


**Glasgow 2018**  
**European Championships**  
Evaluation Report



**EUROPEAN**  
**CHAMPIONSHIPS**  
**GLASGOW 2018**

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## Summary

This summary presents the key findings of the evaluation of Glasgow 2018 European Championships. The main outcomes have been presented in themes that reflect the objectives of the event.

### A successful event

Glasgow 2018 was a well organised, well attended event. The live sites and Festival 2018 venues attracted large audiences and further supported a multi-event atmosphere and experience. Teams, athletes, spectators and audiences expressed high levels of satisfaction, with Team 2018 volunteers making a real difference. Spectators reported good quality experiences across all the events, with sporting competition, performances and atmosphere particularly highly rated at BMX, Track Cycling, Road Cycling (Glasgow Green), Swimming and Synchronised Swimming.

- Total attendance across ticketed sporting competitions, free sport, live sites and main Festival 2018 venues was 565,000
- The ticketed sporting events were attended by 137,300, with 53 of 73 sessions at more than 85% capacity
- Ticket sales account for 62% of total saleable capacity for sporting competitions and Festival 2018 events
- 97% of spectators and audience members plan to attend more events like this in future

### Promoting Glasgow and Scotland

There was substantial national and international exposure for this new event, in broadcast, online and social media, with audiences in excess of comparator (single event) Championships. In the UK the broadcast programming reached a younger, more female profile than other sporting events and was rated as high in quality by viewers. While there may have been less local awareness of the sporting competition than there was for the Glasgow 2014 Commonwealth Games, greater numbers of Glasgow residents were planning to visit the city centre and take part.

- TV audience of 1.4 billion reached by the 2018 European Championships across Glasgow and Berlin
- PR value of £256m for Glasgow and Scotland from broadcast, online and social media
- £197m brand exposure value gained in total for the Glasgow 2018 event branding along with city and national brands, People Make Glasgow and Scotland Is Now

### Leaving a sporting and cultural legacy

Glasgow 2018 has supported further improvements in local infrastructure and capacity and provided a platform for sport, culture and healthy lifestyles, including targeted sport development programmes. GO LIVE! at the Green showed how live sites can be used to reach larger and broader audiences, provide fun experiences and opportunities to engage in different ways, while Festival 2018 as a whole covered a wide area and provided lots of opportunities to engage in different artforms and activities. At the same time, many cultural and sporting partners benefitted from funding, opportunities and exposure, with cultural and creative sectors reporting new ideas, contacts and increased exposure for their work.

- At least 20,000 people took the opportunity to try one of the Championships sports across all Glasgow 2018 venues and linked activities
- Families accounted for over half of all parties at Glasgow Green, alongside greater numbers of people with a disability and people reporting lower levels of physically activity
- 26% of audience members at Glasgow Green (approx. 30,000 people) learned more about healthy lifestyles
- 2,400 artists and performers contributed to Festival 2018, alongside more than 5,600 active participants (voluntary and non-professional performers)

### **Creating economic impacts**

An independent economic assessment showed that the Glasgow 2018 European Championships drove significant amounts of expenditure from visitors and participants with additional investments and revenue collected by the organisers adding to the economic impacts. Investments in infrastructure, capacity and the favourable media exposure of the Championships will create additional indirect benefits for Glasgow and Scotland, though they will take longer to materialise.

- Total expenditure on commodities and services of £51.2m. £34.3m of this represented additional (new) spending which in turn created an estimated £17.8m in Gross Value Added (GVA)
- Of the total expenditure generated by the event, Glasgow benefited from £34.3m, the rest of Scotland £11.2m, with £2.1m accruing to the rest of the UK<sup>1</sup>
- The total public investment in Glasgow 2018 European Championships was £90m, with 70% from the Scottish Government and 30% from Glasgow City Council
- An estimated £8.5m in contracts was awarded to Glasgow-based suppliers, and £24m to Scottish suppliers (including those based in Glasgow and the Glasgow City Region<sup>2</sup>)

### **Creating social and community benefits**

Glasgow 2018 put significant efforts into facilitating access and tackling obstacles, attracting different profiles of visitor thanks to the variety of events and activities available. Team 2018 included a diverse volunteer workforce, exceeding targets for numbers of Scottish and Glasgow residents and new volunteers, as well as including significant numbers of men and people aged under 26. Most volunteers felt the experience was beneficial, with greatest impact around development of useful skills, future involvement in volunteering and making new contacts and friendships. In general, Glasgow residents were very positive about the event and people attending felt pride in Glasgow and Scotland hosting major events.

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<sup>1</sup> Presented cumulatively, this equates to £34.6m for Glasgow, £45.9m for Scotland and £48.1m for the UK as a whole

<sup>2</sup> East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire

- Most of those attending ticketed sporting events were from the rest of Scotland (54%) and the UK (24%)
- Glasgow residents made up 40% of the total Glasgow 2018 audience, but over half of the audience for the free sporting events, GO LIVE! and Festival 2018 sites
- Families with children under 16 constituted a third of all parties, with highest share at Glasgow Green (56%)
- 39,000 complimentary and discounted tickets were provided to community groups and partners
- 50% of volunteers stated they planned to do more volunteering and 91% met new people through the experience
- 97% of spectators from Glasgow and 96% from Scotland were proud that Glasgow and Scotland were hosting these events

### **Developing capacity and expertise**

Glasgow 2018 has built on the significant investments made for Glasgow 2014 with further improvements to infrastructure and capacity, while the experience has helped many to develop skills and capabilities which will be available for future events in Glasgow and Scotland. There were some concerns from staff about not having enough skilled people at critical points, but the vast majority reported that it has been a valuable and rewarding experience. Glasgow 2018 has also helped to develop knowledge and improve practice in a number of specific technical and policy related areas.

- 93% of Glasgow 2018 staff agreed that they developed skills or gained useful experience from working on the event
- 57% of Glasgow 2018 staff are planning to continue working in the events sector and 48% are planning to continue working in Glasgow or Scotland



## **CHAPTER 1 Introduction**

The inaugural multi-sport European Championships took place from 2 to 12 August in Glasgow and Berlin. Scotland hosted the Aquatics, Cycling, Golf, Gymnastics, Rowing and Triathlon, and the Athletics was staged in Germany.

As well as ticketed sporting events there were opportunities to see elite sport for free: Mountain Bike at Cathkin Braes, the Cycling Road Race and Time Trial events in Glasgow and the surrounding metropolitan area, Open Water Swimming at Loch Lomond and Rowing and Triathlon at Strathclyde Country Park. More than 3,000 athletes from 48 nations competed in Scotland, with the event broadcast across Europe and further afield, with athletes, officials, media, visitors and spectators alike welcomed by Team 2018 volunteers.

In addition to the sporting action, Festival 2018 featured live music, circus, dance, theatre and much more. George Square was the focal point with stage shows and a live link to Berlin, complemented by the 2018 edition of the Merchant City Festival.

Glasgow Green hosted GO LIVE! at the Green, creating a 'live city' atmosphere and bringing together sport, fitness, health, food and drink, arts and entertainment in an engaging and exciting way, designed to encourage and support healthier and more active lifestyles.

This report brings together information from a variety of sources to examine whether the event's objectives were met and to provide an overall assessment of outcomes. It focusses on activity explicitly linked to the Glasgow 2018 European Championships, implemented or directly influenced by the Glasgow 2018 team. It also considers the extent to which the event has supported, contributed to or given additional impetus to the policies and strategies of key funders and partners.

### **1.1 Approach to the evaluation**


The Glasgow 2018 Research and Evaluation team have sought to identify and apply lessons from previous evaluations such as the (more extensive) programme of research undertaken in relation to the Glasgow 2014 Commonwealth Games, comply with existing good practice (for example the eventIMPACTS Framework<sup>3</sup>) and take account of recent academic and policy literature.

The approach has been designed collaboratively with key stakeholders, with the following organisations advising at key stages and providing information for the evaluation:

- Scottish Government
- EventScotland and VisitScotland
- UK Sport
- European Championships Management
- Berlin Senatsverwaltung für Inneres und Sport (Senate Department for Home Affairs and Sport)
- Glasgow City Council
- Glasgow Life

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<sup>3</sup> <http://www.eventimpacts.com/>



The Scottish Government, Glasgow City Council and UK Sport attended regular monitoring and evaluation forums and meetings. The evaluation programme, research tasks and data gathering has been designed in line with the staff and financial resources available and has had to take account of a number of challenges and limitations, for example:

- Flexibility - designing a programme of research and evaluation for an event that was still being shaped, while reflecting the priorities and expectations of various partners and stakeholders as well as public interest in a high profile event
- Practicality - gathering adequate, accurate information from the organisations and actors involved, with stronger evidence available in some areas than others
- Balance - the need to identify added value from the 2018 European Championships taking place as a combined event, but also identify outliers or differences between types of event, sports, disciplines, venues or client groups
- Timescales – the event sought to make a contribution to longer-term strategies and is likely to generate effects that may not materialise or be evident for several years
- Context – consideration of what can reasonably or feasibly be expected from an event of this type and any relevant and available comparators.

## **1.2 Research and data gathering**

Glasgow 2018's Research and Evaluation Workstream was tasked with scoping, commissioning and conducting a range of research and data gathering tasks to support this report. Key tasks requiring technical expertise, significant capacity or independent verification of results have been carried out by external providers and partners, with the full list as follows:

***Surveys of spectators and audiences*** – commissioned from Nevin Associates, Choice Insight and Quadrangle Ltd. 2,085 ticketholders at Glasgow 2018 sporting events completed an online survey after attendance and 1,605 people attending free sporting and cultural events took part in a face-to-face interview on site<sup>4</sup>

***Economic Assessment*** – also undertaken by Nevin Associates, informed by results of above surveys, plus analysis of organiser and client group spending

***Analysis and survey of volunteers*** – 2,349 applicants and volunteers completed an online survey led by Glasgow Centre for Population Health

***Young people's evaluation trial*** – commissioned from Glasgow Community Arts Network and their youth arts committee - the Bold Collective

***Surveys of Member Federations and Athletes*** – 95 online surveys conducted by Glasgow 2018 Research and Evaluation team

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<sup>4</sup> Details of Gymnastics ticket purchasers were not provided for inclusion in the fieldwork and it has not been possible to break down survey results for this event. The Economic Impact Assessment models data for this event based on responses by spectators of other ticketed sporting events.



**Glasgow 2018 people survey** – 251 online staff surveys conducted by Glasgow 2018 Research and Evaluation team

**Monitoring and feedback surveys of cultural partners** – online and email surveys conducted by Glasgow 2018 Research and Evaluation and Cultural Programme team

**Feedback survey of (independent) media partners** – online survey of non-rights holding broadcasters, journalists and photographers conducted by Glasgow 2018 Media Operations team

**Glasgow Household Survey** – inclusion of Glasgow 2018 questions in the recent phase of the survey conducted by IPSOS Mori for Glasgow City Council<sup>5</sup>

**Broadcast, digital and social media** – European Championships Management (ECM), collected TV audience data, measured exposure of sponsors and brands and monitored digital and social media coverage. TV monitoring information is based on Nielsen data provided by the European Broadcasting Union (EBU). Digital and social media monitoring was undertaken by Intelligent Research in Sponsoring (IRIS) utilising the 'Talkwalker' engine, web and social media searches. Information from the BBC Audience Report for this event has also been included.

The ECM studies include measures of PR and brand exposure value. PR Value is a weighted advertising value equivalent that reflects how much it would have cost to achieve the same exposure through advertising. This is based on cost per thousand rates for the type of content and channel and weighted using percentage scores for position and prominence of the subject matter. The sponsor and brand monitoring utilises a sample of broadcast output signals (70 hours), monitoring the length of time that brands have been visible via automated image recognition and manual verification. Results are adapted to taken into account the number of repeated shots (i.e. swimming vs cycling road races), with brand exposure value calculated using a fixed cost of €10 per thousand viewers.

In addition, relevant monitoring data has been collected, organised and presented from internal teams as well as partners across governance, sport, culture and community groups. As a result this report contains a blend of quantitative and qualitative data, with strongest emphasis given to findings that are supported by a variety of evidence.

### **1.3 Structure of the report**

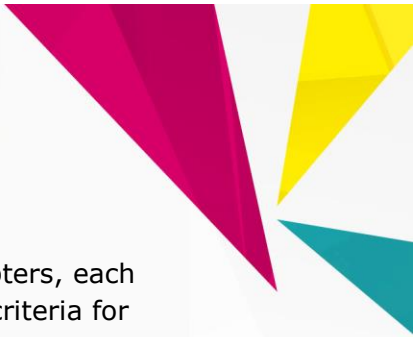
This report organises information and data in themes, against the various strategic objectives and programme goals for the Championships (below).

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<sup>5</sup> <https://www.glasgow.gov.uk/index.aspx?articleid=17712>

<b>Strategic Objective</b>	<b>Programme Goal</b>	<b>Report Chapter</b>
<b>OBJECTIVE 1: Elevate the status of our European Champions by creating a spectacular experience for athletes, spectators and broadcast audiences</b>	Deliver the six combined championships which make up the Glasgow 2018 European Championships	2. Delivering a successful event
	Create the best possible environment for athletes and officials to perform to their maximum ability	2. Delivering a successful event
	Attract the best athletes from countries across Europe	2. Delivering a successful event
	Achieve high levels of spectator satisfaction	2. Delivering a successful event
	Work in partnership with the Host Broadcaster and rights holders to develop facilities and content which will result in high quality output for the host and the sports	3. Promoting Glasgow and Scotland
<b>OBJECTIVE 2: Promote Glasgow and Scotland to international markets as world-class destinations and stage an event that contributes to Glasgow's position as a key global events city</b>	Provide extensive and compelling content for broadcasters which promotes the host in key territories across the continent	3. Promoting Glasgow and Scotland
	Showcase Glasgow and Scotland by selecting venues which best promote the host	3. Promoting Glasgow and Scotland
<b>OBJECTIVE 3: Sustain the sport and cultural legacy from the Glasgow 2014 Commonwealth Games</b>	Contribute to the Legacy Action Plan for Glasgow's Sport and Physical Activity	4. Leaving a sporting and cultural legacy
	Contribute to the continued growth and development of the cultural sector in Glasgow and Scotland	4. Leaving a sporting and cultural legacy
	Stage mass participation events as part of the Championships	4. Leaving a sporting and cultural legacy
<b>OBJECTIVE 4: Maximise the positive economic and social impact of the Championships</b>	Ensure the widest possible access to the event to maximise social impact	6. Creating social and community benefits
	Maximise the economic impact of the Championships for the hosts	5. Creating economic impacts

<b>Strategic Objective</b>	<b>Programme Goal</b>	<b>Report Chapter</b>
	Supporting the development of new business opportunities for the hosts in key European markets	5. Creating economic impacts
	Create a significant volunteer programme to support the local and national volunteering strategies	6. Creating social and community benefits
<b>OBJECTIVE 5: Inspire young people to lead healthier, active lives</b>	Engage young people/youth groups in all possible aspects of the event	4. Leaving a sporting and cultural legacy
	Support the development of increased infrastructure capacity for young people in sport	4. Leaving a sporting and cultural legacy
	Engage young people across Glasgow and Scotland in the G2018 Education Programme	6. Creating social and community benefits
	Support the programme for the 2018 Year of Young People	6. Creating social and community benefits
<b>OBJECTIVE 6: Establish a sustainable operating model for the Championships that capitalises on the skills and experience that exists in Glasgow and Scotland</b>	Build capacity in Glasgow and Scotland's sport and event industries through an integrated workforce delivery model maximising the number of Glasgow 2018 roles fulfilled by existing staff in partner organisations	7. Developing capacity and expertise
	Making the best use of existing infrastructure to deliver the event	7. Developing capacity and expertise
<b>OBJECTIVE 7: Promote Scotland and Glasgow as well connected, digitised and innovative places</b>	Promote innovation in development and delivery across the Championships	7. Developing capacity and expertise
	Support the development of infrastructure to maximise mobile coverage, Wi-Fi and broadband connectivity	7. Developing capacity and expertise
	Utilise technology to enhance the customer and visitor experience	2. Delivering a successful event



The remainder of the report is organised into the following thematic chapters, each beginning with a short discussion of the objectives of the event and the criteria for evaluation. Each chapter brings together information from a variety of sources to answer our questions.

**2. Delivering a successful European Championships**

**3. Promoting Glasgow and Scotland**

**4. Leaving a sporting and cultural legacy**

**5. Creating economic impacts**

**6. Creating social and community benefits**

**7. Developing capacity and expertise**

## **CHAPTER 2. Delivering a successful European Championships**

### **Objectives and evaluation questions**

This chapter seeks to understand the extent to which the Glasgow 2018 European Championships were implemented effectively and seen as a successful event. The event's strategic objectives defined success as creating a spectacular experience for athletes, spectators and broadcast audiences, particularly in terms of attracting the best athletes from across Europe, creating the best possible environment for athletes and officials to perform to their maximum ability and achieving high levels of spectator satisfaction. Wherever possible innovation would be used to enhance the customer and visitor experience.

#### **2.1 Event overview**

***3,103 athletes from 279 teams representing 48 countries competed in the Glasgow 2018 European Championships, alongside 3,760 accredited officials and delegates<sup>6</sup>***

Overall, the evidence shows that the event was widely seen as successful, with no major incidents relating to event security or the health and safety of participants and audiences and no evidence that leading athletes did not take part. Russia topped the overall medal table (including the European Athletics Championships in Berlin) closely followed by Great Britain. The event included numerous memorable experiences and moments, with new European champions crowned in 187 medal events, and two world records broken in Swimming. In addition, the qualitative feedback received so far from stakeholders (e.g. the European Federations, broadcasters, public sector partners) has been overwhelmingly positive and should bolster Glasgow and Scotland's reputation as major event hosts.

***Total attendance at the Glasgow 2018 European Championships (ticketed sporting events) was 137,300<sup>7</sup>***

According to the Glasgow 2018 ticketing partner, ticket sales account for 62% of total saleable capacity for the sporting competitions and Festival 2018 events<sup>8</sup>. Approximately 75% of tickets for Synchronised Swimming, Diving and Gymnastics were sold, compared to 44% for Rowing and 21% for Golf. The following table breaks down total attendance at the ticketed sporting events, showing highest attendance for Swimming, Gymnastics and Track Cycling:

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<sup>6</sup> 643 from the European Federations, 2,115 team officials and 482 technical officials

<sup>7</sup> Information on total attendances for the ticketed events was provided by Glasgow 2018's ticketing partner (Ticketmaster), and is based on all tickets taken up (including sold, provided to sporting partners and community organisations). It does not take account of refunds or no-shows.

<sup>8</sup> This is not the same as the number that were actually available for sale, as it includes some sessions where seats were removed for venue planning purposes or where tickets were subject to release in phases or blocks.

**Table 2.1 Ticketed attendance by competition**

<b>Event</b>	<b>Tickets sold</b>	<b>Total attendance</b>
European Swimming Championships	20,638	36,022
European Artistic Gymnastics <sup>9</sup>	30,849	32,022
European Cycling Track Championships	24,736	29,924
European Cycling BMX Championships	4,773	8,821
European Diving Championships	5,252	8,010
European Rowing Championships	4,000	7,670
European Golf Team Championships	3,813	6,597
European Triathlon Championships	2,553	4,893
European Synchronised Swimming Championships	2,134	3,331
<b>SPORT TOTAL</b>	<b>98,748</b>	<b>137,290</b>

Source: Ticketmaster

**Total number of attendances at the main live sites and Festival 2018 venues was 373,500<sup>10</sup>** including:

- 135,000 at George Square
- 116,000 for GO LIVE! at the Green
- 100,000 at Merchant City Festival
- 19,000 for GO LIVE! at the Park (Strathclyde Country Park)
- 3,500 in Balloch for Festival 2018 Loch Lomond

**Estimated total number of attendances at free sporting events was 54,300** including:

- 50,000 for Cycling Road Race and Time Trial events (in addition to spectators at city centre sites above)
- 2,500 at Cathkin Braes for Mountain Bike
- 1,800 at Loch Lomond for Open Water Swimming

The following table summarises total attendance by type of event.

<sup>9</sup> Includes Junior and Senior Championships for Men and Women

<sup>10</sup> Information on attendances at non-ticketed events was obtained from venue teams and partners, based on entry counts (and estimates in some cases). It does not take account of repeat attendance.



**Table 2.2 Total attendances by type of event**

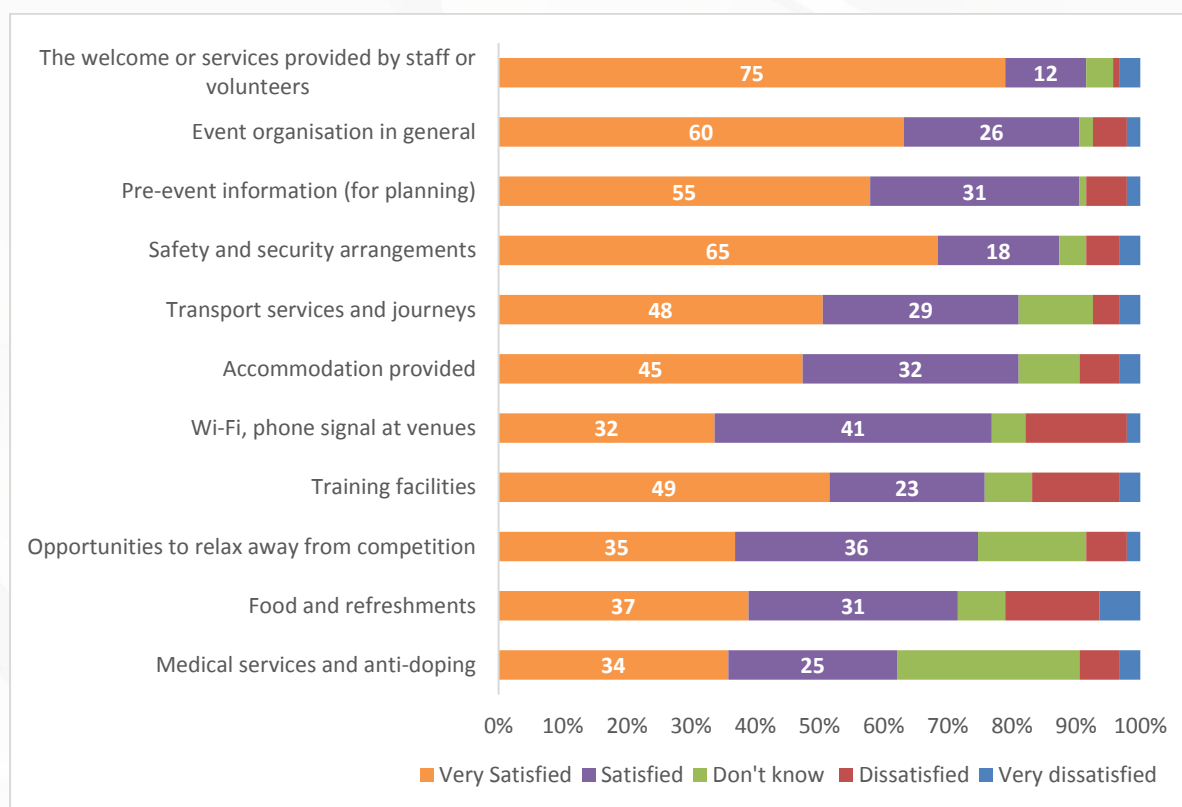
Type of Event	Total attendance
Ticketed sporting events	137,300
Free sporting events	54,300
Live sites and main Festival 2018 venues	373,500
<b>Sub total</b>	<b>565,100</b>
<i>Other cultural events and activities</i>	<i>80,000</i>
<b>Total</b>	<b>645,100</b>

## 2.2 Satisfaction levels

The G2018 Surveys of Member Federations and Athletes showed that most were satisfied with organisation and delivery and the following chart shows that all service areas were rated positively. The most positive aspects were the welcome or services provided by staff and volunteers (87% were satisfied or very satisfied), pre-event information (86%), and safety and security (83%).

**86% of team managers and athletes were satisfied or very satisfied with the organisation of the event**

**Figure 2.1 To what extent were you satisfied with each of the following?**



Source: Glasgow 2018 surveys of Member Federations and Athletes (n=95)

Volunteers were seen as really friendly and helpful, and made a difference to the experiences of many competing teams and athletes.

Team managers and athletes were more likely to be dissatisfied with food and refreshments (20% very dissatisfied or dissatisfied), Wi-Fi or phone signal (17%) or training facilities (16%). A small number of negative comments were received in relation to hotels (including food quality), transport or travel times, accreditation requirements or security arrangements.

A Net Promoter Score (NPS) format question was piloted across the different client group surveys, this uses a 10 point rating scale to assess whether respondents are likely to recommend their experiences at the event to friends, family or colleagues.

The results are provided in the table below, showing that responses were overwhelmingly positive. Spectators also gave very positive scores, with highest ratings for those attending free sporting or cultural events. This might be because people attending free events have lower expectations or that they feel free events are easier to recommend to others.

**Table 2.3 How likely is it that you would recommend that others attend or participate in an event like this in future?**

<b>Client group</b>	<b><i>Detractors (0-6)</i></b>	<b><i>Passives (7-8)</i></b>	<b><i>Promoters (9-10)</i></b>	<b>NPS<sup>11</sup></b>
<b>Spectators (ticketed sport)</b>	8%	18%	73%	65%
Spectators (free sport)	3%	11%	86%	83%
Spectators (Festival 2018)	2%	12%	87%	85%
Team 2018 volunteers	13%	19%	68%	55%
Team managers and athletes	10%	42%	48%	38%

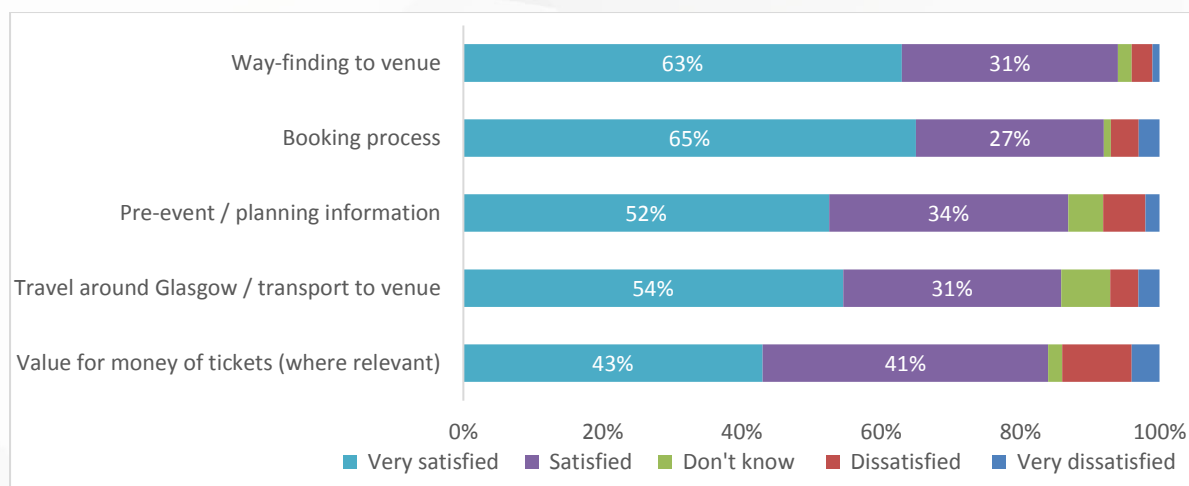
Source: Glasgow 2018 surveys

**80% of spectators gave a rating of 9 or 10 on their likelihood of recommending the event to others.**

The following charts break the down satisfaction with key elements of spectator service and satisfaction, both before their arrival and at the venue. Again, the results are very positive with highest levels of satisfaction with the booking process and way-finding to the venue.

<sup>11</sup> NPS score is % promoters (9-10) minus % detractors (0-6)

**Figure 2.2 Satisfaction among spectators (pre-arrival)**



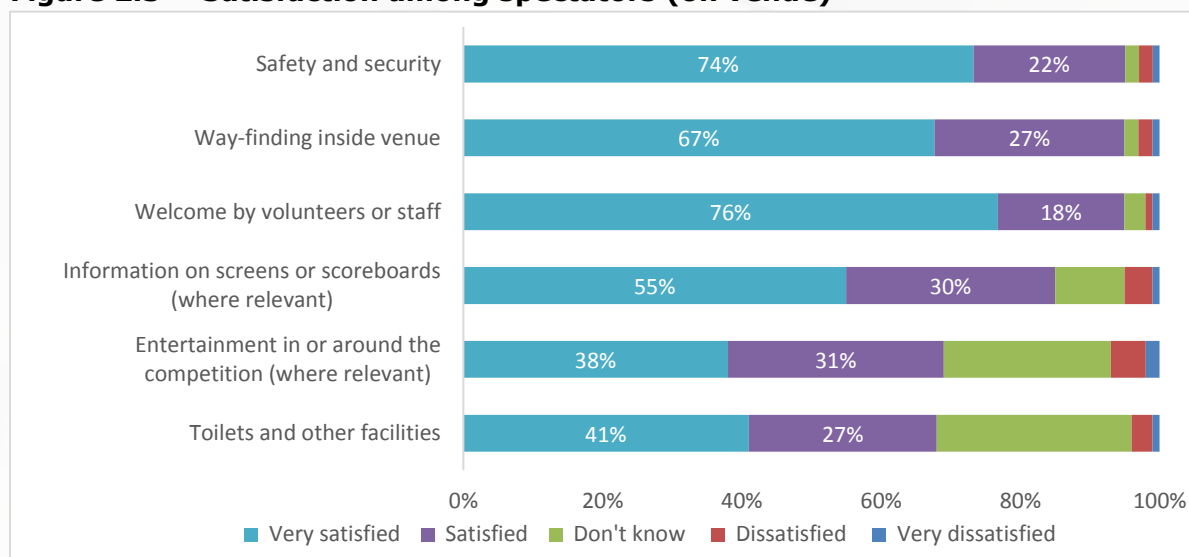
Base: All respondents to spectator surveys (ticketed and free events)

Regarding their experiences on venue, spectators were very satisfied with the welcome given by volunteers, safety and security arrangements and way-finding on site.

**94% of spectators were satisfied or very satisfied with the welcome or services provided by volunteers**

Even elements that were not relevant to all, such as the provision of entertainment around the competition, or that large numbers of respondents could not answer like provision of toilets and facilities, attracted many more positive than negative responses.

**Figure 2.3 Satisfaction among spectators (on venue)**



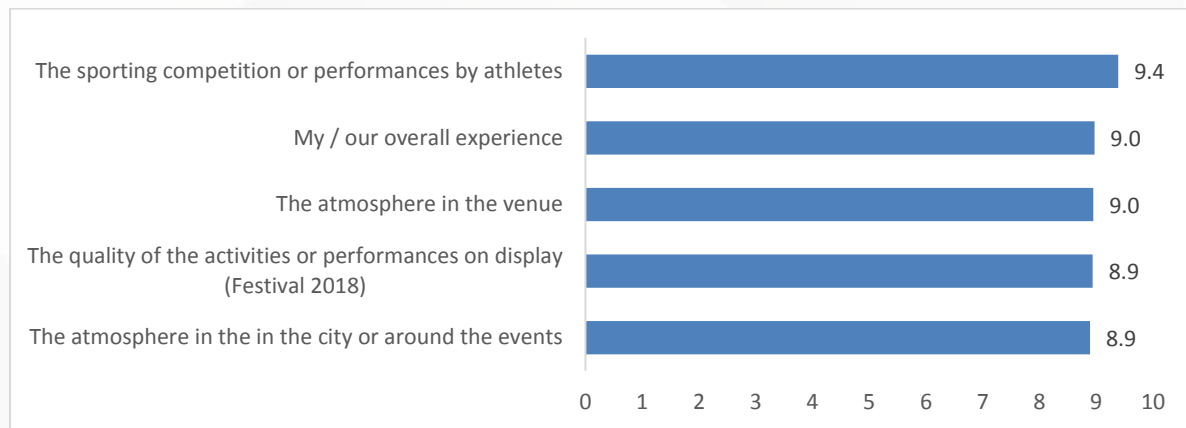
Base: Surveys of spectators and audiences (n=3,690)

**85% of spectators were satisfied or very satisfied with information screens or scoreboards**

### 2.3 Experiences

We asked spectators to assess the experience of Glasgow 2018 events, also using a rating scale of 0-10. All aspects of their experience were rated positively, with highest ratings for sporting competition and performances.

**Figure 2.4 How would you rate the following aspects of the event (0-10)?**



Base: Survey of spectators and audiences (n=3,690)

It is also possible to show how spectators and event goers rated their overall experience at the different venues.

**Table 2.4 How would you rate your overall experience at this event (by venue)?**

<b>Event / Venue</b>	<b>Overall experience (0-10)</b>
GO LIVE! at the Green	9.2
Merchant City Festival	9.2
Track Cycling	9.1
BMX	9.1
George Square	9.0
Swimming	9.0
Cycling Road Race and Time Trial Events	8.8
Mountain Bike	8.8
Diving	8.7
Triathlon	8.7
Synchronised Swimming	8.6
Open Water Swimming	8.5
Golf	7.8
Rowing	7.8

Base: Surveys of spectators and audiences (n=3,690)

Audience members at Festival sites gave some of the most positive responses on their overall experiences. When this is broken down further *activities and performances* at GO LIVE! (9.1) and the Merchant City Festival (9.1) were rated marginally more highly than at George Square (8.7)

Spectators at BMX (9.7) Track Cycling, Swimming and Synchronised Swimming (all 9.6) and Triathlon (9.5) rated the *sporting competing and performances* more highly than those at Golf (8.2) and Rowing (8.8)

Spectators at Glasgow Green for the cycling events (9.3), BMX, Swimming (both 9.2) and Track Cycling (9.1) rated the *atmosphere on venue* more highly than those at Golf (7.3), Rowing (7.6) and Diving (8.2).

**80% of spectators at sporting events gave a rating of 9 or 10 on the quality of sporting competition and performances**

**72% of audience members at George Square, GO LIVE! at the Green or Merchant City Festival gave a rating of 9 or 10 on the quality of cultural activities or performances**

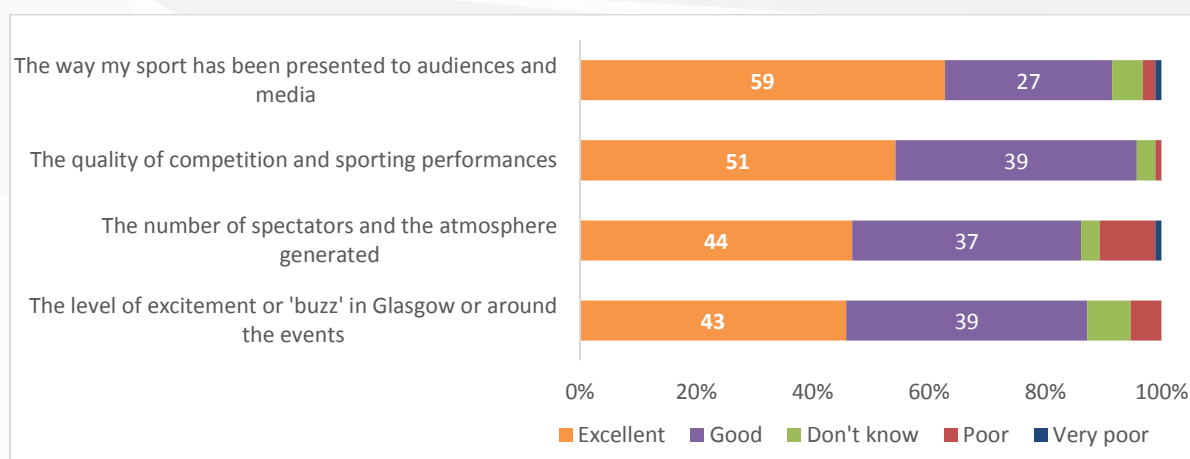
**97% of spectators plan to attend more events like this in future**

**81% of spectators across all events had already or were planning to attend at least one another event or activity linked to the 2018 European Championships.**

This proportion was lowest among those at Open Water Swimming (Loch Lomond), Golf (Gleneagles), Diving (Royal Commonwealth Pool) and Rowing (Strathclyde Country Park). The main point of difference was that people attending events in Glasgow were much more likely to attend the free events, cultural activities and GO LIVE! taking place in and around Glasgow.

Team managers and athletes were also asked about their experience of Glasgow 2018. The following chart shows that they were most positive about the way their sports were presented to audiences and media (59% excellent, 27% good), and the quality of competition and performances (51% excellent, 39% good).

**Figure 2.5 How would you assess Glasgow 2018 in each of the following areas?**



Base: Survey of Member Federations and Athletes (n=95)

**90% of team managers and athletes felt that the quality of competition and sporting performances were excellent or good**

**86% of team managers and athletes felt that the presentation of their sport to audiences and media was excellent or good**


In their comments, team managers and athletes often spoke highly of the atmosphere in venue and around Glasgow (particularly Gymnastics, Swimming and Track Cycling), the increased level of media interest created by a combined Championships.

There were some differences between the views of people from different sports and disciplines, for example team managers and athletes involved in Triathlon, Mountain Bike, BMX and Diving tended to give lower satisfaction scores than those involved in Gymnastics, Track Cycling and Swimming.

**Key findings**

Glasgow 2018 was a well organised, well attended event. The ticketed sporting events were attended by 137,300, with 53 of 73 sessions at more than 85% capacity. Final





ticket sales account for 62% of total saleable capacity for the sporting competitions and Festival 2018 events.

The live sites and Festival 2018 venues attracted large audiences and helped with creation of a multi-event atmosphere and experience.

Clients groups including teams, athletes, spectators and audiences expressed high levels of satisfaction, with Team 2018 volunteers making a real difference to experiences.

Spectators reported good quality experiences across the events, with sporting competition, performances and atmosphere particularly highly rated at BMX, Track Cycling, Road Cycling (Glasgow Green) Swimming and Synchronised Swimming.

## CHAPTER 3 - Communication and promotion

### Objectives and evaluation questions

A further element of the event's success was the extent to which it served to promote Glasgow and Scotland to key European markets, through broadcast coverage of the events and exposure across a variety of media. The aspiration was that this would increase recognition and awareness of Glasgow and Scotland as visitor destinations (contributing to meeting the objectives of key partners) and help to cement Glasgow's reputation as a host for major events.

Glasgow 2018 worked with broadcasters to provide and develop both production facilities and broadcast content, selecting venues and locations which were able to support high impact coverage of Glasgow and Scotland. Digital and social media were used extensively in order to reach greater numbers of people and engage them in the Championships. This chapter brings together information on the amount, reach and quality of media coverage.

#### 3.1 Media coverage highlights

***1,721 media representatives<sup>12</sup> (57% based outside the UK) visited our venues, including 1,291 from our broadcast partners***

***95% of media representatives were satisfied or very satisfied with services provided by Glasgow 2018 and partners***

Much of the media data contained in this section was sourced from European Championships Management, who commissioned external researchers to undertake TV media monitoring, a review of online publications in five key European markets<sup>13</sup>, international social media monitoring and impact assessments or value calculations for key sponsor brands. The decision was taken not to collect and analyse print media coverage of the 2018 European Championships. This is partly due to the costs involved, combined with a need to focus on broadcast, digital and social media.

Across Glasgow and Berlin, the 2018 European Championships generated the following results:

- Total audience reach (across broadcast, online and social media) of 2.9 billion
- 3,837 TV broadcast items, or 4,457 hours of broadcast coverage, across 43 countries
- TV audience reach of 1.4 billion (against an original target of 1 billion), with 856 million viewer hours in total
- Total PR Value of £1.1 billion, including £1.0 billion from TV coverage<sup>14</sup>
- 37,837 digital media articles in five key markets, generating 1.9 billion visits

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<sup>12</sup> This includes host broadcaster, rights-holding and non-rights holding broadcasters, written press and photographers

<sup>13</sup> UK, Germany, France, Italy and Spain

<sup>14</sup> This relates to coverage of the entire event, so includes the broadcast coverage of the European Athletics Championships in Berlin and general reporting of the European Championships event.

- 161,602 social media posts, reaching 945 million people (32% positive, 66% neutral and 2% negative)
- 1.2 million unique users for [www.eurochampionships.com](http://www.eurochampionships.com) during the Championships (2<sup>nd</sup> to 12<sup>th</sup> August 2018)
- European Championships social media channels delivered 7.5 million impressions, 107,000 engagements or interactions and 1.6 million video views during the Championships
- 776 million uses of the four official hashtags during the Championships

For the Glasgow 2018 portion of the event, the key media results are:

- Total audience reach (for online and social media) of 1.6 billion
- 14,680 online media articles reaching 938 million people
- 94,575 social media posts (across 8 platforms) reaching 683 million people
- Total PR Value of £256m from broadcast, online and social media
- 1.4 million unique users of [www.Glasgow2018.com](http://www.Glasgow2018.com) during the Championships
- Glasgow 2018 social media channels generated 8.0 million impressions, 247,000 engagements or interactions and 294,000 video views
- 114,000 followers across Glasgow 2018 social channels, with 59,000 examples of user-generated content

These results are impressive for a new event, and initial feedback from stakeholders and partners suggests that all were happy with the amount and quality of coverage, particularly with regard to broadcast media. Results for key event sponsors are provided below:


**Table 3.1 Broadcast coverage of key Glasgow and Scotland brands**

	<b>Visibility (Hours)</b>	<b>Broadcast sequences</b>	<b>Value</b>
Glasgow 2018	821	589,156	£116,800,825
People Make Glasgow	275	183,757	£39,704,516
Scotland is Now	288	186,076	£40,284,577

Source: Sponsoring values by Intelligent Research on behalf of ECM

The BBC's own Audience Report provides some comparative context, for UK audiences, based on the overall European Championships event including the European Athletics Championships in Berlin. The BBC reported an average audience of 1.05 million (11% share), with total audience reach of 20 million (33% of the potential TV audience in the UK). This was in excess of more established events such as the Rugby Six Nations (19.1 million) and marginally below the Gold Coast 2018 Commonwealth Games (22.8 million).

2.0 million viewers accessed red button interactive coverage (making it the 6th most viewed event in 2018) and there were 2.3 million unique UK browsers to the BBC's



European Championships live pages (with 0.6m on the last day of the Championships alone), generating a total 2.9 million online programme requests. The highlights for Glasgow 2018 events include:

- A peak audience of 2.7 million watched the Mixed Triathlon. The peak Triathlon audience outside this for 2018 was the Nottingham Mixed Relay (1.5 million), or World Series events in Abu Dhabi (1.3 million) and Leeds (0.9 million)
- Ethan Hayter's gold in the Omnium was watched by a peak audience of 2.4 million, whilst Katie Archibald's silver in the Individual Pursuit was watched by 2.0 million. Ride London was watched by 2.3 million, whilst the 2018 World Track Championships attracted a peak audience of 1.4 million, and the World Road Race Championships was watched by 0.5 million
- 2.2 million watched the men's 10m Diving Final, the highest UK audience for a non-Olympic diving competition in 10 years, while the European Aquatics Championships 2016 saw a peak of 1.2 million
- For Swimming, 2.3 million watched the 4 x 200m relay, and 1.7 million the mixed relay. 1.4 million tuned in to watch Adam Peaty's world record. The peak audience for previous European Swimming Championships was 1.2 million
- The rowing audience peaked at 0.6 million, equal to 2018 Rowing World Championships and 2017 and just above the European Rowing Championships 2017 (0.5 million)

The BBC also found that the event attracted a younger, more female audience than many sporting events, more in line with Athletics or Marathon events (and the BBC's own Sports Personality of the Year 2018 ceremony). Their audience quality ratings placed 2018 European Championships programming on a par with Wimbledon 2018 and the Gold Coast 2018 Commonwealth Games.

### **3.2 Awareness and recognition**

At the time of writing there is limited information able to inform an assessment of the likely impact of this coverage on awareness of the event, general recognition of Glasgow and Scotland or any change in perceptions or intentions among audiences. However for event awareness, we were able to include questions on the main sources of information that had driven visits by spectators and audiences, showing that the web site, broadcast media, word of mouth and social media were the main sources of information about the event.

**Table 3.2 How did you find out about today's event?**

	<b>Total</b>	<b>Ticketed sport</b>	<b>Free sport</b>	<b>Festival 2018</b>
Glasgow2018 Website	25%	<b>41%</b>	19%	14%
Radio/television	20%	16%	<b>34%</b>	<b>22%</b>
From family or friends	20%	10%	<b>27%</b>	<b>26%</b>
'Official' social media	13%	13%	11%	<b>14%</b>
Friends or family social media	13%	10%	11%	<b>15%</b>
Have attended similar	12%	<b>19%</b>	4%	8%
Just passing and saw event	8%	1%	8%	<b>13%</b>
Poster	8%	7%	<b>12%</b>	8%
Email	8%	<b>15%</b>	6%	2%
Other website	6%	10%	6%	3%
Newspaper/magazine	5%	3%	4%	6%
Leaflet	5%	2%	8%	6%
Other	5%	7%	5%	3%
MCF Website	3%	1%	2%	4%
Festival 2018 brochure	2%	2%	0%	3%
Not sure	1%	2%	1%	1%

Base: Surveys of spectators and audiences (n=3,690)

More locally meanwhile, 60% of respondents to the 2018 Glasgow Household Survey<sup>15</sup> were aware that the city would host the European Championships in August 2018. 45% of these people had heard about the event via TV or radio. In terms of planned engagement:

- 35% of respondents said they intended to watch the event on television or online (compared to 44% in advance of Commonwealth Games)
- 23%<sup>16</sup> said they would spend time in the city centre while the Championships were on
- 21% would visit the live zones (compared to 6% in advance of the Glasgow 2014 Commonwealth Games)
- 18% would attend a free sporting event

<sup>15</sup> Fieldwork carried out by Ipsos MORI between April and June 2018

<sup>16</sup> = 140k residents – survey suggests more than this attended city centre venues

- 10% planned to attend a ticketed European Championships sporting event (17% for Glasgow 2014 Commonwealth Games)
- 8% planned to participate in Championships-related cultural activities (4% for Glasgow 2014 Commonwealth Games)

While this hints at a slightly lower level of interest in the sporting events in 2018 (either on television or as ticket purchasers), the Commonwealth Games is a much higher profile event, with far greater recognition than the new European Championships event. There has however been a significant increase in local residents planning to attend live zones and cultural activities. This is most likely a result of people's experiences at similar activities in 2014 and because these kinds of activities are more accepted or even expected within major sporting events.

Levels of planned engagement were noticeably higher for younger than older respondents, particularly in terms of spending time in the city centre (31%), visiting the live zones (24%) or attending the free events (21%).

### **Key findings**

There was substantial national and international exposure for this new event, in broadcast, online and social media, with audiences in excess of comparator (single) events and Championships.

The broadcast programming was high quality, in the UK this reached a younger, more female profile than other sporting events and was rated very highly by viewers.

The total PR value for Glasgow and Scotland (from broadcast, online and social media) was £256m, with additional brand exposure value gained from Glasgow 2018 branding, People Make Glasgow and Scotland Is Now of £197m.

While it appears there was less local awareness or interest in the sporting competition than there was for the Glasgow 2014 Commonwealth Games, greater numbers of Glasgow residents were planning to take part in city centre activities (Glasgow 2018 live sites and Festival 2018).

It is too early to say whether there has been any quantifiable impact on international awareness, recognition (or intention to visit) Glasgow and Scotland among international audiences.



## **CHAPTER 4 – Leaving a sporting and cultural legacy**

### **Objectives and evaluation questions**

In common with most major events, Glasgow 2018 was expected to create longer-lasting benefits for hosts and resident populations<sup>17</sup>. The event should also be seen as part of the legacy of the Glasgow 2014 Commonwealth Games and able to complement work by a range of partners to further develop participation in sport (and physical activity more generally) or encourage greater engagement in culture.

Glasgow 2018 put significant effort and resources into strands and activities specifically designed to contribute to longer-term strategies and priorities. This included mass participation events like GO LIVE! at the Green, targeted sports development activity working with the participating federations, and support for cultural, creative and community organisations through Festival 2018 funding.

#### **4.1 Sport development**

The Glasgow 2018 European Championships provided an opportunity to mobilise resources and networks around the event to promote and develop sport, physical activity, healthy lifestyles and wellbeing. For example:

- Showcasing sport, with (in many cases free) access to elite sporting competition and opportunities to see athletes up close, as well as via free-to-air live coverage and reporting
- Promoting a wide range of sports and activities, with particular (but not exclusive) focus on the Championships sports
- Providing the chance to take part in mass participation events, try fun activities and help or encourage people to find out more about clubs and organisations
- Developing the sporting infrastructure, both in terms of 'hard' assets like improved venues or facilities and 'soft' assets like capacity, coaching and skills
- Linking to and potentially helping to shape or refine long-term strategy and policy development by funders, stakeholders and partners

Glasgow 2018 allocated staff time and resources to sport development, integrating this activity within the event's formal governance and delivery structures. The team consulted widely with public bodies, all relevant sporting federations (via individual Sport Development Working Groups) and a wide variety of stakeholders, partners, venues and contractors. Resources were made available to the National Governing Bodies to develop tailored sport development activities that took into account the specific challenges and issues affecting each sport.

Support for Cycling was mainly focussed on BMX and Mountain Bike, including new infrastructure for Glasgow in the form of an international-standard BMX facility in Knightswood as well as improvements to Mountain Bike trails and event infrastructure at Cathkin Braes. There was free access to the Mountain Bike events<sup>18</sup>, come and try

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<sup>17</sup> The evaluation programme for Glasgow 2014 Commonwealth Games incorporated a comprehensive review of whether and how major events can create longer-term impacts

<https://www.gov.scot/publications/updated-review-evidence-legacy-major-sporting-events-july-2015/>

<sup>18</sup> By definition, the Cycling Road Races and Time Trial events were also open to all

sessions and both support and new equipment for clubs and community groups in the immediate vicinity of the venues.

Children and young people were able to see the inaugural European Golf Team Championships for free with a paying adult, as well as access a Family Activity Zone at Gleneagles with fun activities and short lessons with PGA professionals. There were opportunities to try golf (plus disc golf and para golf) at Glasgow Green, in addition to King Putt's crazy golf in Glasgow's Merchant City.

Gymnastics development activity consisted of a club showcase event that took place on the final Saturday of the Championships at The SSE Hydro.

Development activity for Rowing included come-and-try sessions, targeted learn-to-row schemes for school pupils, support for clubs and coaching and rowing fitness programmes at leisure trusts.

Swimming development activity included targeted learn to swim programmes and swimming experiences in the three host local authorities, including open water swimming events in West Dunbartonshire / Loch Lomond & The Trossachs National Park.

Sports clubs, schools and community groups were also engaged via:

- Sport-specific club information and engagement packs
- Provision of complimentary tickets
- Mascot visits and competitions for schools

Capacity building activities have included:

- Glasgow Sport skills-matching survey of clubs and volunteers (Team 2018 and those registered with Glasgow Sport Volunteer Bureau)
- Glasgow Sport ran four events (attended by 150 people) connecting Team 2018 volunteers with opportunities at local clubs
- Glasgow Sport 'Elevate Your Club' programme in partnership with Jobs and Business
- Glasgow Sport ran a series of workshops to address the skills gaps that clubs have identified
- Glasgow 2018 worked with **sportscotland** to design a Coach Developer programme with national governing bodies for all Championships sports

While it is difficult to develop an accurate picture of the aggregate results of all this activity, Glasgow 2018's sport development activity achieved *at least*:

- Five of the 12 Championship disciplines could be seen free of charge, reaching an estimated total audience of 178,000<sup>19</sup>
- 39,000 complimentary tickets were provided, including 13,000 for swimming
- 20,000 individuals took the opportunity to try one of the Championship sports for themselves, across Glasgow 2018 venues and linked activities
- 2,000 participants benefitted from skills development activity or coaching

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<sup>19</sup> Based on total (non-ticket buying) attendance on days when elite events were taking place at George Square, Glasgow Green, Merchant City Festival, Strathclyde Country Park, Loch Lomond, Cathkin Braes and the cycling road events in and around Glasgow

- 22 clubs were involved directly in sports development programmes
- An additional five coaches or sport development workers were recruited
- 50 coaches or club staff and members received training
- 16 new bikes for clubs in Knightswood, Clydebank and Castlemilk
- 38 new wet suits for use by Glasgow Triathlon Club and Pinkston Watersports

**26% of all spectators (an estimated 80,000 people) were watching an elite sporting event for the first time.**

**15% of people attending free events had a go at a new sport and 13% of people attending free events learned more about healthy lifestyles**

**48% of people attending ticketed sporting events (and 42% of people attending free sporting events) felt inspired to do more sport or active recreation**

#### **4.2 GO LIVE! at the Green**

The GO LIVE! concept was perhaps the focal point of Glasgow 2018's efforts to deliver lasting benefits in sport and culture, alongside a £500,000 investment into sportscotland's 2018 Active Legacy Fund aimed at the people likely to be least physically active via Community Sports Hubs across Scotland<sup>20</sup>.

Glasgow Green was free to enter and open every day of the Championships. The site combined a number of features and attractions including hosting the Cycling Road Race and Time Trial events, and also functioning as a more traditional live site with big screen and stage performances. GO LIVE! took the innovative approach of complementing this with a comprehensive programme of opportunities to discover, see and participate in sporting, cultural, community and health-related events and activities.

There were three main strands: Sport and Fitness; Festival 2018; and Health and Wellbeing; including many activities that combined elements of which 'blurred the lines' between sport and culture. Activities were delivered directly by the Glasgow 2018 team, funded organisations and individuals and indirectly by Glasgow 2018's public, charitable and community partner organisations.

**116,000 attendances were recorded at Glasgow Green over 11 days (against a target of 100,000)**

According to the surveys of spectators and audiences, GO LIVE! at the Green enabled Glasgow 2018 to reach a different audience from the other events, attracting:

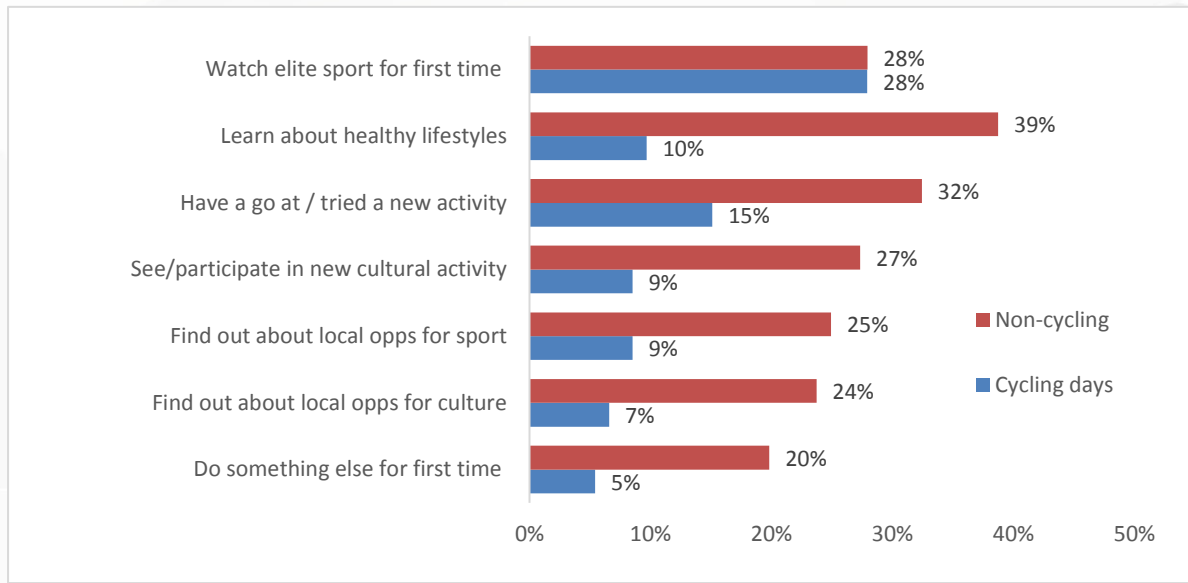
- More families, 56% of parties included at least one member under 16, which rose to 67% on the days without Road Cycling events (Glasgow 2018 average was 32%)
- More Glasgow residents, 55% were Glasgow residents, and 65% on days without cycling (Glasgow 2018 average was 40%)
- Less physically active people, 37% claimed to do at least 150 minutes of physical activity per week (Glasgow 2018 average of 41%)

<sup>20</sup> For more information on Community Sports Hubs please see <http://sportscotland.org.uk/clubs/community-sport-hubs>

- More people with disabilities (5%, up to nearly 6% on cycling days) the average across Glasgow 2018 was 3%

With an average visit duration of 3h45m, people tended to stay on Glasgow Green longer than most of the other free events (only Cathkin Braes was longer at 5h) which is likely to reflect the number of attractions and facilities on site. People were very satisfied with quality, experience, and reported a number of benefits and impacts from their visit:

**Figure 4.1 As a result of your attendance at Glasgow Green today, do you think you will?**



Base: Survey of audience members at Glasgow Green (n=421)

The Glasgow Green audience was already quite culturally engaged, with 53% attending or participating in arts and culture (performances, exhibitions, events and activities) at least monthly (Festival 2018 average of 38%).

**55% intended to get more involved in cultural or community activities, 59% for the non-cycling days**

**46% of people consulted at Glasgow Green stated that as a result of attending Glasgow Green they intended to do more sport or active recreation (up to 48% on days without cycling road events)**

**People at Glasgow Green for the cycling days were more likely to feel inspired to do more cycling than those who had watched the cycling road events around the course (28% vs 10%)**

The Health and Wellbeing strand featured 28 lead organisations and multiple (112) partners covering themes and activities from volunteering, mental health, surviving trauma, addiction, first aid, active play, parks and green spaces and literacy. Thanks to their presence on Glasgow Green, The Scottish Association for Mental Health (SAMH) were able to reach a wide audience for their campaign “5 ways to improve your mental health”, with 14,000 members of the public taking the “5 ways” challenge on site. SAMH also gathered feedback from 700 participants via a survey, with 84% indicating a desire to improve their mental health and wellbeing. The relevant sections of their web site saw substantial increases in views compared to the same period of the previous year:



- 5 Ways campaign page saw 4x increase in page views (486 from 128)
- Wellbeing Tool had a 9x increase in page views (1487 from 160)
- Wellbeing Tool submissions saw 8x increase (991 from 78)

A formal review of GO LIVE! is planned for mid-2019 to measure and assess impacts, reflect on success factors or lessons learned and review the potential for future or more regular activity of this type.

### **4.3 Festival 2018**

A cultural festival was incorporated as one of the key elements of Glasgow 2018 at a very early stage. Previous events such as the Glasgow 2014 Commonwealth Games and the London 2012 Olympics showed that linked cultural festivals can increase an event's scale, as well as broaden appeal, extend reach (or increase profile/coverage) and provide richer experiences for residents and visitors.

Festival 2018 also provided an opportunity to build on the legacy of earlier events (and the linked funding programmes) by providing high quality arts and culture and opportunities for audiences and communities to engage or participate, but also resources and support for the cultural and creative sectors, including promoting new relationships with organisations in Berlin, Germany or Europe.

This section summarises the findings of a standalone evaluation of Festival 2018 carried out by Glasgow 2018's Culture and Policy and Evaluation teams, focussing on the extent to which Festival 2018 and Glasgow 2018's support for arts, cultural or community organisations and individuals has contributed to the event in the ways described above. This document includes a number of specific lessons and findings that relate specifically to the Glasgow 2018 Cultural Programme. Festival 2018 was built around:

- 34 Festival Fund projects selected via an open call to Glasgow and Scotland's cultural and creative sectors
- 58 Festival Commissions covering strategic themes, signature projects (in George Square and Merchant City Festival) and enabling commissions (at cultural venues and locations across the host local authorities)
- Our Place community fund supporting a range of neighbourhood-based cultural and community activities<sup>21</sup>. In Glasgow £60k was disbursed to 18 projects using participatory budgeting, responsibility in other areas was devolved to the relevant local authority, and 53 projects took place outwith Glasgow

There were three strategic themes across the different strands: Year of Young People 2018, Berlin collaborations, and Movement (using physical activity to 'blur the lines' between sport and culture).

The cultural programme involved £2.3m in direct spending on grants, commissions, contracts and performance fees. Most activity took place between 1 and 12 August 2018 in order to create a critical mass of projects, activities and events during Championships-time, with a small number of curtain raiser activities from spring 2018 (and some legacy

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<sup>21</sup> Edinburgh, East Dunbartonshire, North Lanarkshire (Strathclyde Country Park), Perth and Kinross, Stirling, West Dunbartonshire (Loch Lomond and the Trossachs National Park)

activities continuing post-Championships). In total we have calculated at least **1,700 cultural activities** including:

- 730 performances
- 30 exhibitions
- 460 workshops
- 430 cultural, sporting and community events

The focal points of Festival 2018 were George Square (a sport venue, broadcast hub and venue for major cultural events) the 2018 edition of the established Merchant City Festival, GO LIVE! at the Green (see section 4.2), Strathclyde Country Park, and one day of Festival 2018 in Balloch, LLT).

***Total audience at the five main Festival 2018 focal points amounted to an estimated 373,500, with at least another 80,000 having the opportunity to see cultural activities in other locations<sup>22</sup>.***

*Festival 2018 incorporated extensive partnership working with partner and host Local Authorities, with **activities taking place in 19 of 32 Scottish local authorities.***

In addition to being large in scale, the programme was also diverse, with activities covering a wide variety of themes (almost half of all projects covered multiple art forms). Music was the most prominent art form - particularly in terms of total audience reached- followed by visual arts, audio-visual and dance.

***2,400 artists or performers contributed to Festival 2018, alongside 5,600 voluntary, non-professional performers (or active participants) and 1,400 project organisers and volunteers.***

***People attending Glasgow 2018 events attended multiple activities (across ticketed sport, free sport and cultural events), with an average of 1.7 activities per person.***

***32% of ticketholders at sporting events had also attended or planned to attend a Festival 2018 event***

***31% of team managers and athletes attended the free cultural events and live zones, with 82% rating the level of excitement in Glasgow or around Glasgow 2018 events as either excellent or good.***

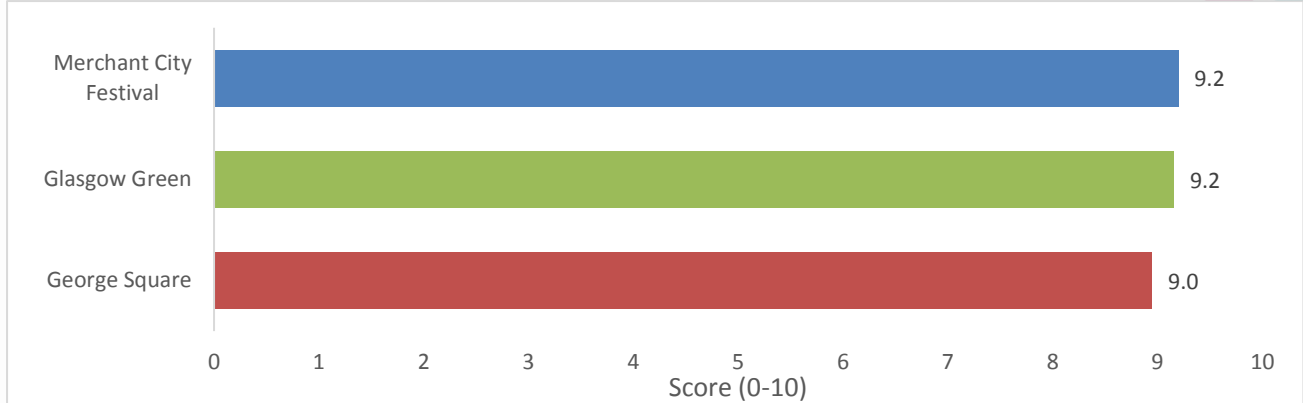
Views on quality and feedback on experiences were collected via surveys of Festival Fund beneficiaries and audience members at the three main Festival 2018 venues. Supported Festival Fund projects were most likely to feel that Festival 2018 demonstrated the excellence of the cultural sector, made a contribution to the Championships, helped to engage diverse audiences and presented a high quality programme overall. Audience members rated their overall experiences very highly (and were extremely likely to recommend that others attend similar events in future.

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<sup>22</sup> At the time of writing we do not have a complete sample of monitoring returns for Festival 2018 projects (with exception of Festival Fund) so this is based on incomplete and estimated data.



**Figure 4.2 How would you rate your overall experience (0-10)?**

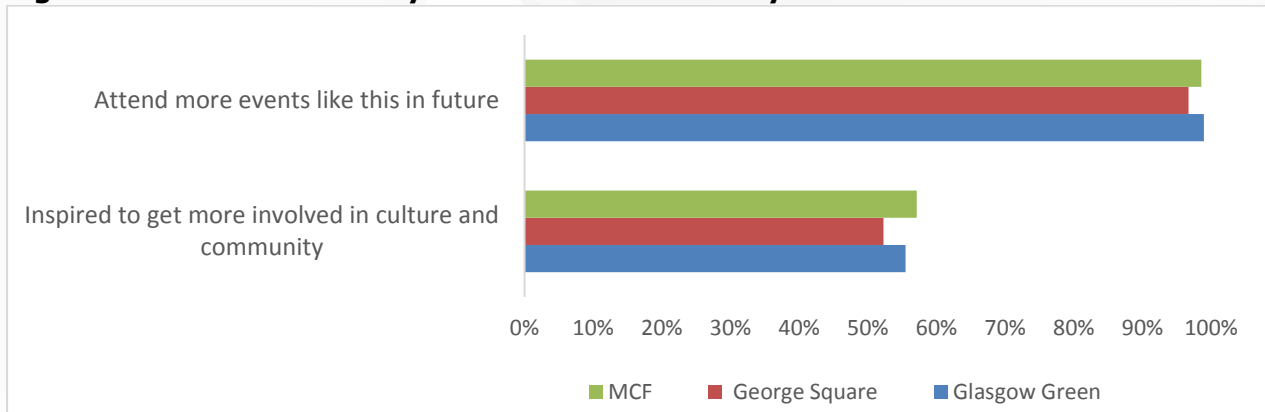


Source: Survey of audience members at three main Festival sites (n=1172)

As well as providing high quality, memorable experiences, it was hoped that Festival 2018 would have benefits or impacts for audience members, particularly through opportunities to see or participate in new activities, provision of useful information or by encouraging future engagement in some way.

**17% of respondents saw or participated in a new cultural activity, 13% learned something about health lifestyles and 11% found out about local cultural opportunities.**

**Figure 4.3 As a result of your attendance at today's event...?**



Source: Survey of audience members at three main Festival sites (n=1172)

**9% (and 11% at George Square) had not engaged in cultural activities in preceding 12 months or at all.**

It is also clear that involvement in a high-profile, high-quality cultural programme has also brought benefits for the individuals and organisations delivering projects and activities, either through direct financial support, networking and partnership working, and capacity building.

**69% of cultural funding was awarded to organisations and individuals in Glasgow, and 89% to those based anywhere in Scotland (including Glasgow)**

A majority of Festival Fund projects felt that their participation in Festival 2018 and support from Glasgow 2018 would assist their organisation in future, by helping to develop new project ideas, building new contacts or partnerships or raising their profile.

**Figure 4.4 Which of the following benefits has participation in Festival 2018 brought?**



Source: Monitoring and feedback survey returns from 34 Festival Fund projects

### **Key findings**

Glasgow 2018 has added to the legacy investments from the Glasgow 2014 Commonwealth Games by supporting further improvements in local infrastructure and capacity and providing a platform for sport, culture and healthy lifestyles.

The most effective sport development activities were those with earliest and most comprehensive engagement by and with the National Governing Bodies and local partners.

GO LIVE! at the Green demonstrated how live sites can be used to reach larger and broader audiences, provide fun experiences and opportunities to engage in different ways. Glasgow Green in particular attracted significant numbers of families, people with lower levels of physical activity and the highest proportion of people with a disability (5%).

Festival 2018 covered a wide area and provided lots of opportunities to engage in different art forms and activities. This festival atmosphere helped to create a multi-event experience (i.e. multiple attendances of different activities) among audiences and participants.

Hundreds of cultural and sporting partners benefitted from funding, opportunities and exposure, with cultural and creative sectors reporting new ideas, contacts and increased exposure for their work.

## CHAPTER 5 – Creating economic impacts

### Objectives and evaluation questions

Glasgow 2018 sought to create direct economic impacts for Glasgow and Scotland through *additional* spending by organisers, participants and visitors and the multiplier effect of this spending in local economies. The Championships were also expected to contribute to longer-term economic development by investing in local businesses wherever possible, developing the hosts' reputation, capacity and supporting new business relationships or opportunities in European markets.

An assessment of the economic activity created by hosting the 2018 European Championships was a key element of the research and evaluation programme for Glasgow 2018. A contractor was tasked with providing an independent assessment, following an established methodology that is consistent with eventIMPACTS and other approaches employed by partner organisations (i.e. Scottish Government and UK Sport). Their assessment is informed by data from spectator surveys, Glasgow 2018 budgetary information and spend data collected from client or participant groups (e.g. Member Federations, athletes and volunteers).

### 5.1 Spending by spectators and audiences

The primary input to the economic impact assessment is spending by people attending different events at the Championships, based on results of the surveys of spectators and audience members. This takes account of

- Direct spending at and outside events, and the multiplier effect of additional spending
- Total attendance for the events, with spending by surveyed individuals scaled up to estimates of the numbers of unique individuals in attendance
- Home residence, or the extent to which any spending is additional for Glasgow or Scotland
- Displacement and leakage, what visitors would have done otherwise, whether spending is likely to have occurred in any case and where these benefits are likely to have accrued

The spectator and audience surveys highlighted significant differences in profile and spending patterns of people attending ticketed and free events for example:

***Across all events, 60% of all spectators were from outside the Glasgow city boundary and 24% stayed overnight.***

***Glasgow 2018 was the sole reason for visits among 51% of non-Glasgow residents and 40% of non-Scottish residents.***

***People attending ticketed events were more likely to be from outside the Glasgow city boundary (82%<sup>23</sup>) and 37% stayed overnight. 13% were visiting Glasgow for the first time.***

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<sup>23</sup> 54% were from elsewhere in Scotland

**People attending free events were much more likely to be from Glasgow (54%) meaning that their average spend was lower (average of £55) as well as less likely to have been 'additional'.**

**People attending ticketed events were more likely to engage in a wider range of activities (eating and drinking, shopping, other attractions) and spend more (average of £128) during their visit.**

**70% of spectator survey respondents attended more than one Glasgow 2018 event – the average number of events attended was 1.7.**

**People attending free events were more likely to attend the same or other free events on multiple occasions than people attending ticketed events.**

## **5.2 Spending by organisers, participants and volunteers**

Major sporting events bring significant numbers of participants of different types, with the event the sole reason for travel and the vast majority travelling from outside Glasgow and Scotland. Glasgow 2018 collected spend data from a sample of the following groups:

- Delegations - team spending applied on behalf of 3,103 athletes, and 3,760 officials
- Athletes – personal spending applied to all athletes and officials, plus 1,721 media representatives
- Volunteers – personal spending applied to 3,310 volunteers (most were from Glasgow or Scotland, meaning a smaller proportion is additional)

**9% of Member Federations reported that some members of their delegation (generally athletes, coaches or other officials) stayed on longer in Glasgow or Scotland than they would have done for a single event championship - for between 3 and 7 nights.**

As Glasgow 2018 was funded mainly by the Scottish Government and Glasgow City Council, the contractors have concluded that most of the organisers' spending was neutral (would at least theoretically have been available to other events or activities in Scotland or Glasgow if the European Championships 2018 had not taken place). However, investments of £4 million were made in sporting and technical infrastructure and these assets will be available to support future economic growth.

Furthermore, Glasgow 2018 raised additional funding and revenue from a variety of other sources, namely sponsorship, grants, hospitality packages, concession sales, pitch and other fees. £5.1 million from these sources has been added to the economic impacts model creating estimated secondary spending (multiplier effects) of £2.1m.

## **5.3 Economic Impact Assessment**

The main findings are as follows:

Spectators and audiences (of ticketed and free events) generated £32.2m expenditure, of which £23.4m represented additional (new) spending<sup>24</sup>. This in turn created £10.0m

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<sup>24</sup> i.e. would not have accrued to Glasgow or Scotland if this event had not taken place.

of Gross Value Added (GVA), with potential to support 567 full-time equivalent (FTE) jobs or 766,050 total job hours.

Of the total expenditure generated by spectators, Glasgow benefited from £22.5m, the rest of Scotland £8.7m, with £0.7m accruing in the rest of the UK<sup>25</sup>.

In total the Glasgow 2018 European Championships generated £51.2m expenditure, including £34.3m additional (new) spending. This in turn created an estimated £17.8m in Gross Value Added (GVA).

Of the total expenditure generated by the event, Glasgow benefited from £34.3m, the rest of Scotland £11.2m, with £2.1m accruing to the rest of the UK.

#### **5.4 Supporting economic development**

Many Glasgow-based and Scottish businesses will have benefited directly (and indirectly) from this additional spending, and Glasgow 2018 worked with Glasgow City Council's Get Ready Glasgow campaign to inform people about opportunities linked to the Championships, but also minimise the impact of congestion or road closures for the cycling events. Glasgow 2018's Engagement and Customer Care teams:

- Delivered 32 business and resident engagement events, with estimated attendance of 550
- Sent 80,000 letters
- Managed the Get Ready Glasgow helpline, web site (149,451 landing page views between 1 February and 12 August) and Twitter feed (over 3,000 followers by 12 August 2018)

It is also possible to look at the extent to which Glasgow-based and Scottish business have successfully bid for contracts. This links to chapter 7 on the expertise and capacity in Glasgow and Scotland to host and service major events, as suppliers are likely to have developed experience of major events and be in a better position to bid for future contracts.

The following table breaks down the origin of suppliers to Glasgow 2018, based on office location, contract or invoice address<sup>26</sup>. This shows that an estimated 29% of Glasgow 2018 contracts were awarded to Glasgow-based suppliers, and 60% to Scottish suppliers (including those based in Glasgow and the Glasgow City Region<sup>27</sup>). This equates to £8.5m and £24m of contract awards.

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<sup>25</sup> The remainder of expenditure (mainly on travel) would have occurred outside the UK.

<sup>26</sup> This shows where money has been paid or transferred to, would need much more extensive analysis to show where the money flows or circulates once paid to suppliers.

<sup>27</sup> East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire



**Table 5.1 Origin of suppliers by contracts and value**

<b>Origin</b>	<b>Contracts</b>	<b>Cumulative %</b>	<b>Contract Award</b>	<b>Cumulative %</b>
Glasgow	58	29%	£8,495,345	18%
Glasgow City Region	23	40%	£5,333,004	29%
Scotland	40	60%	£10,229,314	51%
UK	71	95%	£13,428,575	80%
International	11	100%	£9,539,390	100%
<b>Total</b>	<b>203</b>		<b>£47,025,628</b>	

Source: Glasgow 2018 procurement data

Glasgow City Council and the Glasgow 2018 procurement team encouraged bidders to identify community benefits in their proposals, with the intention that once these were accepted they would become part of the contract terms. A number of specific outcomes were documented:

- 103 graduates recruited to a variety of roles
- Six graduate positions secured
- 60 short-term jobs provided to unemployed people
- Two long-term positions offered to previously unemployed people
- Six industry awareness days and workshops
- Four workplace visits arranged for school and college students
- Three people working towards vocational qualifications (SCQG Level 5/6)

A further economic dimension to Glasgow 2018 was the desire to use this event as a way to create new business links and development opportunities with Berlin. A number of initiatives have taken place to support this, including the opening of a Scottish Government Hub in Berlin and the signing of a Memorandum of Understanding between the Glasgow and Berlin Chambers of Commerce.

### **Key findings**

Glasgow 2018 European Championships drove total expenditure of £51.2m. £34.3m of this was additional (new) spending which in turn created an estimated £17.8m in Gross Value Added (GVA).


Of the total expenditure generated by the event, Glasgow benefited from £34.3m, the rest of Scotland £11.2m, with £2.1m accruing to the rest of the UK<sup>28</sup>.

As highlighted in chapter three, media coverage of the event (from broadcast, online and social media) generated £256m in PR value for Glasgow and Scotland, with £197m brand exposure value generated via Glasgow 2018 branding and appearances by People Make Glasgow and Scotland Is Now.

The total public investment in Glasgow 2018 European Championships was £90m, with 70% from the Scottish Government and 30% from Glasgow City Council.

<sup>28</sup> Presented cumulatively, this equates to £34.6m for Glasgow, £45.9m for Scotland and £48.1m for the UK as a whole





Glasgow-based (£8.5m) and Scottish businesses (£24m inclusive) benefited from many contract opportunities, and we have some evidence of community benefits delivered by Glasgow 2018 contractors.

Consultations with stakeholders suggest that the direct economic impacts are broadly in line with expectations, although these were not clearly articulated in advance as this is a new event, without directly relevant comparators.

Investment in infrastructure, capacity and the favourable media exposure of the Championships will create additional indirect benefits for Glasgow and Scotland, though these will take longer to materialise.

## **CHAPTER 6 – Creating social and community benefits**

### **Objectives and evaluation questions**

Glasgow 2018 was tasked with creating social and community benefits in a number of different ways, notably through access to or participation in the event by a large and diverse audience. People had the opportunity to see elite sporting events free of charge and either watch or participate in a variety of activities linked to healthy lifestyles, particularly as part of GO LIVE! at the Green. The Glasgow 2018 volunteer programme gave people the opportunity to participate in the Championships, benefiting personally from their involvement in different ways and supporting the long-term development of volunteering. The event was also able to support the Year of Young People by engaging young people across Glasgow and Scotland.

Glasgow 2018's efforts to reach large and diverse audiences and enable different types of participation included the provision of a varied programme of events (including programming developed with and for groups representing specific communities), a dedicated Inclusion Workstream, an accessible ticketing strategy, an extensive community ticketing programme and the Team 2018 volunteer programme.

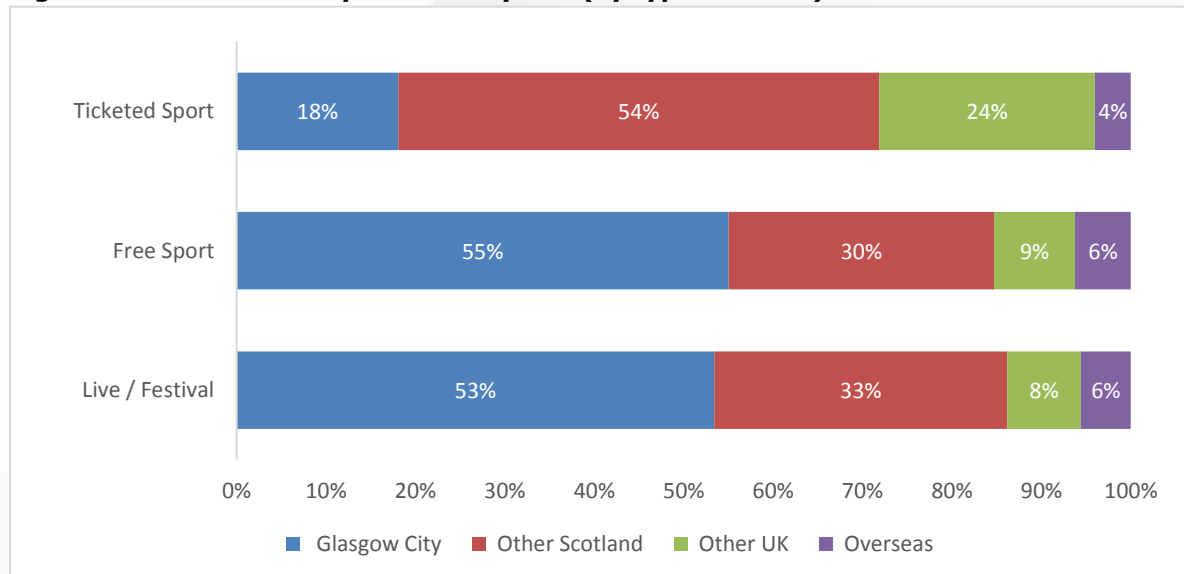
### **6.1 Access and inclusion**

Glasgow 2018 included opportunities to attend different types of events in many locations and attracted significant audiences:

- 137,300 attendances at the ticketed sporting events
- 373,500 attendances at the main live sites and Festival 2018 venues
- 54,300 attendances at free sporting events

We can break down the results for each of these main types of event to show that they each attracted different groups of spectators or audiences. The following information is based on the surveys of spectators and audiences, with more detail on ticket purchasers provided underneath.

**Figure 6.1 Where do you normally live (by type of event)**



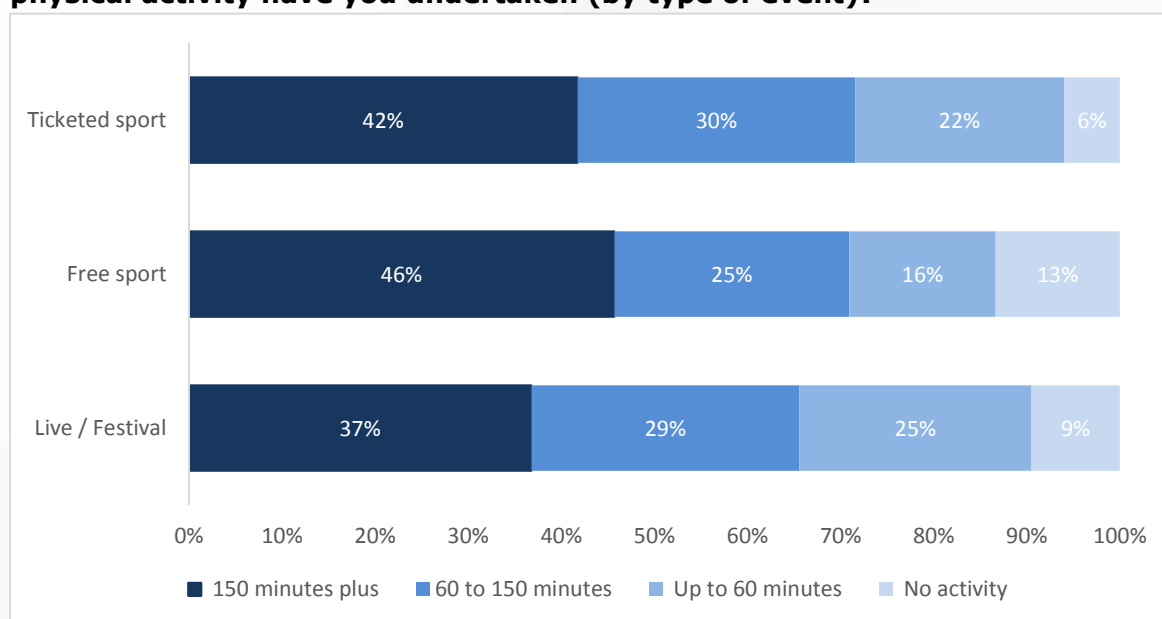
Base: Surveys of spectators and audience members (n=3,692)

This shows that the spectators of the ticketed sporting events were more likely to have come from the rest of Scotland (54%) and the UK (24%), while Glasgow residents made up a much greater share of the audience for free sporting events (55%), Live and Festival 2018 sites (53%). Other highlights include:

- Glasgow residents accounted for 40% of the total audience, and were best represented among spectators of the Cycling road events (62%), audiences at the Merchant City Festival (59%) and Glasgow Green (55%)
- Families with children under 16 made up 34% of all parties, with highest share at Glasgow Green (56% - up to 67% on the days without road cycling events)
- 3% of all survey respondents stated that they had a disability (another 8% selected 'prefer not to say') with highest proportion at Glasgow Green (4.9%, up to 5.8% on days with road cycling events)
- 4% of all survey respondents selected an ethnicity other than 'white Scottish, British and Irish' (another 3% 'prefer not to say'), the largest BME audiences were seen at George Square (6%) and the ticketed Aquatics events (all 5%)

Survey respondent were also asked to estimate their level of physical activity, and this information is broken down in the chart below.

**Figure 6.2 In the past week, how many minutes of moderate or vigorous physical activity have you undertaken (by type of event)?**



Base: Surveys of spectators and audience members (n=3,692)


Across all events, 8% of respondents had done no physical activity in the preceding week and 41% were likely to have met or exceeding the Scottish Government guideline level of 150 minutes. While the free sports were watched by significant numbers of inactive people (13%), audiences at the live sites and Festival 2018 site were likely to be less active overall than people at the free and ticketed sporting events. GO LIVE! at the Green attracted a less active audience on the days without a road cycling event (11% inactive) than the days with cycling (7%).

The following table breaks down ticketholders by origin, showing that 42% were from the Glasgow City Region and 68% from Scotland (inclusive).

**Table 6.1 Origin of ticketholders**

Geography	Tickets	% Tickets	% Cumulative
Glasgow City	23,436	17%	17%
Rest of Glasgow City Region	34,450	25%	42%
Rest of Scotland	36,427	26%	68%
Rest of UK	31,913	23%	91%
International	12,571	9%	100%
<b>SUB-TOTAL</b>	<b>138,797</b>		
No or incomplete postcode	5,844		
<b>TOTAL</b>	<b>144,641</b>		

Source: Ticketmaster transaction data



Glasgow 2018 was able to set its own ticketing strategy enabling a greater range of concessions and an enhanced offer for people from disadvantaged and protected groups. This included tailored information packs and support from trained volunteers on venue<sup>29</sup>. Glasgow 2018 offered a 50% discount (requiring proof of eligibility) for any ticket purchased by:

- People aged 60 or over
- People aged under 16
- Full time students
- Asylum seekers
- Benefit recipients (e.g. JSA, Universal Credit)
- With other entitlements (e.g. disabled person's railcard, Young Scot Card)

***20,000 child concession tickets and 14,000 other concession tickets were sold***

Access to the event was further boosted via the launch of a large-scale community ticketing programme in the run up to the Championships as part of the Seat-Fill Plan, with complimentary and discounted tickets issued made available to:

- Community Sport Hubs, sports clubs and community organisations
- Youth groups (e.g. Young Scot Rewards, Scout and Guide Network, young leader or summer holiday programmes) in Glasgow, as well as in neighbouring and partner local authorities
- Participants in Inclusion and Active Legacy Groups identified by Glasgow City Council
- Local authority social work services and clients
- British and Scottish National Governing Bodies (sports)

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<sup>29</sup> Only a very small number of survey responses were provided by people who had purchased their tickets via accessible ticketing helpline (19), meaning that their satisfaction and experience ratings cannot be reliably compared against those of other ticket purchasers

**Table 6.2 Complimentary and discounted tickets by event:**

<b>Event</b>	<b>Tickets</b>
European Artistic Gymnastics <sup>30</sup>	4,601
European Cycling Track Championships	7,544
European Swimming Championships	13,012
European Diving Championships	1,224
European Cycling BMX Championships	2,257
European Golf Team Championships	7,074
European Rowing Championships	1,878
European Triathlon Championships	739
European Synchronised Swimming Championships	205
<b>TOTAL</b>	<b>38,534</b>

## **6.2 Volunteer programme**

The main formal route for extending participation in the Championships was the Glasgow 2018 volunteer programme. There were 10,189 applications from people wishing to join Team 2018, 5,648 of whom took part in the skills matching process. 3,409 were accredited for the Championships and 3,310 worked at least one shift.

The team took an ambitious approach to setting inclusion targets for groups that tend to be under-represented in volunteering, informed by lessons learned from the Glasgow 2014 Commonwealth Games. Results of the first round of applicants would inform subsequent more direct engagement of under-represented groups via community partners and advocacy organisations.

Targets and achievements are represented below, showing that Team 2018 exceeded targets for numbers of Scottish and Glasgow residents and new volunteers, as well as including significant numbers of men and under 26s.

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<sup>30</sup> Includes Junior and Senior Championships for Men and Women



**Table 6.3 Team 2018 Targets and Achievements**

<b>Indicator</b>	<b>Target</b>	<b>% at end of main recruitment phase (July 2017)</b>	<b>% attending &gt;1 shift</b>
Glasgow residents	25%	23%	25%
Scotland residents	80%	73%	87%
Under 26	25%	35%	23%
New to volunteering	20%	18%	21%
Male	40%	38%	38%
Black and Minority Ethnic communities	8%	10%	7%
Long term health condition or disability	15%	7%	11%

Source: Glasgow 2018 volunteer programme final report

***Team 2018 included volunteers from every local authority in Scotland, plus another 17 countries***

Glasgow 2018 worked with Volunteer Scotland to establish a fund providing additional support to volunteers, particularly where this was needed to overcome barriers like the need for British Sign Language interpreters or to meet carer and childcare costs. Funding was subject to eligibility criteria to ensure it was targeted at those most in need of support<sup>31</sup>. Of the 687 indications of support most did not proceed due to lack of response or withdrawal by the applicant, with 165 ineligible for support.

***137 Volunteers received money from the support fund, with £23,804 (of £50k) paid out.***

According to the (GCPH) Volunteer Survey, respondents rated their experiences positively, frequently describing it as a unique, enjoyable and rewarding experience, others enjoyed working with a team of like-minded people.

Many described how their skill levels or confidence had improved as a direct result, with team working and people skills most likely to be identified as an area of improvement.

Clearly there was additional demand for places that could not be met, risking disappointment among those not selected, while others felt there was room for improvement in the areas of role assignment (not suited to them, repetitive), speed of communication or reliance on emails for information (though many recognised the improvement compared to the Glasgow 2014 Commonwealth Games) and transport arrangements.

<sup>31</sup> Applicants had to be in receipt of benefits, aged 16-18, asylum seeker or person with leave to remain, disability or long-term health problem, require or have carer responsibilities or require support with childcare and in receipt of benefits

**50% of volunteers stated they planned to do more or much more formal volunteering** in future (37% more informal volunteering), with highest results among those aged under 26 or new to volunteering.

**91% of volunteers met new people through the experience as a Team 2018 (and of these, 72% are planning to stay in touch after the event)**

### **6.3 Engaging young people**

The Glasgow 2018 European Championships was able to contribute to the Year of Young People 2018 in a number of ways. This ranged from providing young people with opportunities to see elite sporting competition or international quality culture, learn about health lifestyles, meet the Glasgow 2018 mascot and ambassadors during school visits, participate as a volunteer or work as trainees or graduates with Glasgow 2018 and our partners.

**Bonnie visited 169 schools and nurseries, attended 38 events aimed at families and 17 Scottish tourist attractions**

Given the importance of considering young people's perspectives as part of this evaluation, the Research and Evaluation team worked with Glasgow Connected Arts Network and their youth arts committee (the Bold Collective) to pilot a young people's evaluation of the event, focussing mainly on Festival 2018 as this was their main area of interest and knowledge. A standalone case study has been prepared on the work of the youth evaluators and it is provided as an annex.

### **6.4 Other benefits**

Respondents to the Glasgow Household Survey 2018<sup>32</sup> felt that the Championships would have a **strongly or slightly positive impact for Glasgow (91%)**, their local area (66%) or for themselves and their family (52%)

There were very few negative responses, though respondents were more likely to anticipate a negative impact for their local area (4%) than for themselves or their families. It is planned that these questions will be repeated in 2019 to provide a picture of actual attitudes among residents of Glasgow after the event.

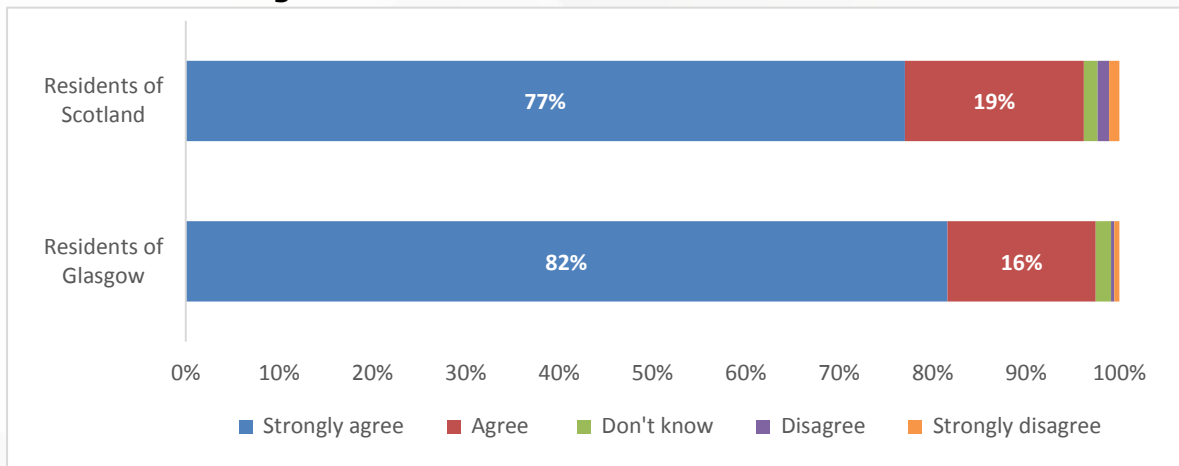
Respondents to the Glasgow 2018 surveys of spectators and audience members were asked a question about feelings of pride from Glasgow and Scotland hosting these events.

**97% of spectators from Glasgow and 96% from Scotland were proud that Glasgow and Scotland were hosting these events**, with results very consistent across the different types of event

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<sup>32</sup> fieldwork carried out before the Championships between April and June 2018

**Figure 6.3 To what extent do you agree with “I feel proud that Glasgow / Scotland is hosting these events”**



Base: Surveys of spectators and audience members, all those resident in Glasgow and Scotland (n=2,839)

### Key findings

Glasgow 2018 put significant efforts into facilitating access and tackling obstacles. The different types of event attracted large audiences and brought different profiles of visitor (e.g. Glasgow residents, families, less active).

Most of those attending ticketed sporting events were from the rest of Scotland (54%) and the UK (24%). Glasgow residents made up 40% of the total Glasgow 2018 audience, but over half of the audience for the free sporting events, GO LIVE! and Festival 2018 sites.

Families with children under 16 constituted a third of all parties, with highest share at Glasgow Green (56%).

Team 2018 included a diverse volunteer workforce, with excellent performance against challenging demographic targets designed to increase representation amongst groups that are less likely to volunteer. Targets for the number of Scottish or Glasgow residents and new volunteers were exceeded, while Team 2018 also included significant numbers of men and people aged under 26.

Volunteers felt the experience was beneficial, with impacts around development of useful skills, future involvement in volunteering and making new contacts and friendships.

Glasgow residents were positive about the event and people attending felt pride in Glasgow and Scotland hosting major events.

## **CHAPTER 7 – Developing capacity and expertise**

### **Objectives and evaluation questions**

Glasgow 2018 was designed with an innovative operating model in mind, one that would utilise existing infrastructure wherever possible, but also the skills and experience available in Glasgow and Scotland. This reflects both a desire to continue building on the legacy of the Commonwealth Games 2014 (and more recent events), as well as contribute to the development of more cost-effective approaches for hosting events of this kind. The event brought further investment in sporting facilities, event and technical (ICT) infrastructure, but also in people, and this chapter also brings together information on the extent to which the Championships have served to increase local capacity and expertise.

#### **7.1 Infrastructure and capacity**

£4m capital funding has been invested in sporting infrastructure, which supported the construction of a new permanent Olympic-standard BMX facility in Glasgow BMX Centre in the west of the city, further development of Mountain Bike trails at Cathkin Braes, and improvements to the infrastructure for major events at Strathclyde Country Park. These facilities are all available for ongoing use by local communities and for future events.

Wherever possible Glasgow 2018 tried to make equipment available to public and community partners post-event. Examples include event infrastructure such as Hostile Vehicle Mitigation / Deterrent barriers which have been passed to Glasgow City Council, branded materials from venues and office equipment which have been given to local schools and charities.


Earlier sections have detailed the way support from (or involvement in) Glasgow 2018 has helped to further develop capacity in Glasgow and Scotland's sporting and cultural sectors (and the charitable / voluntary sectors more generally) mainly through increasing levels of volunteering, knowledge and skills development. Taken together, improvements in infrastructure and capacity have helped to build on the legacy of earlier events and are likely to have played in the role in attraction of future events, for example the European Athletics Indoor Championships in March 2019 and LEN European Short Course Swimming Championships in December 2019.

#### **7.2 Skills and expertise**

##### ***733 staff and 5,755 contractors were employed on Championships delivery***

Hosting a major international event like the Glasgow 2018 European Championships clearly requires a large, skilled and capable workforce. According to the Glasgow 2018 People Survey, around 40% of staff were recruited from among the existing staff of 'Glasgow family' organisations (Glasgow City Council and city agencies like Glasgow Life), through the 'We Need You' programme (providing short term placements for city employees) or from partners (e.g. Scottish Government, Police Scotland, NHS). The remainder were events or technical professionals recruited direct, via agencies or retained as freelancers.

As a result Glasgow 2018 was delivered by a multi-disciplinary, multi-national team containing both events professionals and public sector managers and staff (many of the latter group also had experience of working on major sporting or cultural events).



Responses to the Glasgow 2018 People Survey highlighted the following factors that staff members felt were key to the event's successful delivery:

- Use of existing venues and experienced venue teams
- Value of employing skilled events professionals that had learned lessons from previous events
- Learning from experienced events staff (through day to day working and formal Transfer of Knowledge sessions)
- Fostering team spirit and a problem-solving atmosphere
- Building confidence through successfully meeting challenges

**40% of staff were working on their first multi-sport or multi-venue event,** though many more had worked on sporting or cultural events in the past

**57% of Glasgow 2018 staff were female,** with only small numbers from BME groups or with a disability

While most Glasgow 2018 staff felt that the event was a clear success, only (53%) agreed or strongly agreed that the operating model (a delivery team embedded within Glasgow City Council) worked well. According to staff, the less positive aspects of delivery included IT service provision and recruitment delays.

However, the Glasgow 2018 People Survey highlights a number of ways in which the European Championships are likely to make a lasting contribution of local capacity and expertise, through skills and experience, networks and contacts. This is reinforced by responses to a question on future working intentions:

**93% agreed (55% strongly) that they developed skills or gained useful experience from working on this event**

**96% agreed (54% strongly) that they were likely to use these skills and experiences in their future working life.**

**57% of Glasgow 2018 staff are planning to continue working in the events sector and 48% are planning to continue working in Glasgow or Scotland.**


**22% (or around 160 people) are planning to continue working in the Glasgow / Scottish events sector.**

The experience of evaluating Festival 2018 in particular has shown that gathering information from so many, varied types of partner and beneficiary organisation has been a complex undertaking. Many organisations (particularly smaller, community-based or volunteer-led organisations) have limited capacity and may require additional support or guidance when it comes to collecting and sharing data on their activities and achievements.

There is however evidence that Glasgow 2018 has enabled or supported the development of knowledge and capacity in other policy and technical areas, for example:

- Piloting autism-friendly spaces (36 sessions across 6 venues) as well as audio commentary services (18 sessions across 4 venues), supported by 34 specialist





volunteers, many of whom received additional training as part of their role with Glasgow 2018. Both received very positive feedback and will be able to inform future service provision.

### **Key findings**

Glasgow 2018 has built on the significant investments made for Glasgow 2014 with further improvements to infrastructure and capacity.

Delivering Glasgow 2018 has helped to develop capacity (especially in terms of skills, capabilities, experience) among staff, contractors and volunteers, much of which will be available for future events in Glasgow and Scotland.

There were some concerns from staff about not having enough skilled people at critical points, placing huge pressure on individuals. However the vast majority (particularly those with least relevant experience) report that it has been a valuable and rewarding experience.

Glasgow 2018 has helped to develop knowledge and improve practice in a number of technical and policy related areas.



## **Annex - Young People's Evaluation Pilot**

### **Background**

Glasgow 2018 worked with Glasgow Connected Arts Network (GCAN) to pilot a young persons' evaluation of Festival 2018. This involved five members of their Youth Arts Committee – the Bold Collective -supported by three GCAN staff members. The young people were asked to observe a variety of Festival 2018 events, speak to other audience members and report back on their experiences.

### **Approach**

The team selected a variety of activities, covering both art forms they were interested in or activities they would not have seen otherwise. The young people used online survey forms to collect their own observations and feedback from other audience members along with photos and short media clips. 19 reviews were produced and information was gathered from 12 audience members.

### **Findings**

The young people commented that it had been really useful to try and consider events from an audience viewpoint rather than their own perspectives as producers or participants. They felt that the events created a fun, festival atmosphere in Glasgow, thanks to the availability of free, informal and unusual activities and the welcome from Team 2018 volunteers.

Both the young people and audience members consulted agreed that the activities reviewed were either high or very high quality and while most were described as "young-person friendly" they were attended by a mix of people (with local families and visitors perhaps more prominent than young people). Views were mixed when it came to likelihood of encouraging people to try new things (the young people were already active in and knowledgeable about arts and culture).

### **Highlights**

- Junction 25 theatre performances at Tramway were created by and for young people, dealt with highly relevant themes (censorship, young people's voices) and brought together Glasgow and Berlin
- Pride House (Leap Sports) which was located on the Trongate with exhibitions and workshops bringing young people in and encouraging attendance at the LGBT youth reception
- Dyptik's D-Construction brought international-calibre street dance with performances attracting an enthralled, diverse audience.
- King Putt's crazy golf in Tontine Lane – a fun, accessible activity with welcoming staff

### **Lessons**

- There was a feeling that the marketing could have been better – the young people were unlikely to have attended had they not been engaged as evaluators
- Programme information (particularly locations, start times or durations) was not always clear. Future events could explore ways of creating your own itinerary online
- There was too much fencing and rigid security at some sites, maps and signage were not great

- Disposing of own food and drink when entering George Square and Glasgow Green creates problems for young people who can't afford on-site catering
- Perhaps a greater role for young people in curating events and promoting future activities?

## Quotes

[Organisers] have achieved what they set out to do with a good atmosphere and festival feel" Youth evaluator at Opening Ceremony in George Square

"A crazy golf course constructed from waste materials sourced from across the city of Glasgow. It is an artwork designed for active social, sporting and competitive use as opposed to passive contemplation and consumption. The crew were friendly, welcoming and it was all good fun! It was a very immediate, accessible and enjoyable activity that just required a willingness to take part" Youth evaluator at King Putt's crazy golf

"Gave me a good idea of alternative engaging activities I could include in future events I'm involved in. Was a fun activity that made it easy to communicate with people" Youth evaluator at King Putt's crazy golf

I would take away the idea of how impressive and technical gymnastics is however I wouldn't say they fully achieved showcasing the wide variety of the sport as I was wishing for there to be more artwork" Youth evaluator at New Order exhibition

"Edinburgh International Children's Festival have set up a gig in the middle of Merchant Square, encouraging families and young kids to get dancing. Some of the musicians, when not playing instruments, were dancing with the kids and interacting with the audience. Would love to create a set like this for younger audiences" Youth Evaluator at Sprog Rock, MCF

"The event was an aerial movement dance piece, which was halved between a stationary set and performer, as well as a moving catapult like lifting mechanism with more performers. It touched on themes about the environment and the ecosystem. I'd love to take part in movement pieces or maybe even aerial training!" Youth evaluator at Urban Astronaut

"Inspiring dance performance, free, open and on the street. Many were encouraged to participate including me!" Youth evaluator at D-Construction Dance

I really liked all the bits and pieces in the space, the photography, the letters to their younger self and the LGBT progress timeline were all amazing and the letters especially made me feel a bit emotional and think about what I would say to my younger self. I felt the chalkboard for the LGBT women of colour to write on was a really good thing to have, [it is] important for Glasgow/Scotland to support its people of colour more than it is - especially in sports and LGBT spaces" Youth evaluator at Pride House (LEAP Sports)