



ORKNEY 2025
International Island Games XX



Impact and Evaluation Report



Scottish Government
Riaghaltas na h-Alba



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Executive Summary

The Orkney 2025 International Island Games marked a defining moment in Orkney's sporting and cultural history. Bringing together athletes, officials, and visitors from islands across the world, the Games celebrated sport, community, and international friendship on a truly remarkable scale.

This evaluation report confirms that the Orkney 2025 Games not only met but exceeded the objectives set out by the Organising Committee. From the outset, the vision was clear—to deliver an inclusive, well-managed, and memorable event that would generate lasting social, economic, and cultural benefits for Orkney and beyond.

Key findings demonstrate that the Games were a resounding success across all areas:

- **Economic Impact:** Local businesses experienced a significant uplift in trade and tourism, with positive effects across hospitality, transport, retail, and accommodation sectors.
- **Community Engagement:** Over a thousand volunteers from across Orkney played an active role, fostering pride, collaboration, and community spirit that extended far beyond the Games week.
- **Sporting Legacy:** High-quality venues, facilities, and partnerships with local sports clubs have created long-term opportunities for participation and athlete development.
- **Financial Stewardship:** The Games were successfully delivered **within budget**, reflecting strong financial governance, effective planning, and responsible use of public and sponsor funding.
- **Environmental and Sustainability Goals:** Sustainable practices were embedded wherever possible, with strong community awareness around environmental responsibility.
- **Sponsor and Partner Recognition:** The report highlights the essential contribution of key funders and sponsors, whose financial and in-kind support made the Games possible. Encouragingly, the majority of survey respondents recognised the critical role played by these partners.

The findings affirm the success of a vision built on committed partners, robust financial governance, achievable goals, and community-wide involvement. The data clearly shows that the Orkney 2025 International Island Games delivered lasting value and a powerful sense of pride across the islands. The legacy of Orkney 2025 will be felt for generations to come - through strengthened international connections, inspired young athletes, enhanced facilities, and a reinvigorated community spirit that truly reflects the best of Orkney and the Islands movement.

Gordon Deans, Chair, Orkney 2025

1. Introduction

1.1 Background

Orkney has attended every Island Games since their inception in 1985. Orkney's sporting community have embraced the event, its ideals and opportunity. Orkney has long recognised that the games are a unique source of international sporting competition, pride and inspiration and a privileged place to build friendships, relationships and lasting links with like-minded communities from across the globe.

Hosting the event was a long-held aspiration that has now been realised. The development of sporting facilities, support from key stakeholders and Orkney's wider public and a growing capacity and experience of delivering events, provided confidence that allowed a successful bid to be made and won. Driven by their passion for the Island Games the organising committee wanted to provide a competitive sporting programme utilising excellent facilities, create a meaningful legacy, involve local community, celebrate the best of Orkney its place, produce and people and bring communities together.

1.2 The International Island Games

In 1985 the Isle of Man hosted the first 'Inter - Island Games'. The concept of the event was to bring together small islands from across the world to compete in a multi-event sporting festival. At the inaugural event 700 athletes competed from 15 islands. It was agreed then that an event would be held every two years in a different island. Today, the biennial International Island Games (IIG) administered by the International Island Games Association (IIGA) is an established event which attracts approximately 2000 competitors, coaches, spectators and officials, to compete in up to 18 events across 7 days. Each games is hosted by one of the 24 members of the IIGA.

In March 2017 Orkney islands Council agreed to officially support a bid, made by Orkney Islands Games Association (OIGA) to host the (then) 2023 NatWest International Islands Games and provide a commitment to support the event with up to £1m and further in-kind support. In 2018 a local organising committee was formed, and a contract was signed between the OIGA, Orkney Island Council and the IIGA to host the games. As a result of the Covid pandemic the IIGA postponed the 2021 games to 2023 and rescheduled the Orkney event to 2025. 'Orkney 2025 Limited' was established as the organisation to deliver the games.

Membership of the Island Games is open to islands of less than 125,000 inhabitants, the average population of member Islands is approximately 44,000. Orkney with a population of 22,000, is the smallest Island to have hosted the games.

1.3 Context

Major events such as the Island Games bring multiple benefits. The games in Orkney aimed to deliver positive impacts to the sports and participants that competed as well as the place itself through increased visitors, stimulating the local economy and providing international exposure to Orkney as a place to visit. A process of monitoring and evaluation is important to capture and demonstrate the impact and success of the event. This is useful for the organisers - Orkney 2025, the local community, a requirement of the funders and beneficial to the wider International Island Games Association and fellow Island members some of whom may host in the future.

1.4 Objectives/Aims

The mission statement of the organising committee included these key objectives:

- To enable best value delivery of the Orkney 2025 Island Games with respect to finance.
- To minimise the environmental impact of the Games.
- To maximise social, cultural and economic benefits of the Games to Orkney
- To create a seamless and safe Games experience for all.
- To maximise community involvement
- To enable legacy opportunities through the Games.

These objectives, included in the application bid can be broadly categorised into social, economic and environmental impacts. Guided by these 3 areas and the reporting requirements of funders, proposals for post event reporting were developed and agreed by the organisers.

1.5 Focus of Post Event Reporting

Key areas considered to help understand the contribution of the games to Orkney and beyond include:

Social Impact

Legacy

- Capturing the value of investment in sport, people and infrastructure in Orkney as a result of the decision to host the games.

Sporting Performance

- Sporting impact, performance of athletes at home games, impact on athletes

Cultural

- Capturing the cultural response and projects linked to the games, which explored islandness and the islander sense of place.

Event Experience

- Capturing lessons from implementation, insights into management and delivery of the games
- Examining the strengths and weaknesses of small(er) islands hosting the games (Islandness)
- Participant experience of games – delivery and organisation
- Spectator experience and link to tourism and post games tourism

Volunteers

- Understanding the contribution made to the event by volunteers and the impact upon volunteers as (mainly) Orkney residents.

Community Engagement

- Capturing the community engagement work of Orkney 2025, hard to reach groups, volunteering and training opportunities

Environmental

- Actions taken to improve environmental performance, sustainable procurements & transport

Economic

- Measurement of the direct economic impact of the games

- Contribution to the Orkney/Scottish economy
- Media coverage, reach and exposure

1.6 Data collection approach

In order to report across these areas, extensive data collection was required. The data collection exercise included primary and secondary research, engagement with stakeholders and partners. Primary data collection was achieved through a face-to-face spectator survey (see appendix 3) and digital survey of participants, businesses, sport leads, and volunteers.

In total 532 responses were received through the spectator survey. This response created a statistically significant data set to develop findings and conclusions for the economic impact element of the report. The volunteer survey produced a 42% response rate, the business survey 24% and the other surveys received good responses relative to population groups.

2. Overview of the Island Games and Orkney 2025

2.1 The story of the Island Games

The Island Games emerged from an event conceived and hosted by the Isle of Man in 1985. A 'Festival of Sport' brought together athletes from small islands around the world to compete in a new 'inter-island Games'. That first event included 700 athletes from 15 islands competing in 8 sports over a week, and at the end it was agreed that it should happen again in 2 years. Guernsey hosted the second event in 1987 and the template for the Island Games was set.

The concept captured islands' sporting communities and governments/councils' interest and imagination across the world and the event developed, welcoming more members, athletes and sports as the additional benefits of sports and events in island communities was recognised. There are currently 24 island members and 20 Island Games sports. Orkney represents the smallest Island (in population) to have ever hosted the event.

Host	Sports	No. of Islands	Competitors
1985 Isle of Man	7	15	700
1987 Guernsey	9	18	1049
1989 Faroe Islands	11	15	800
1991 Aland	13	17	1500
1993 Isle of Wight	14	19	1448
1995 Gibraltar	14	18	1214
1997 Jersey	14	20	2000
1999 Gotland	14	22	1858
2001 Isle of Man	14	22	2020
2003 Guernsey	14	23	2129
2005 Shetland	14	24	1658
2007 Rhodes	14	25	2343
2009 Aland	14	25	2286
2011 Isle of Wight	14	24	2311
2013 Bermuda	14	24	1296
2015 Jersey	14	24	2430
2017 Gotland	14	23	2333
2019 Gibraltar	14	22	1624
2023 Guernsey	14	24	2082
2025 Orkney	12	24	1630

Table 1 - Island Games

2.2 Orkney 2025 and Partners

Orkney 2025 brought a range of national and local partners together who worked collaboratively to fund and deliver the games:

International Island Games Association

The International Island Games Association (IIGA) is the body which owns the rights to the Island Games and is the organising body for the Island Games. The association was founded in the Isle of Man in 1985, and deals with membership of its 24 constituents, associated with 8 sovereign states.

The IIGA is responsible for assessing member applications, which are limited to island territories with populations less than 125,000 with a local association of governing bodies of at least two sports in the IIGA program at which the island can adequately compete.

Scottish Government

The Scottish Government is the devolved power for Scotland and its responsibilities include (amongst other things) the economy, education, health, rural affairs and the environment. The opportunity the games provided to positively support delivery of some of these responsibilities encouraged support for the games and resulted in Scottish Government becoming a major funder of the event.

Scottish Government Sports Minister, Maree Todd:

“I’m very pleased to see this significant investment into sport in Orkney, which will contribute to the success of Orkney 2025 and, crucially, provide a lasting legacy of the games”

Orkney Islands Council (OIC)

OIC has provided commitment to the event since 2017 when the Council agreed to financially support a bid to host, being made by Orkney Island Games Association. OIC provided £1.4m of financial support for the games. In providing this level of investment the authority recognised the benefits that the games could include (but not limited to), for example:

- Inclusion in terms of volunteering opportunities to deliver the event.
- Increased participation in sport and volunteering to improve health and wellbeing.
- Increasing the profile and opportunities for local athletes.
- Create a legacy in terms of equipment, training, infrastructure and club expertise and capacity.
- Increase community engagement through spectators, service providers, competitors and volunteers.
- Generate a positive economic impact through use of local suppliers where possible and visitor spend.

Source : Report by Corporate Director of Strategy Performance and Business Solutions to Policy and Resources Committee, 18th June 2024

VisitScotland

As Scotland’s national tourism and events organisation, VisitScotland’s core purpose is to drive the visitor economy, growing its value in Scotland. As an economic growth agency, their activity focuses on three key priorities – market development, place development and business and experience development. It leverages tourism and events as a force for good for all of Scotland’s people and places and builds Scotland’s international profile as a leading place to visit, live, work, study and do business. Scottish Government’s investment of £700,000 in Orkney 2025 was managed through the organisation’s EventScotland team, who were a key partner in Orkney’s successful bid.

sportscotland

As the national agency for sport their role is to make sure sport plays its part in a thriving Scotland. This is done through influencing, informing and investing in the organisations and people who deliver sport and physical activity. Their vision is an active Scotland where everyone benefits from sport and people find ways to be physically active every day, keeping moving at home and at work, taking an active approach to getting around and choosing to be active in leisure time.

Chief Executive of sportscotland, Forbes Dunlop, said (prior to the games):

“We are delighted to be working with partners including Orkney Islands Council, Orkney 2025 and the Scottish Government to help deliver a lasting benefit from the Island Games. Orkney 2025 will be a historic occasion and a wonderful chance for local athletes to compete at a home multi-sport event. The improvements to sporting infrastructure that sportscotland investment will support will be of huge value to the local community for many years.”

2.3 Events and programme for Orkney 2025

Orkney 2025 was held across 6 days of competition and comprised 12 sports.



Fig 1 Orkney 2025 competition schedule

2.3 Venues & Locations



Fig 2 Event venues and locations

The venues used in the games were spread across Orkney, but focused in Kirkwall at The Pickaquoy Centre. The Cycling events were held across Orkney.

1. The Pickaquoy Centre – 5 sports held here including Archery, Athletics, Badminton, Squash and Swimming.
2. Stromness Academy – hosted Football and Gymnastics
3. Orkney Golf Club
4. Stromness Golf Club
5. Kirkwall Bowling Club
6. Hatson Slip Training Centre – the base for the sailing competition.
7. Stromness Harbour – Starting point and transition area for the Triathlon
8. Kirkwall Grammar School – Football Hub
9. Cycling events were held at five distinct venues across the Orkney Mainland

2.4 Sports and Competitors

Orkney 2025 saw 1630 accredited athletes in total from the 24 participant Islands, across 12 sports. 45% of athletes were women and 55% men.

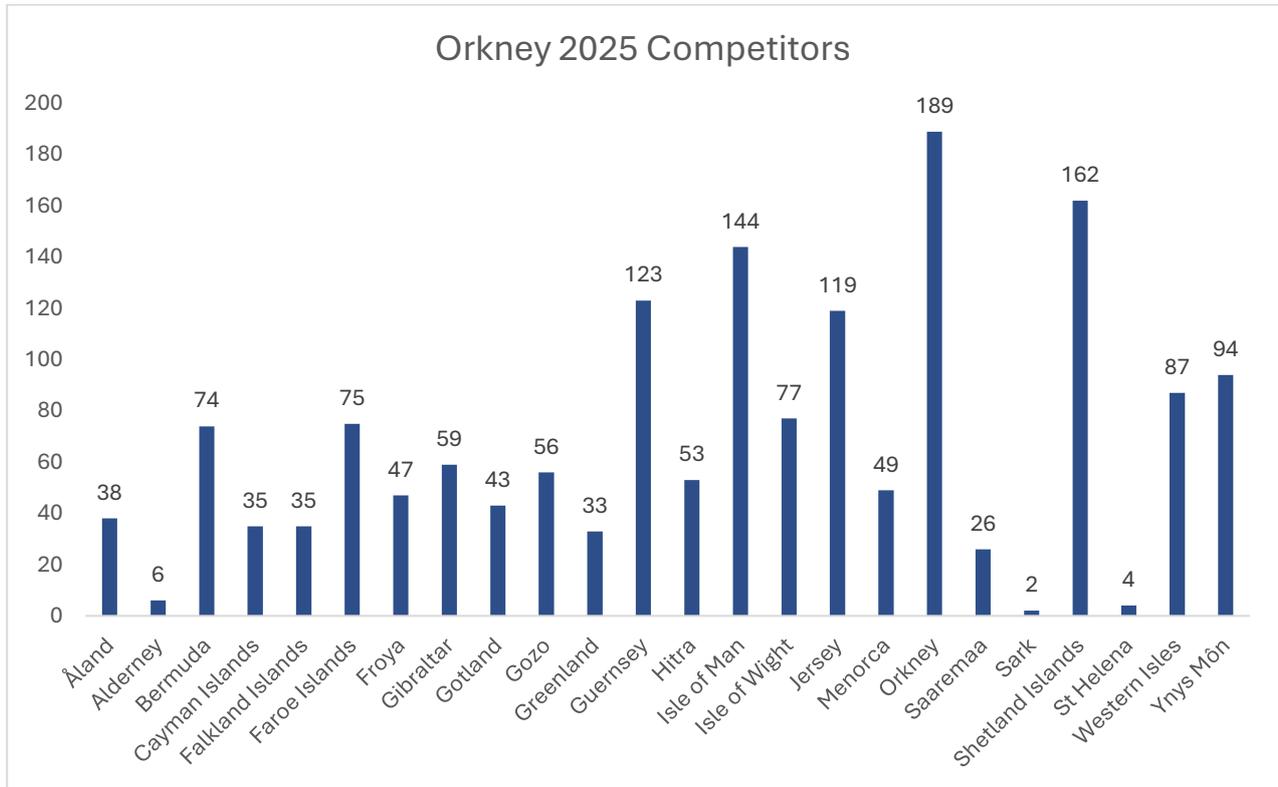


Fig 3 Orkney 2025 competitors

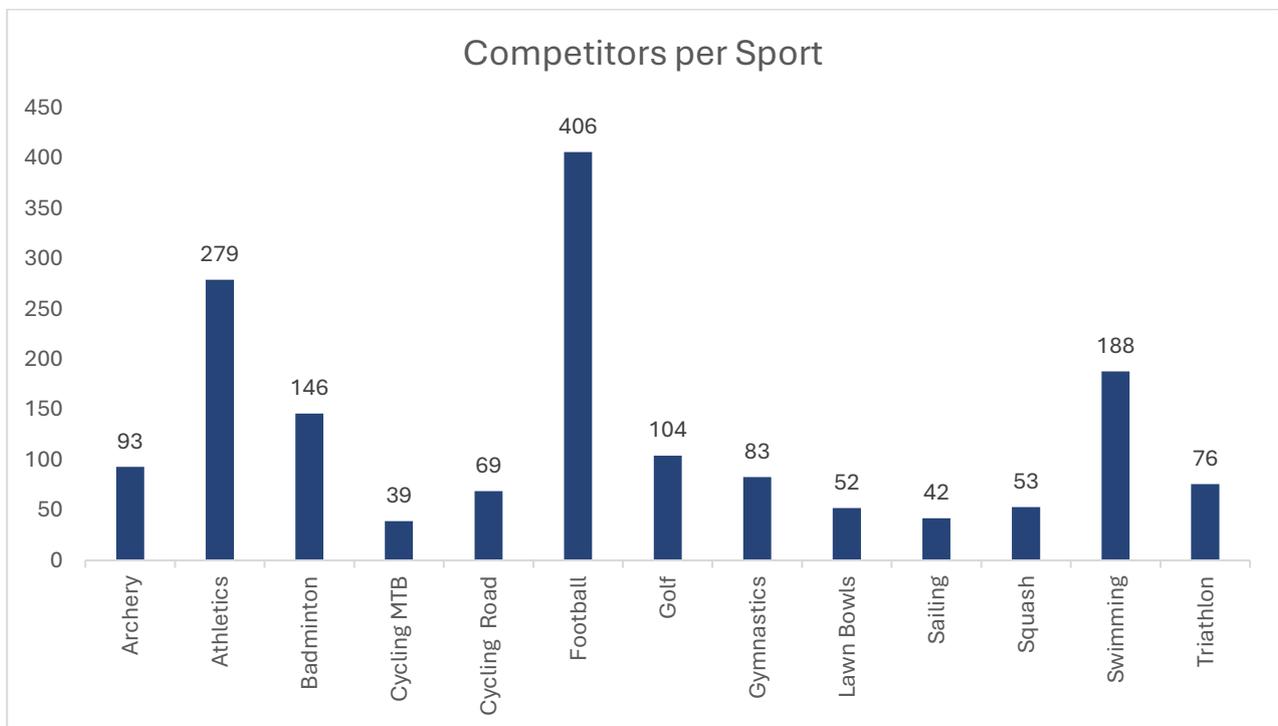


Fig 4 Athletes per sport

2.5 Spectator attendance and profile

Total attendance (cumulative) at the games was measured as 63,336. This is a minimum figure as no attendance was measured at some events including the cycling road race, due to the logistics of access on closed circuit routes. The actual total attendance was therefore higher.

Event	Total Attendance	Notes
Athletics	25,489	9 sessions across 6 days. (Includes Half Marathon). Spectators counted into arena with clickers.
Archery	300	6 days of competition. Counts conducted daily at various times.
Badminton	9,981	16 sessions across 6 days. Counts conducted with clickers as spectators entered arena
Cycling (Time Trial)	81	Spectator count conducted at start of event.
Cycling (Road Race)		No estimate.
Cycling (Criterium)	1704	Count conducted along route during race.
MTB (Criterium)	483	Count conducted along route at beginning of race.
MTB (Cross Country)	500	Estimate
Football	14,995	40 games across 5 days. Individual counts conducted during each match
Golf (Kirkwall and Stromness)	893	6 days of competition across 2 courses.
Gymnastics	1227	7 sessions across 5 days of competition. Counts conducted at each session.
Lawn Bowls	2890	5 days of competition. Counts conducted at each session.
Sailing		n/a
Squash	1800	
Swimming	1500	8 sessions across 4 days
Triathlon	1493	Count at start of race.
Total	63,336	

Table 2 Total attendance by sport

Some attendees attended the event for more than one day and some attended more than one event per day and on multiple days. The spectator survey conducted across the week at event venues indicates that the average number of days attended by spectators was 4.8 and the average number of venues attended each day was 1.7. Removing repeat day visits and casual visitors (visitors spectating but not visiting Orkney for the sole purpose of attending the games), spectators who are also participating in the games and discounting Orkney residents gives an event specific visitor number of 4368, upon which the economic impact calculation for the event is based.

Fig 5 shows the profile of the spectators at Orkney 2025. As expected a large proportion of spectators were from Orkney, with other areas of Scotland making up the second biggest group. Games participants - accredited team members spectating whilst not competing, represented 15% of spectators at the event. This cohort is a common feature of multi-discipline, multi-day event spectator crowds as competitors have time between competitions to spectate.

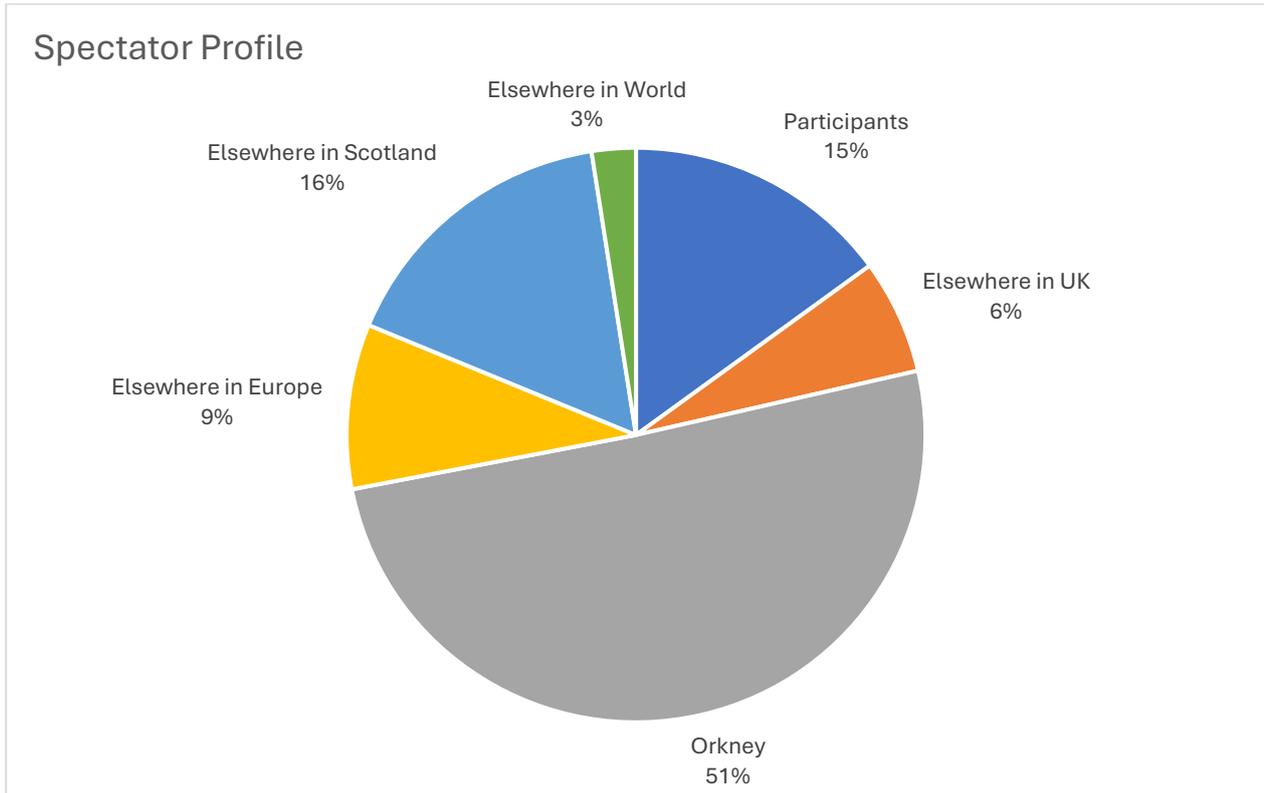


Fig 5 Spectator profile

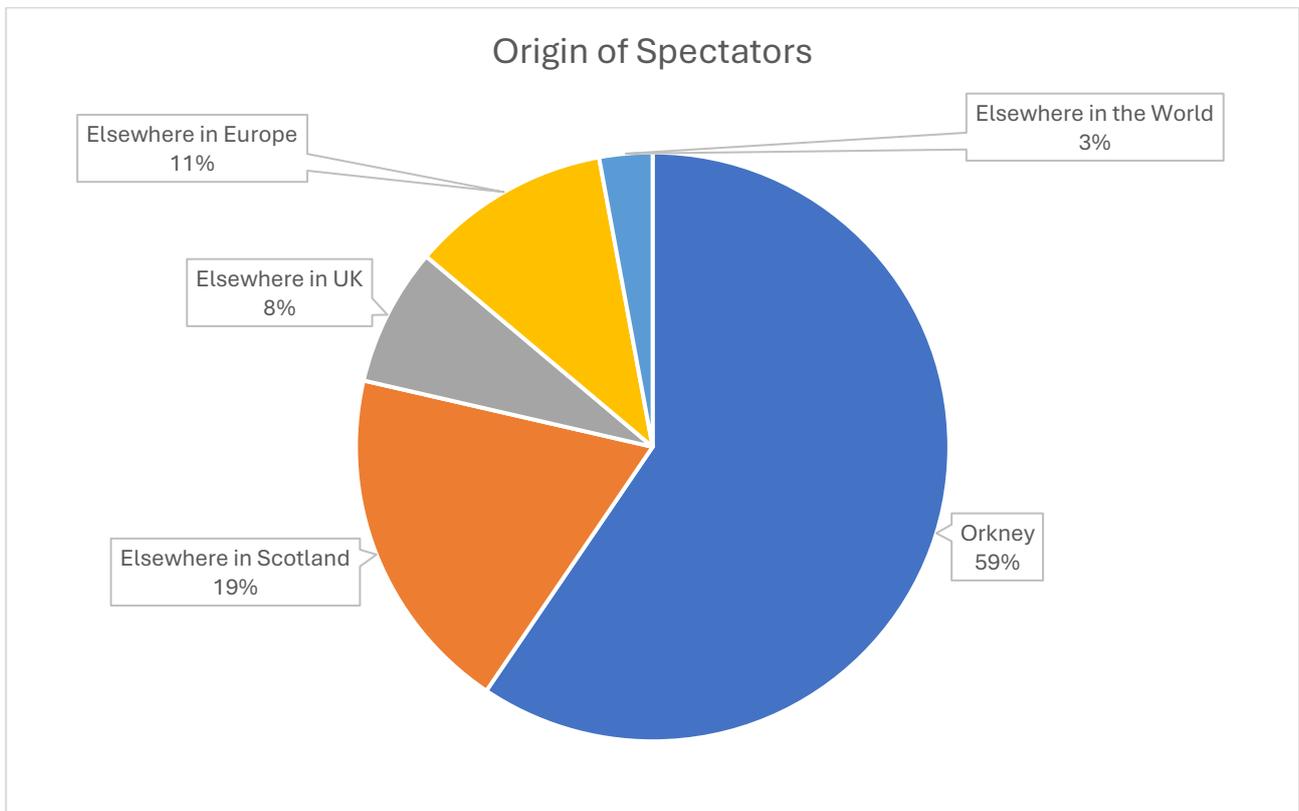


Fig 6 Origin of spectators

When participant spectators are excluded (Fig. 6) the spectator survey shows that 41% of spectators were from outside Orkney – 22% were from beyond Scotland and 14% from outside the UK. Of those

visitors to Orkney, 29% were visiting for the first time and from that same group nearly 7% had not been to Scotland before.

3. Economic Impact

When considering economic impact only contributions that are additional to the existing Scottish and Orkney economy are considered. Therefore only contributions from outside the county are counted when assessing the impact to Orkney. Similarly only contributions from outside Scotland are considered when assessing the impact to the country. This will provide a clear indication of the additional spend in the local and national economies.

The eventIMPACT approach is used to calculate the economic contribution. This approach is supported by UK major event partners including UK Sport, EventScotland, EventWales and Tourism NI and is recognised internationally as a method of estimating the economic impact of an event. It has been used for reporting on major national sporting events hosted across Scotland including the 2023 UCI Cycling World Championships. It has also been used for one off cultural events and musical festivals. The use of this approach therefore is transparent, and can be used to compare events. A detailed explanation of the methodology is available here [eventimpact](#).

3.1 Economic Drivers

The economic contribution to Scotland and Orkney is measured from the following spending in the economy:

- **Event delivery** – The expenditure undertaken to deliver the Orkney 2025 games. This is broken down to identify delivery spend with Orkney, Scottish, UK and overseas contractors.
- **Spectator spending** – Only the spending in the economy, driven by visiting spectators, from outside Orkney who are visiting Orkney for the sole purpose of attending the games is considered.
- **Team participant spending** – the spending in the economy driven by visiting official team members and delegates.

3.1.1 Event delivery spend

Total direct event delivery spend for the event was £3.6m.

Scottish Government via EventScotland contributed £700,000 and OIC contributed £1.4m

Local sponsors generated £220,699 to support the costs of the event with other event income covering the cost of the event.

282 Scottish suppliers were engaged generating £2,942,687 of value. 64 suppliers were engaged in the rest of the UK creating £397,669 of value and 17 overseas suppliers were engaged to the value of £214,450.

£2,436,237 of the Scottish value identified was spent with Orkney suppliers.

3.1.2 Spectator Spend

There were an estimated 4369 unique visiting spectators who travelled from outwith Orkney to attend the event (see section 2.5). The spectator survey indicates 19% were from elsewhere in Scotland, 8 % were from the rest of the UK and 14 % were international spectators (see Fig 6).

Visitors from outwith Orkney used a wide range of accommodation options, Fig 7 summarises the breakdown, as indicated by the spectator survey. 33% of visiting spectators stayed in non-commercial accommodation, for example with family and friends, second homes and boats.

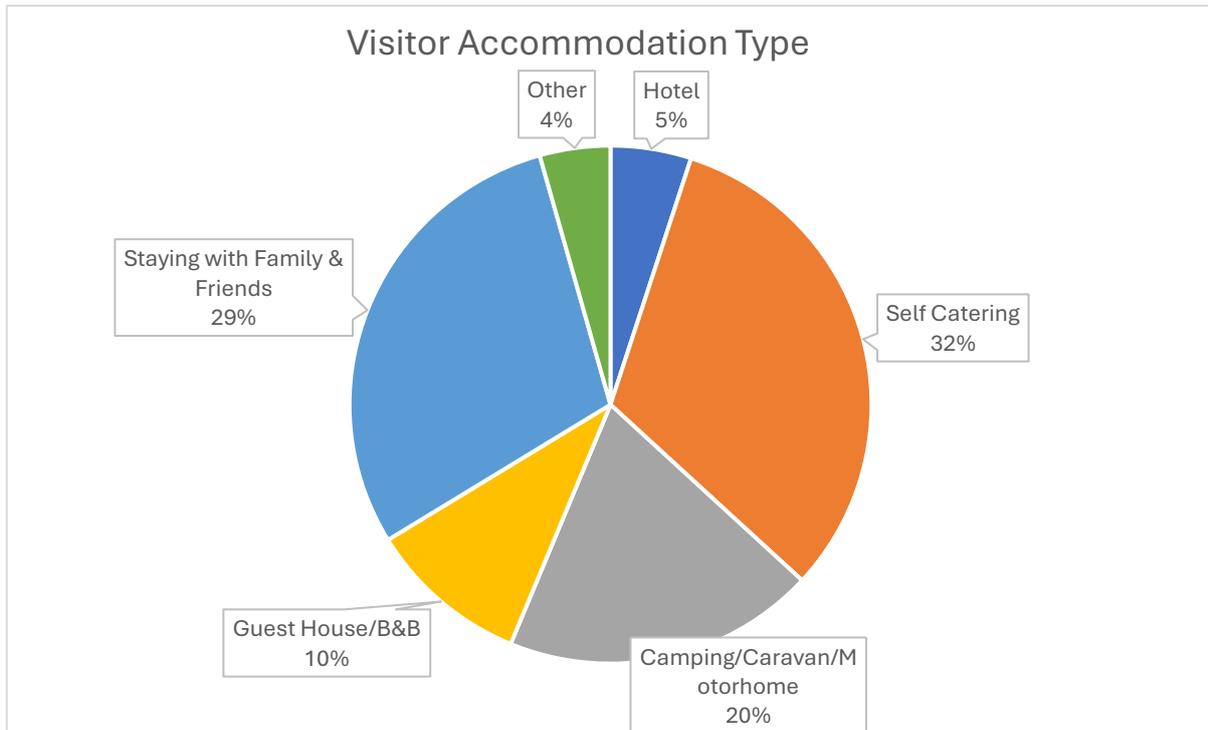


Fig 7 Visiting spectators accommodation type

The 67% of visiting spectators staying in accommodation that required them to pay (commercial stayers) on average stayed 7 nights. The average cost per person per night across these accommodation types was £61.83.

In addition to spend on accommodation, spectators average daily spend on food & drink, other shopping, travel etc. was recorded as £37.75 per person.

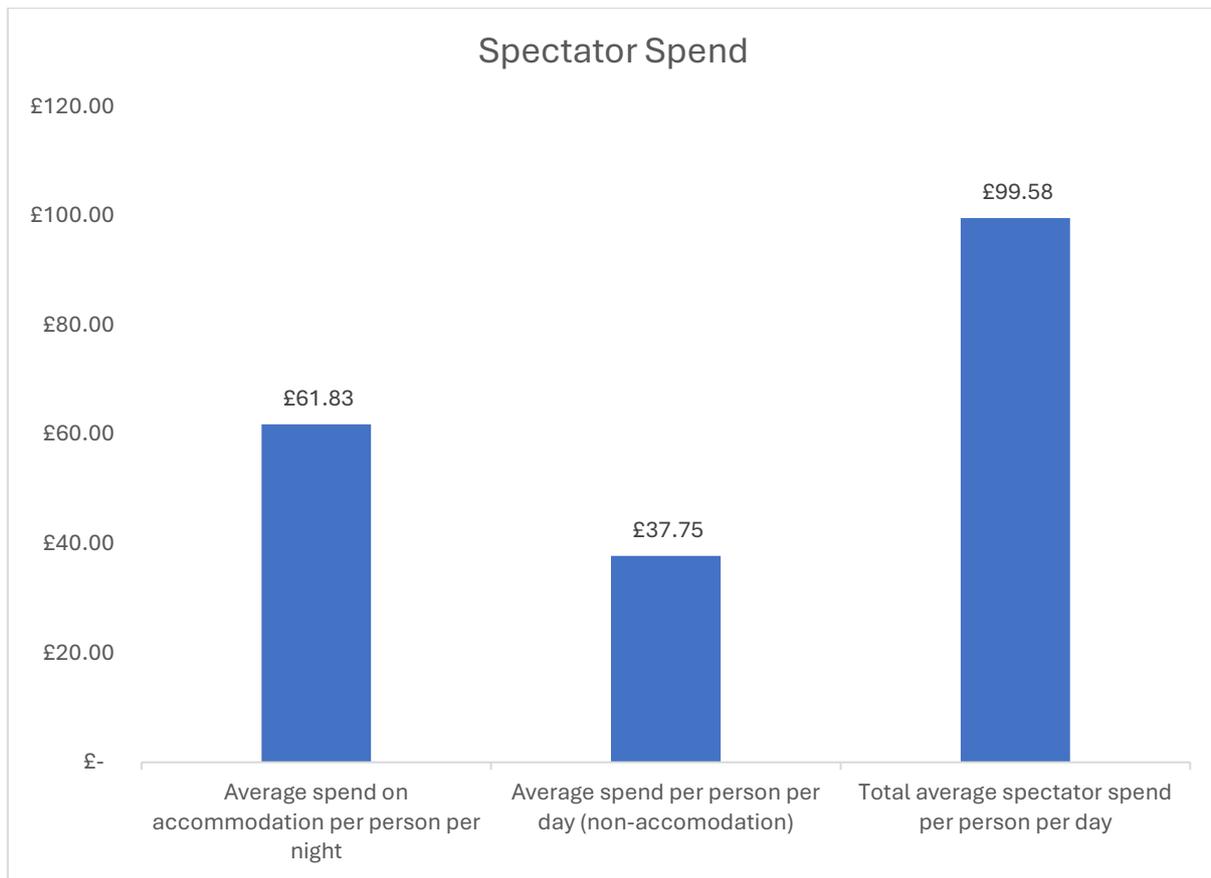


Fig 8 Breakdown of spectator spend

The economic contribution from spectators, through accommodation is calculated by determining the number of bed nights. This is achieved by multiplying the average length of stay (Commercial stayers - 7 nights) by the number of commercial stayers – 2927 which gives 20,489 bed nights. Multiplying this by the total average spectator accommodation spend per person per day - £61.83 gives a contribution of £1,266,835 to the Orkney economy through accommodation spend of visiting spectators.

Spectators average spend per person per day on non-accommodation items such as food and drink and other shopping was £37.75. Taking the total number of unique visitors - 4369 and multiplying this by the average days attending the event (4.8) gives a bed night figure of 20,971.2 This multiplied by the average daily spend of £37.75 gives a contribution of £791,663 to the Orkney economy from other (non-accommodation) spending.

This therefore gives an overall contribution to the Orkney economy of £2,058,498 from visiting spectators spending on accommodation and other everyday requirements.

3.1.3 Participant Spend

There were 2106 participants (athletes, coaches and officials, medical staff, other delegates and media), including Orkney Team members. Excluding Orkney team members, there were 1879 visiting participants. On average these visitors spent 8 nights in Orkney, the average cost of their accommodation per person per night was £105.54. This data was derived from the accommodation management company that handled the accredited team members accommodation bookings.

The economic contribution brought by participants, through accommodation is therefore calculated by determining the number of bed nights. This is achieved by multiplying the average length of stay – 8

nights by the number of commercial stayers – 1879 this gives a figure of 15,032 bed nights. Multiplying this by the total average participant accommodation spend per person per day - £105.54 gives a contribution of £1,586,477 to the Orkney economy.

Participants average spend per person per day on non-accommodation items such as food and drink and other shopping was £45.95. Taking the total number bed nights, as calculated above, and multiplying by the average daily spend of £45.95 gives a contribution of £690,720 to the Orkney economy from other (non-accommodation) spending.

This therefore gives an overall contribution to the Orkney economy of £2,277,198 from visiting participants spending on accommodation and other everyday requirements.

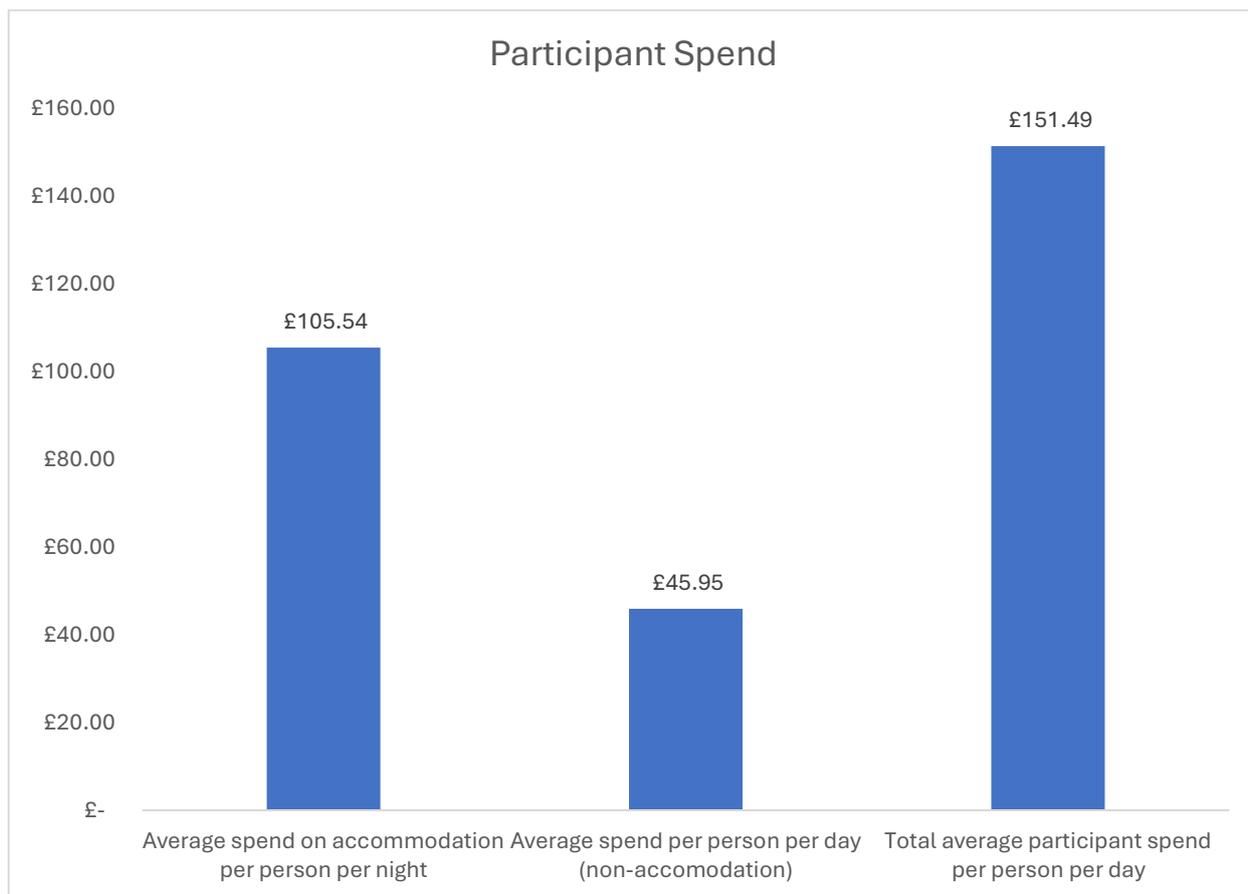


Fig 9 Breakdown of participant spend

3.1.4 Contribution to Orkney Economy

Combining the contributions from visiting spectator and participants gives a figure of total spend of £4,335,696 in the Orkney economy. A summary of the eventIMPACT economic impact for Orkney is included at appendix 4, which includes the Gross Value Added (GVA) contribution to the Orkney economy.

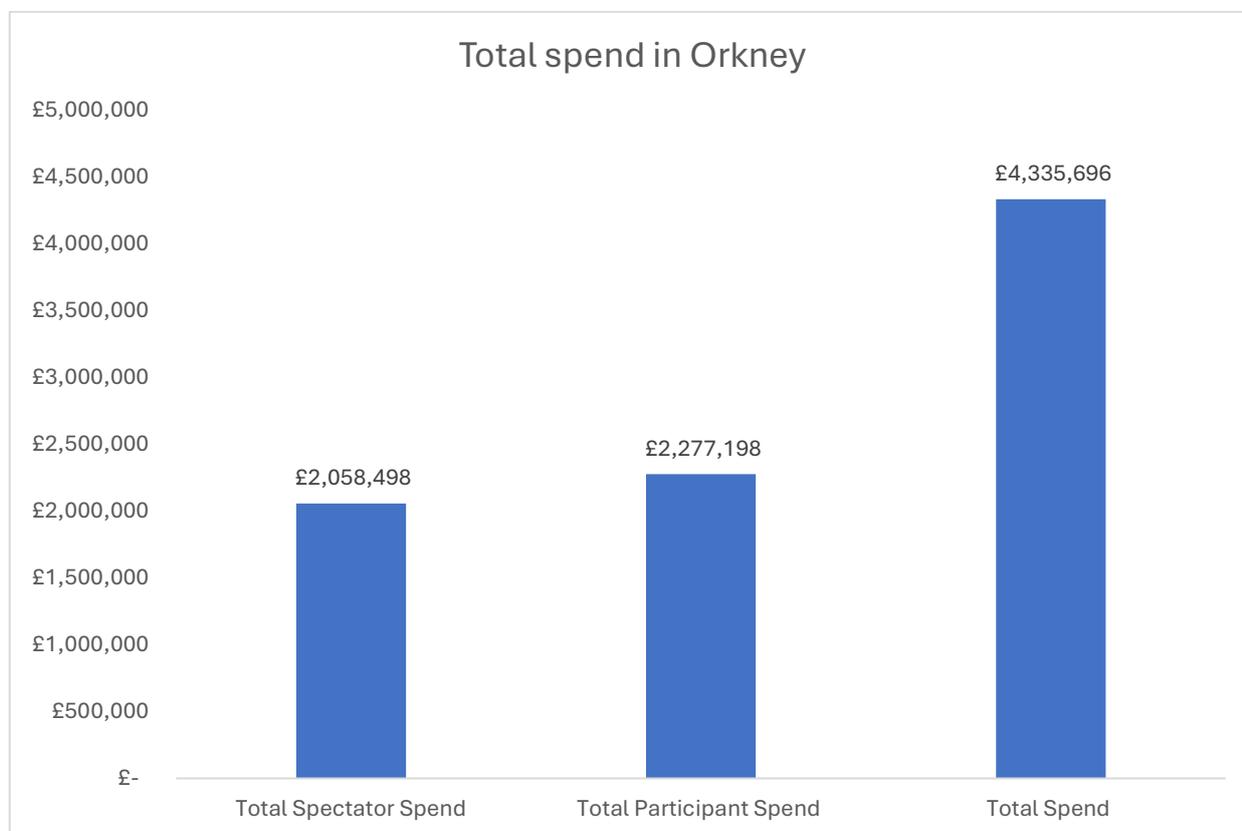


Fig 10 Total spend in Orkney economy

3.1.5 Contribution to Scottish Economy

Identifying the spend associated with visitors and participants who originate from outside Scotland demonstrates the contribution the event has made to the Scottish economy.

Fig 6 identifies that 22% of visiting spectators originated outside Scotland. Accounting for repeat day visits and casual visitors reveals 2,345 event specific spectators. 67% were commercial stayers. The average accommodation spend of these visitors was £57.97 and average daily spend on non-accommodation items was £43.26, giving a total average daily spend of £101.23. These visitors stayed on average 7.2 nights. This means that there was a contribution from spectators to the Scottish economy of £1,142,645 (see appendix 5).

Removing the participants originating in Scotland gives a total of 1580 games participants from outside Scotland. The average daily accommodation spend of these participants was £105.54 and the daily average spend was £45.95, giving an average daily spend of £151.49. On average these visitors stayed 8 days. This means that there was a contribution to the Scottish economy of £1,914,834.

Overall the games spectators and participants therefore added £3,057,479 to the Scottish economy. A summary of the eventIMPACT economic impact for Orkney is included at appendix 5, which includes the Gross Value Added (GVA) contribution to the Scottish economy.

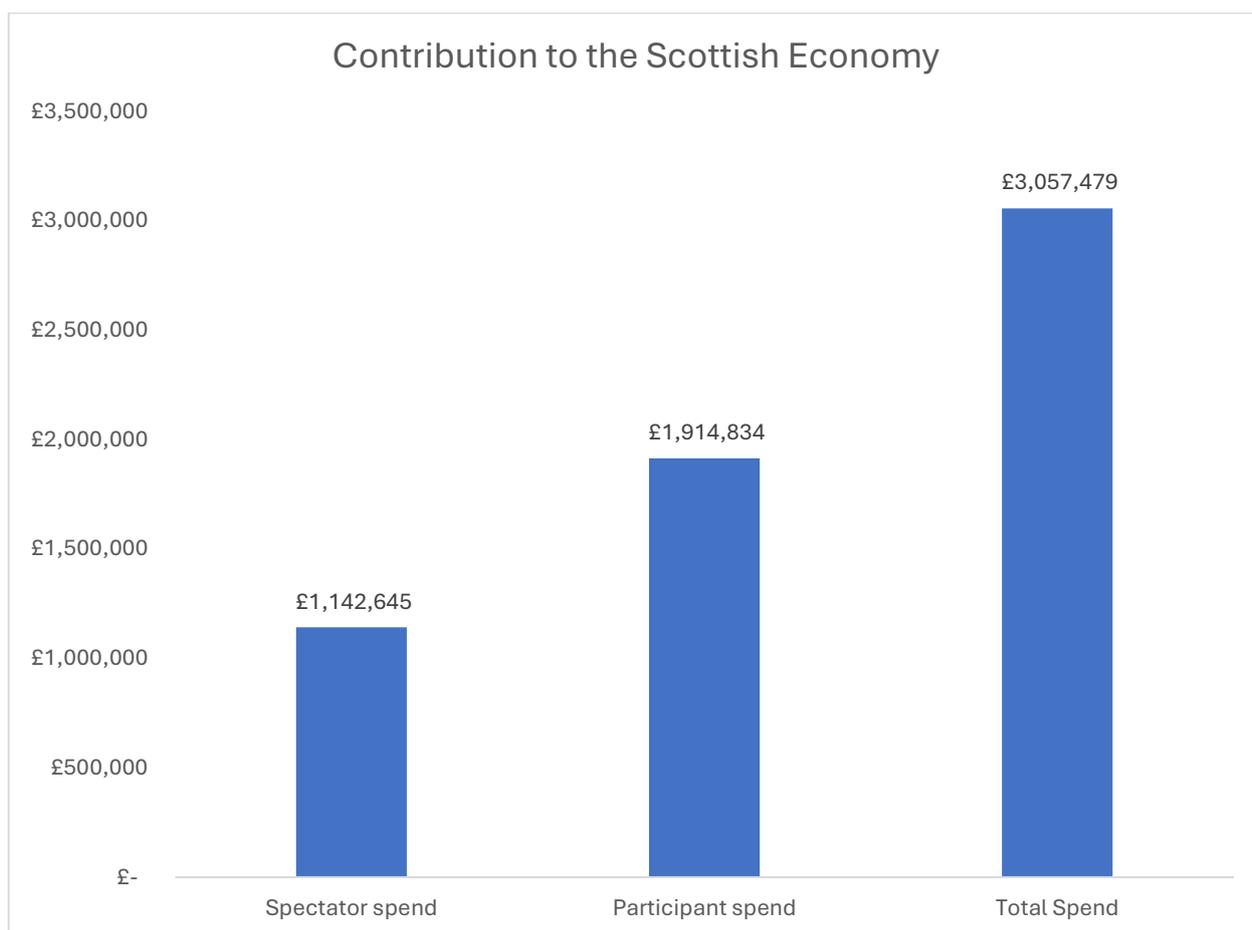


Fig 11 Contribution to Scottish economy

3.2 Impact on Businesses

Following the games a survey of business in Kirkwall was conducted amongst the 266 members of the Kirkwall Business Improvement District.

Nearly a quarter (63) of the members responded to the survey. The majority of respondents described themselves as Retailers (other), with Restaurants/Café and Retail (food and drink) and Accommodation Providers being the other largest sectors.

Nearly 70% of respondents considered that their business customers were a mix of visitors and residents as opposed to mostly residents or mainly visitors.

When asked to consider the overall impact of the games on their business 30% reported a very positive or positive impact, whilst 51% reported a negative or very negative response with 22% suggesting it had no impact. (Please note does not come to 100% due to rounding).

When comparing the business turnover during the week of the games to an average July week, 14% reported either more or significantly more turnover than usual, 21% just the same and 64% less or significantly less than usual.

When comparing their business turnover during the Island Games week to a busy cruise ship week, a similar pattern was reported. 12% experienced more or significantly more turnover than usual, 21% the same and 67% less or significantly less than usual.

In terms of spend, businesses were asked to compare Orkney 2025 visitors level of spend with other long stay visitors, 13% reported more or significantly more, 21% the same and 57% said less or significantly less than other long stay visitors. 10% were unsure.

The responses to these short answer survey questions show there is a mixed reaction, very good for some retailers/hospitality and many retailers affected negatively. Businesses were asked to comment more fully on the games in relation to their business to illustrate and contextualise the responses given. It can be seen that despite the mixed impact on turnover, many businesses (event those negatively impacted) were supportive of the event and thought it was good for Orkney.

“With such a busy week of sport (and many years of attending other the games in others island’s) we knew hospitality would be booming and retail not so much. It’s expensive to travel from one island to another so young athletes & supporting families attending have a very limited spend. Don’t get us wrong we embraced this one week in a lifetime. Our staff volunteered and the amazing weather & sport created a fantastic community atmosphere, and we LOVED it.”

*“We absolutely loved the buzz around the Island Games, it was a lovely atmosphere, and it was great for Orkney. Unfortunately, we think that as there wasn’t the usual tourists and cruise liners, and many locals were at the games, business for us was a lot quieter.
The information passed on by Kirkwall BID was great and kept us very informed and prepared from well in advance.”*

Kirkwall business owners



Shop frontages Kirkwall



4. Legacy

4.1 Introduction

Legacy is a key outcome of the Island Games event, there will be ongoing benefits to Orkney as a result of the Island Games. The ability to capture, measure and record the impact of those benefits is challenging in the short term. This report captures the investment in sports, the views of sport leaders and baseline information that can be used to monitor the ongoing impact in sports in the future.

The report captures legacy as both a product – the investment in infrastructure, equipment, coach/volunteer development and a process - the future potential benefit that these products might have for Orkney and what is being done to maximise, harness and ensure delivery of that future potential benefit.

The wider legacy impacts of the games are also considered, in relation to capacity to deliver large scale events.

4.2 Legacy Investments

A range of investments have been made in sports in Orkney as a direct result of the Island Games and the games has leveraged additional funding in a range of sports:

4.2.1 Archery

Total Investment - £18,000

Investment in Orkney Archery centred on the provision of 40 new target bosses that enabled the competition at Orkney 2025, with funding from sportscotland of £9000. The legacy created by this investment is protected by the additional investment in archery coaching in Orkney. The sportscotland funded Coach and Development Programme supported with further funding from Orkney Islands Council and Orkney 2025 helped to train 5 coaches gaining their Grade 1 coaching award creating the opportunity for coaching young people and new people interested in taking up the sport. Before this investment there was 1 trained coach in Orkney.

Sustainable Legacy:

- Investment inspired by Orkney 2025 will ensure the future of archery clubs in Orkney, through provision of professional grade equipment for practice and competition
- Investment in coaching, skills development, and training will help to ensure that equipment is used productively and benefits maximised through the development of new members creating demand.

4.2.2 Athletics

Total investment - £534,998 (£482,670 - Track, £34,244 - Equipment and Storage)

Funding from Orkney Island Council and sportscotland allowed the works that included the complete renewal of the track and javelin run up area at The Pickaquoy Centre.

A total of £34,244 was invested in new high jump equipment and storage, including £5,517 from Crown Estate Community Led Development, £11,605 sportscotland and £17,122 Community Development Funding. £18,094 was also invested in timing equipment and display board for the event.

In addition to this direct financial investment in equipment and facilities, 4 new coaches and 11 coaching assistants have been qualified, through funding from the Coach and Development Fund. This has created a legacy that will continue to support the sport after Orkney 2025.

One of the key positive outcomes from the investment in the athletics facility is that it can achieve TrackMark status. TrackMark is UK Athletics' quality assurance scheme for outdoor Track and Field Athletics facilities. A venue that achieves TrackMark is recognised by UKA as having well managed, compliant facilities that are accessible to participants of all abilities.

Sustainable Legacy:

- The investment will ensure opportunities for athletes to achieve ratified performances in track and field for the foreseeable future in Orkney
- Investment will prolong the life of equipment, ensuring athlete access for longer
- Previous equipment is being reused by other athletic groups in Orkney, continuing the benefit to the wider sports community
- Investment triggered by the games will provide opportunities for the wider community as well as competition athletes, irrespective of age, or social background, including volunteering opportunities, contributing to well-being in the community.

4.2.3 Badminton

Through the Coach and Official Development Fund, 3 local coaches earned their level 1 qualification ahead of Orkney 2025, creating the conditions for the sport to grow and strengthen in the future. Orkney Badminton Association, in partnership with The Pickaquoy Centre Trust secured £4,980.00 'Awards for All' funding via sportscotland for the purchase of International Standard competition badminton nets and stands in preparation for Orkney 2025.

4.2.4 Cycling

Total Investment - £374,186

The planned provision of a new mountain bike track at The Pickaquoy Centre was the prime investment associated with cycling and Orkney 2025. A purpose-built facility for the use of Orkney Cycling, the local community and Picky Centre users is planned, although it was not possible to complete this before the event, funding of £374,186 is secured.

Driven by The Pickaquoy Centre Trust and Orkney Cycling Club the project to deliver a facility to promote cycling as a sport, will increase participation for all demographics including new cyclists in the community, in a safe cycling environment.

Sustainable Legacy:

- The project will provide a facility with tracks that require a range for skills and vary in difficulty to maximise access and users, an opportunity for all abilities in the community to become involved in cycling.
- The Pickaquoy Centre Trust will oversee and promote the facility as part of their wider role to provide recreational, sporting, cultural and social activities, and will be responsible for maintenance, protecting the investment and ensuring a sustainable model of ownership and management.

4.2.5 Sailing

Total Investment £380, 561

As a result of the Island Games sailing event requiring new boats to ensure competition fairness the Royal Yachting Association Scotland purchased a fleet of 24 International Laser Class Association (ILCA) dinghies using sportscotland funding. The boats were then lent to Orkney Sailing Club for the Games to meet the competition rules required by the Island Games. Following the games all the boats will stay in Orkney. The enhanced fleet in Orkney will ensure local sailing opportunities will be significantly enhanced. The availability of dinghies in Orkney will increase the access to high quality equipment for both introductory sailing lessons and more advanced competitive race preparation, helping to create long term development of the sport in Orkney. Investments were also made to sailing club infrastructure in Stromness, including a new boatshed.

As a result of the games, the investment and the focus it has created for sailing in Orkney has allowed Orkney to compete in the games with a full sailing team of four athletes for the first time in a number of years, an important milestone for Orkney sailing.

Orkney Sailing Club has also invested in its operation in the lead up to the games. Similar to Stromness the opportunity to purchase ex-island games sail dinghies will help to improve the long-term sustainability of the Club. Investing to acquire International Laser Class Association (ILCAs) single-handed racing dinghies will provide existing and new members an enhanced sailing experience, increasing the uptake of the sport in Orkney and encourage inter-club competitions as well as enhanced opportunities to attend events outwith the County. Additional investment to purchase race starting and time keeping equipment and a lifting gantry raise the level of starting control and time keeping ability for all races and regattas and safe maintenance of dinghies during the off season.

Sustainable Legacy:

- The project is designed to create a lasting legacy through the acquisition of new sailing boats and equipment to train and give experience to a new generation of sailors and a land based facility to host education, training and social events.
- The project will safeguard development of sailing in Orkney through creating long-term usability and resilience in the organisation.
- Through accessible club memberships, community members will have ongoing use of boats and resources which are fit for purpose and maintained to a high standard. This will ensure that participation in sailing is both inclusive and sustainable over time.

4.2.6 Golf

Total Investment – £131,831 (Stromness Golf Club £54,701, Orkney Golf Club £77,130)

Two golf courses were utilised in Orkney to host Orkney 2025, both Stromness and Orkney Golf Club, (based in Kirkwall) invested in infrastructure ahead of the games, to allow the courses to be showcased during the event. Investment was aimed at improving the sporting experience at the courses and enhancing accessibility for members and visitors creating interest among people of all ages and abilities, to try the sport, supporting the long-term sustainability of the clubs. Works included, reshaping of fairways, greens, and bunkers, upgrading of gates and paths to allow safer course access including for those with disabilities and safety upgrades to bridges and handrails.

Sustainable Legacy (for both courses):

- The investment will help to ensure the current membership is supported and maintained to use the facility and encourage new members, helping to ensure the long-term future of the course
- Free of charge open days will be used to showcase and encourage new users and the investment and improvements will also help to target tourist and visiting golfers.
- Enhanced use and increased use and membership will have physical and mental well being benefits for all age demographics in Orkney

4.2.7 Gymnastics

Total Investment - £157,200

Investment by Orkney Gymnastics Club in equipment ahead of Orkney 2025 was a key aspect of the clubs effort to host the event. As a relatively new club (formed in 2020) the organisation had been using equipment that did not meet the International Gymnastics Federation standard for competition level. Therefore, to meet the standard required for an international event such as the Island Games, investment was required.

Internationale de Gymnastique (FIG) approved gymnastics equipment including a spring-based gymnastics floor and five 20-foot storage containers at a total cost of £157,200 was part of the investment.

Investment included:

- Montreal Spring-based training floor.
- Montreal Spring-based competition floor.
- Vaulting equipment.
- Asymmetric bars and associated matting.
- Beam and associated matting.
- Supplementary items including additional safety matting and chalk bowls.

Sustainable Legacy:

- This investment was critical to building a sustainable and thriving organisation. Without it members had to travel outside Orkney to practice on competition grade equipment, increasing costs, hindering growth and success.
- The equipment investment will sustain competition level activity for 15+ years, future proofing the sport in Orkney, in the medium term.
- The investment will improve training outcomes and athlete development, competitiveness and retention of members, which will in turn attract more interest and athletes into the sport.

4.2.8 Swimming

Total Investment - £88,250

Key investments in swimming as a sport in Orkney was centred around improvements to the swimming environment at its main pool facility. The Pickaquoy Centre Trust and Orkney Amateur Swimming Club as part of their preparation for Orkney 2025 secured funding to install a swimming pool LED digital display board. The installation also allows the display of warm up schedules for visiting teams along with live streaming and sponsorship.

When not in use by the swim club the installation can be used by The Picky Centre to encourage user participation, by advertising events and activities at the centre. Other Pool users such as Kayakers and Octopush will use it to enhance their pool sessions. £44,125 each from both sportscotland and the Community Development Fund provided funding for the investment.

Sustainable Legacy:

- The investment will enhance the sustainability of swimming and its growth in Orkney by creating a swim facility that can host an increased level of competition, supporting athletes locally, that would normally have to travel to train and compete at such facilities.

4.2.9 Coach and Officials Development, Travel Awards and Performance Development

Funding from sportscotland and OIC has enabled access to training opportunities to access coach and officials training. The lack of coaches in Orkney had restricted development of many sports in Orkney, funding unlocked through hosting the games has increased the number of local coaches which in turn increases access to sport and activity. Funding has also been made available to support podium ready athletes and funding to support travel for pathway athletes, critical for Isle based young athletes. This support includes £151,000 of funding from sportscotland, which can be directly attributed to Orkney hosting the Island Games.

Summary of Sport Investment Legacy :

Sport	Investment	Summary
Archery	£9000 – sportscotland £9000 – OIC Total Investment - £18,000	New archery bosses, stands and accessories, to enable hosting of games, and provide equipment for Archery Clubs in Orkney, post games.
Athletics	£5,517 - Crown Estate Community Led Development Fund £11,605 - sportscotland £17,122 - Community Development Fund Total - £34,244 £241,335 (sportscotland) £241,335 OIC Total - £482,670 Total Investment - £516,914	New high jump equipment and storage, to allow accreditation to host recognised events. New running track. The funding will give the venue certified track mark status providing a competition venue for Orkney 2025
Badminton	Awards for All, sportscotland £4980.00 Total Investment - £4.980	Orkney Badminton Association, in partnership with The Pickaquooy Centre Trust secured 'Awards for All' funding via sportscotland for the purchase of International Standard competition badminton nets and stands in preparation for OIG 2025. Through the Coach and Official Development Fund, 3 local coaches earned their level 1 qualification ahead of Orkney 2025, creating the conditions for the sport to grow and strengthen in the future.

4.3 Sport Leaders and Participants

Sport leaders, coaches, athletes and competitors believe that the approach taken to investment in sport in Orkney inspired by the event will create a sporting legacy.

Following the games, leads for the 12 games sports were asked about the impact of the games. Figures 12,13,14 and 15 summarises their 9 responses.

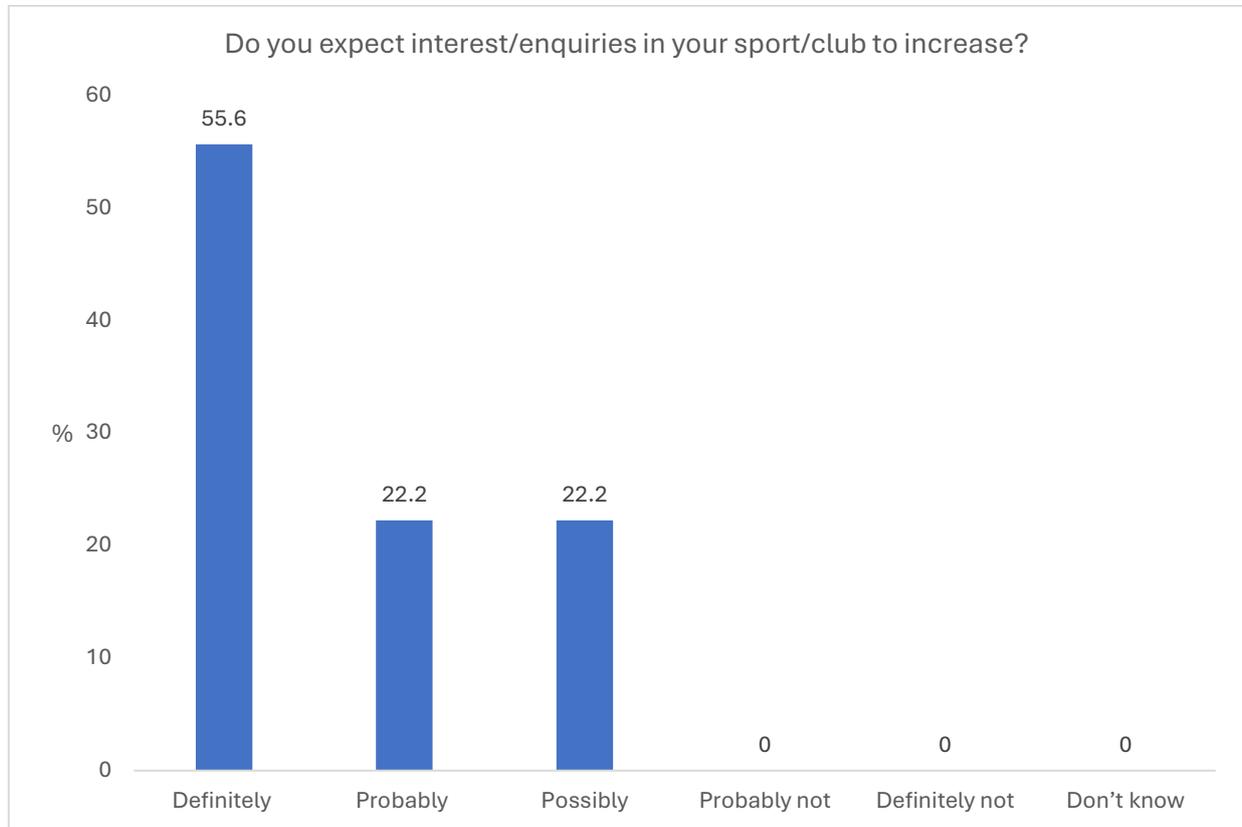


Fig 12 Orkney sport leaders' views on interest in their sport

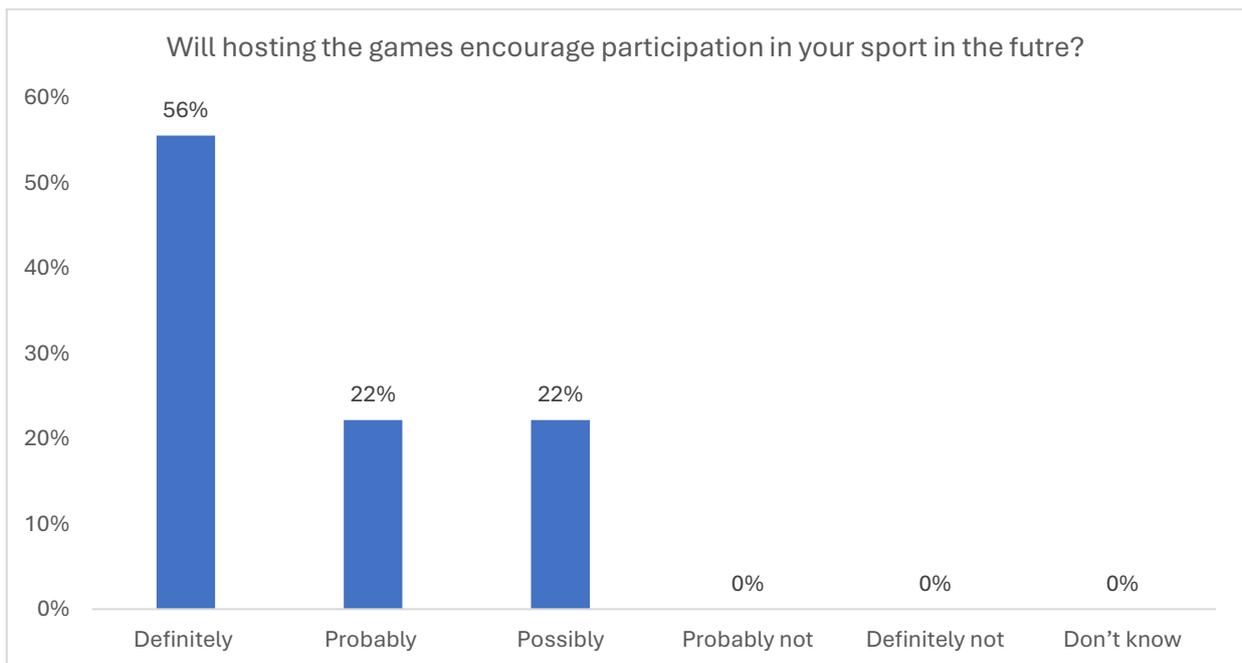


Fig 13 Orkney sport leaders' views on participation in their sport

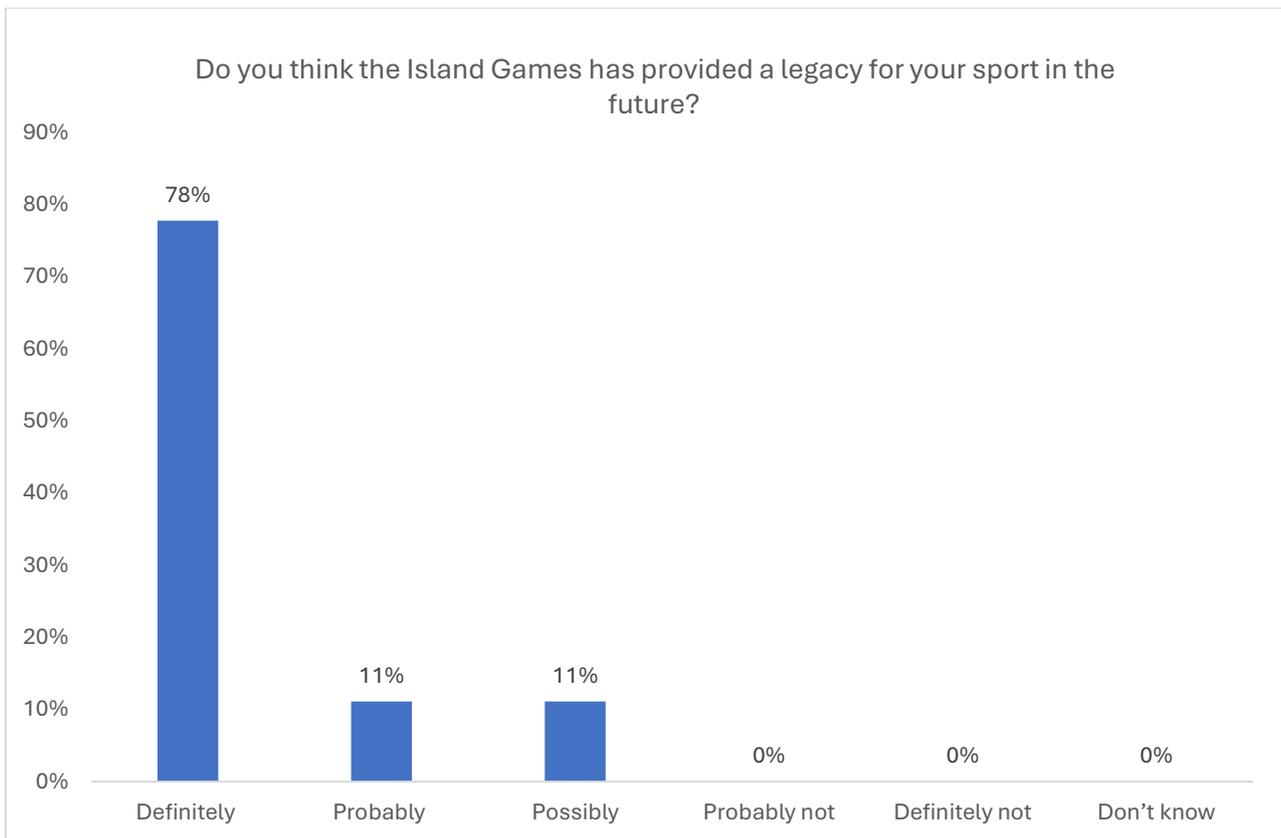


Fig 14 Orkney sport leaders' views on legacy in their sport

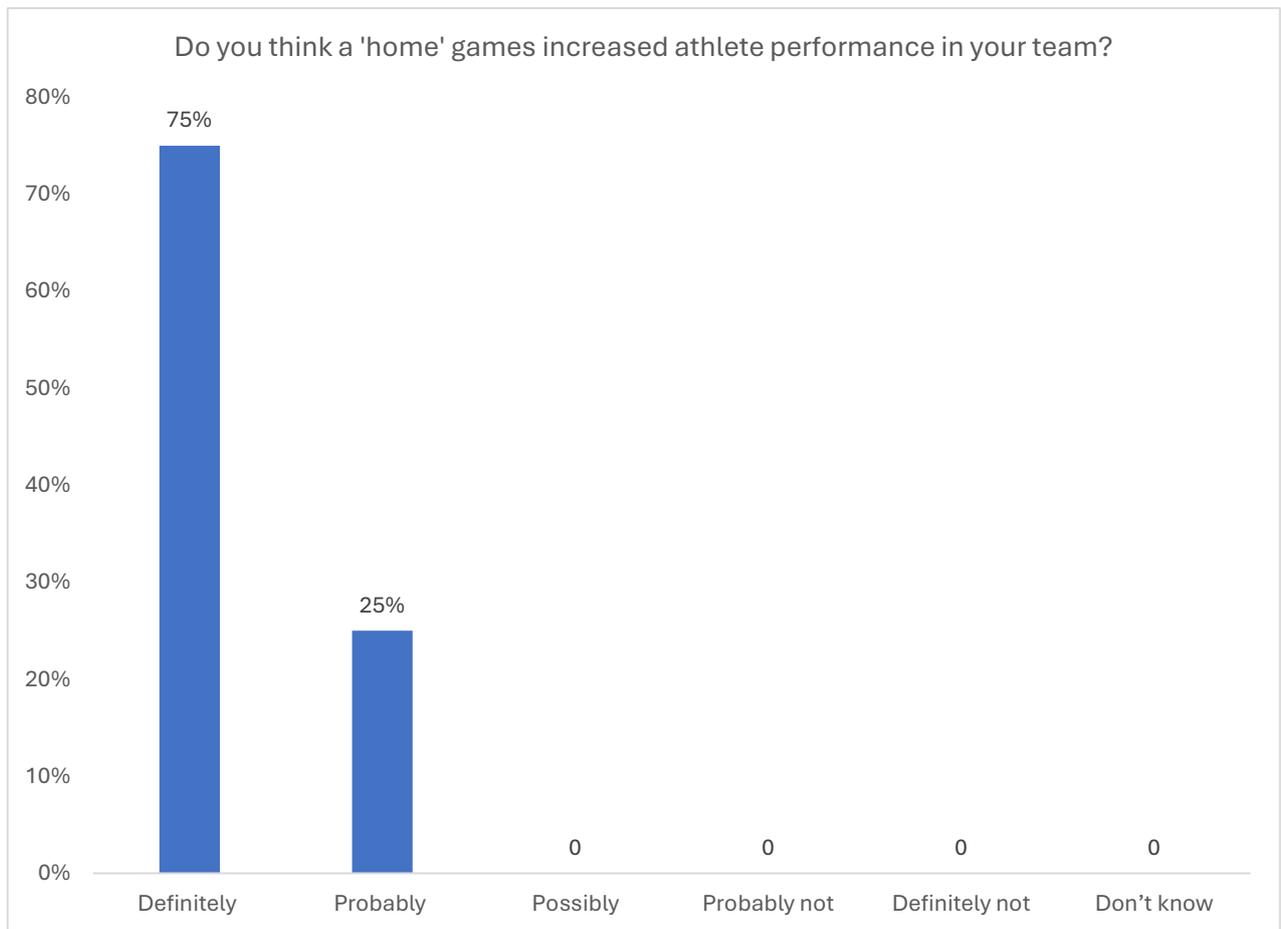


Fig 15 Orkney sport leaders' view on athlete performance

When asked how hosting an Island Games increased athlete performance amongst athletes, responses from sport leads included:

“Yes, the clear goal of wanting to deliver the highest possible results and performance at a home island games (as well as the additional 2 years of prep time due to the pandemic delays) gave our swimmers the incentive and motivation to train even harder than usual for this event. The results were evident, not only in medals, but in the personal bests achieved throughout the team”

“Additional practice and coaching raised performance levels significantly.”

“Those selected felt a ‘responsibility’ to raise their game in front of the Home crowd. That, and for their own satisfaction they wanted to be at their absolute best”

Orkney Participants, including athletes, also thought that the games will have a positive impact in Orkney in the future when surveyed: 66 of the 227 members of the Orkney Team responded (29%).

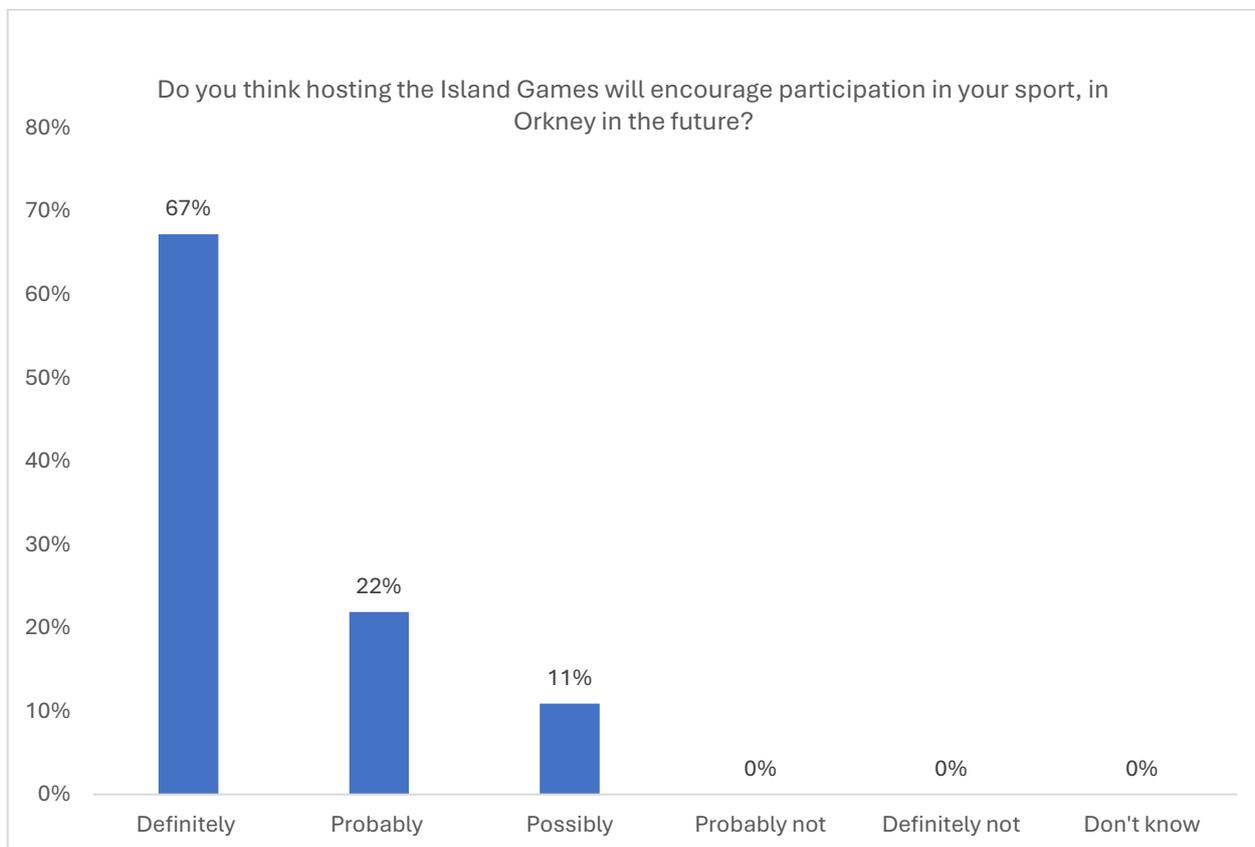


Fig 16 Orkney Participants’ view of future sport participation

“It has been absolutely fantastic. I am relatively new to competing at anything like this level, so the training leading up, and the event itself, has greatly improved my ability. I intend to use it as a step into competing at a higher level and more national events. Locally, we have already seen new people keen to get involved. Which will have a massive impact in growing the sport and the level of competition within Orkney.”

“We have had the biggest legacy with over 150 new people trying bowls. We hope this will translate to new members”

“The whole experience of Orkney 2025 has inspired me to try and improve further as a competitor. It was an honour to represent Orkney.”

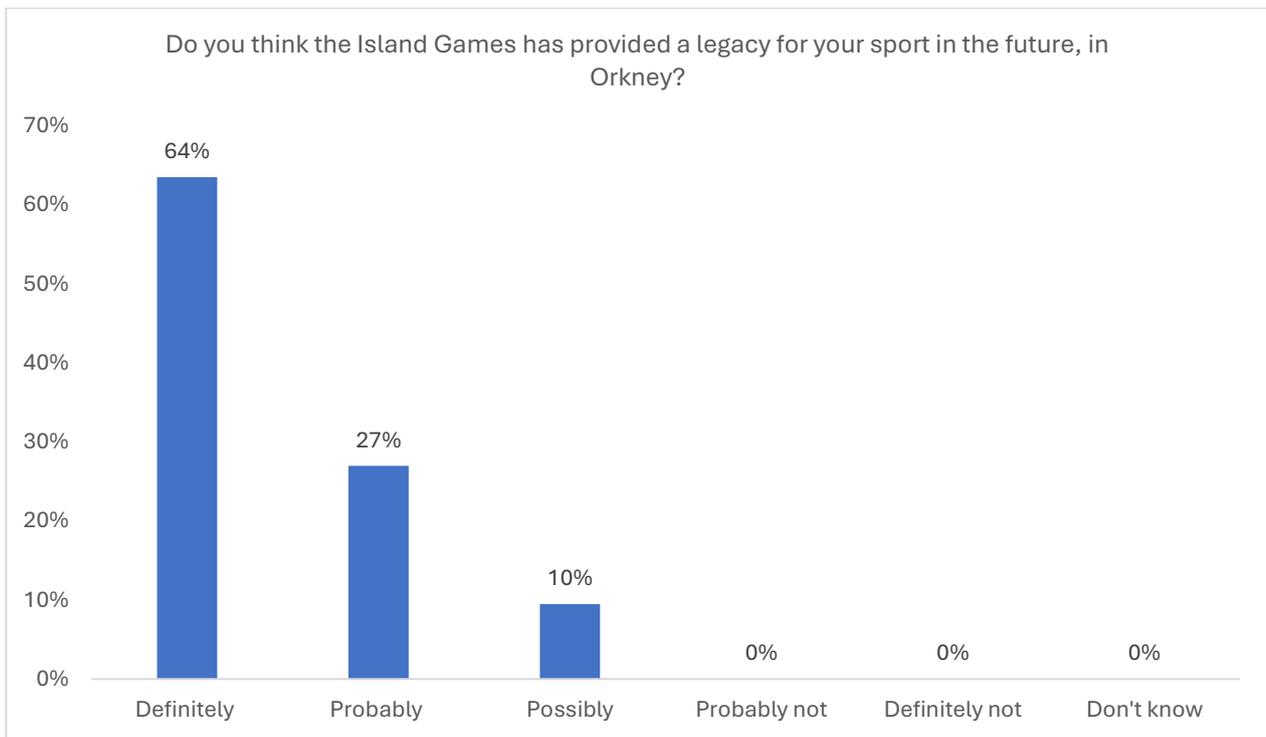


Fig 17 Orkney Participants' view on legacy

The impact of the games on individual athletes was captured in responses included in the post games survey, below is a sample of those responses. This gives some indication of the personal impact on athletes and individual legacies created as a result of hosting the event.

4.3 Club Membership and Coaching

The significant investment in infrastructure, equipment and coaching will have an ongoing benefit in terms of supporting sports and clubs in Orkney in terms of memberships, participants and future interest. This report cannot capture the medium and longer term impact of the investment. An exercise to create a collective picture of Island Games sports' membership has been completed in tandem with OIC (Sports Development) to create a benchmark that can be used to monitor club membership numbers and coaching levels. Appendix 1 provides data on club memberships and coaching numbers across Island Games sports (where data was available) for the post covid period up to the 2025. Monitoring of the data will allow trends or patterns in the changes in organisations membership to be noted, in future years and provide some indication of the ongoing legacy of Orkney 2025.

4.4 Physical Activity & Wellbeing Strategy

The games legacy is also prioritised in Orkney's Physical Activity & Wellbeing Strategy (2025) which is closely aligned with Active Scotland Framework and includes NHS Orkneys' priorities and sportscotland's outcomes. The Strategy has an Action Plan with an emerging action to ensure that Orkney 2025 leaves a lasting legacy in terms of participation, people and facilities. This will include tasks such as developing a programme of events and a sustainable infrastructure that creates and increases opportunities to participate in physical activity linked to the Games, helping to continue the legacy process.

4.5 Conclusion

The Island Games event has provided an opportunity and focus through the work of a range of organisations, stakeholders and funders to unlock investment to improve facilities, equipment and people. This sustainable comprehensive approach will continue to be supported with increased participation and athlete development, through reinvigorated clubs and organisations and newly trained coaches. This in turn will be supported through ongoing support from national and local funders to help with access to specialist training, guidance and travel costs. The prioritisation of the games legacy in the new physical and wellbeing strategy and policies adopted by key local stakeholders will also help to ensure it remains a priority in the future.

6. Media Coverage

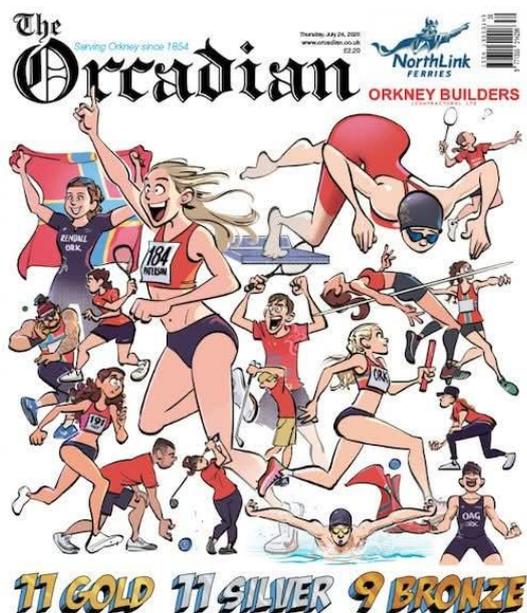
6.1 Introduction

A multi-faceted media approach to the games enabled comprehensive coverage and allowed the games to become an international showcase for participants and the Island. Becoming the most 'seen' event ever held in Orkney, projecting the Island to a more diverse audience than ever before.

There were 117 accredited media members at the event. Coverage of the games included TV, print, radio, social media and streaming. Mucklemedia managed the main body of media coverage before and during the games. Live streaming of the games via Youtube was managed by Mallard Productions.

6.2 TV, Print & Radio Coverage

There were 93 print articles produced in the run up to the games and games week, this is estimated to have had an estimated reach (or audience) of 2.7m.



Television coverage was boosted by the Royal attendance at the opening ceremony and securing Lorraine Kelly as ambassador for the games. There were at least 224 TV items broadcast about the games. This includes 20 items on 'Good Morning Britain', 35 items on BBC Breakfast (both 'on the sofa' and across regional news), 19 items on ITVs 'Lorraine' and 2 items on 'This Morning'. Good Morning Britain has almost 1m viewers. There was international coverage as well in member islands in addition to the UK coverage.

There were 857 radio items that were broadcast in connection to the Games.

There were 719 online pieces with a total estimated reach or opportunities 'to see' of 46.7m.

A highlight of the communication strategy was the inclusion of Lorraine Kelly as the ambassador for the games. This lifted the interest in the build up to the event and during the opening ceremony to a national level. As host she was interviewed live by ITV and Capital Radio about the games. It would have been difficult to reach that level of coverage without her as host.

Images taken for the One Year to Go campaign were very widely used and continued to be throughout the games. This was built upon by a set of images of the medals, these were picked up and used very widely by the media.

There were challenges experienced as part of the media management programme prior to the games, surrounding negative coverage and reactions to accommodation for the games, and the reduced football competition. Both of these were counteracted with comprehensive reactive statements for both separate incidents which limited the negative reaction.

Coverage Type Details	No. of articles/items	Estimated Reach (ie. size of the potential audience)
Print	93	2.7m
Television	224	1m + (includes 20x items on Good Morning Britain, 35x items on BBC Breakfast (both 'on the sofa' and across regional news), 19x items on ITVs Lorraine, 2x items on This Morning.)
Radio	857	Unknown
Online	719	46.7m
TOTAL	1893	50.4m

Fig 18 Summary of print, TV, radio and online coverage

6.3 Digital Media Coverage

Social Media accounts were managed by Mucklemedia in the run up to the games and during the event, and the games website was managed by NB Communication.

Platform	Total Figure	Breakdown
Website visits (Year)	522,744	522,744 pageviews 245,594 sessions 77,192 users
Social Media Followers	9300	Facebook 5800 Instagram 3500
Social Media Engagement	Reach – 545,800 Interactions – 79,800 Link Clicks – 15,100 Page Visits – 342,900 Follows - 9300	Facebook Reach - 371,500 Content Interactions - 63,200 Link Clicks - 13,800 Page visits 308,700 Follows - 5800 Instagram Reach – 174,300 Content Interactions - 16,600 Link Clicks – 1300 Page visits – 34,200 Follows - 3500

Fig 19 Summary of digital media coverage

6.4 Event Streaming

The games were streamed live via Youtube to enable the maximum audience to be reached in Orkney, UK and overseas. The livestreaming channel had 4000 subscribers.

113 livestreams were produced over the course of the event, these streams received 582,900 views. This meant that 84,900 hours of time was spent watching the games.

This compared to 266,492 views for Guernsey 2023.

The opening ceremony received 21,900 views and was the most watched stream of the games. The most watched sporting event was day 1 of the Athletics competition that was viewed by 16,806 people closely followed by the first day of streamed Gymnastics 16,479.

In terms of who was watching and where, approximately 60% were men and 40% women and 35% were aged under 34. The single largest cohort was the 25-34 age group. Most views were from those in the UK - 68% with 6.4% and 4.3% of viewers in Isle of Man and Faroe respectively. In terms of cities with most viewers, Kirkwall, London, Douglas (Isle of Man), Edinburgh, St Helier (Jersey) and Torshavn (Faroe) topped the list.

The streams were also used on different platforms. Cymru Sport (BBC) broadcasted the football feed provided by Mallard Productions and content was also sent to BBC Scotland for its use.

Local streamers also contributed to the coverage; bowls was covered and received an additional 1000 viewers.

7. Cultural Impact

In addition to the obvious sporting focus of the event the games organising committee were also focused on delivering the other aims and objectives of the games including celebrating the best of Orkney as a place, its produce and people. This was done in part through a series of original, creative and cultural projects linked to the games.

The projects gave the Orkney creative community the chance to respond to the games through it's music, writing, sculpture and design. Providing the opportunity of a cultural response to the event created an inclusive approach and a wider involvement of Orkney's community, another objective of Orkney 2025. It provided the opportunity to reflect on what the Island Games means to Orcadians, and others from similar Islands and consider the shared values and experiences of Island communities.

7.1 Cultural and creative projects

A number of creative and cultural projects were delivered before, during and after the games. Many creative outlets in Orkney responded in their own way to the Island Games.

One of the first major efforts to harness and engage the creative sector was the launch of a competition to design the medals for the games. An open competition led by Creative Orkney encouraged designers and artists to submit designs for the medals. The winning design was created by a local designer Jodie Brown and the winning design was sponsored and produced through Orkney based jewellery manufacturer, Sheila Fleet Jewellery, creating a unique opportunity and invaluable experience for a developing designer. In total 1200 medals sporting the original design were produced and presented during the games. Jodie then worked with Sheila Fleet to develop a jewellery collection to celebrate the games, inspired by the



Image: Orkney 2025 Medals

medal design.

Another major project evidencing the games engagement with the wider cultural community of Orkney and the other competing Islands was the 'Island Games, Island Voices' project which aimed to celebrate and explore island identity.

'Island Voices' was the result of commissioning a scrivener for the Games who invited submissions from the participating island groups to produce a collection representing the voices of the Island communities. This has been published as a limited edition pocket book for event volunteers, participants and delegates. The book was illustrated by [local designers](#) providing a collaborative opportunity for Orkney creatives. Contributors were asked to respond to prompts from celebrated Orkney writers designed to inspire creative responses, these are available at - [Island Voices](#).

Image: The collaborative cultural response to the Island Games

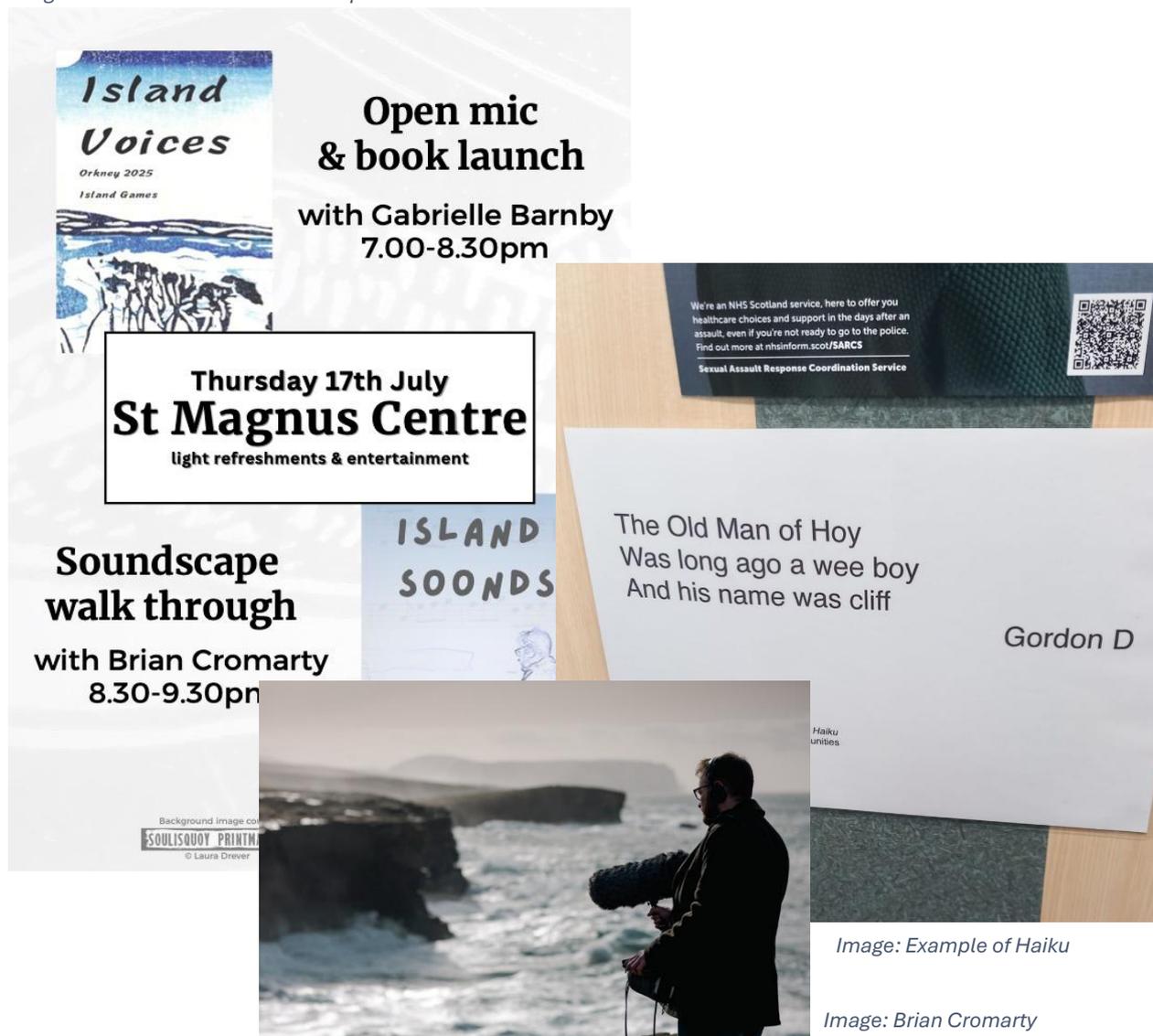


Image: Example of Haiku

Image: Brian Cromarty

A companion musical piece, incorporating some of the submissions was also the result of the intention from organisers to explore the cultural meaning of the games. Brian Cromarty used field sound recordings produced by the various Island Games sports as the basis of a musically inspired reaction to the event – '[Island Soonds](#)'. The 'found sounds' are supplemented with snippets of dialogue gathered from the 24 competing islands and more recognisable musical instruments played by the composer to create an original composition. This in turn enabled a creative collaboration as the piece

was performed and discussed in St Magnus Cathedral alongside readings from 'Island Voices'. Gabrielle Barnby, games scrivener – describes the areas of exploration this allowed:

"I hope to see people fully immerse themselves in the theme of island identity, through reflection on positive aspects such as sense of community and resilience - as well the challenges of isolation and the added complexities of island life, in all its beauty and power."

The Island Games voices project also produced Haiku poems written by local people and those from competing islands, providing an accessible and fun response to the games. The poems were displayed on the back of toilet door cubicles throughout Orkney.

Other musical contributions were also produced in response to the games. A specially adapted version of Peat and Diesel's song 'My Island' was recorded by Orkney School children that was performed at the Game's opening ceremony - ['My Island'](#)

A special tartan was also designed to celebrate the Games. Created by Scottish Borders mill Lochcarron of Scotland, in collaboration with Aurora Jewellery and Orkney 2025. Inspiration for the design was taken from the vibrant colours of the Orkney 2025 logo, and it was intended to celebrate Orkney's unique heritage and its role as host to one of the world's most inspiring island sporting events. It pays tribute to the landscapes, culture, and community spirit that define the islands. The design produced in lambswool, has been made into wraps, scarves and ties along with a variety of accessories, and was available for visitors, competitors and locals to purchase as a memento of the Orkney 2025 Island Games.



Image: Water Sculpture, sited at the Pickaquoy Centre

The water sculpture was designed and produced by Kevin Gauld, an Orkney designer and craftsman, after a fiercely competitive commissioning process. Sponsored by WHB Sutherland Ltd, the installation was created for the ceremonial water ceremony which takes place at every Island Games opening ceremony. The participating Islands bring water from their homelands to be mixed together as a symbol of unity and shared community. The sculpture was very positively received by participants, spectators and other observers alike. It is now permanently sited at the Pickaquoy Centre as a reminder of the Island Games and Orkney's role as host.

7.2 Conclusion

The efforts made to celebrate Orkney as a place and its people was an attempt to connect to the wider community in Orkney and the communities of the other visiting Islands. It was an attempt to explore the shared experiences of island life and culture experienced by those communities, as they came together to compete. The evidence of the wider community support achieved and visitors reactions to those efforts was evidence of its success.

8. Community Engagement and Volunteers

8.1 The Volunteer Effort

Orkney is the smallest Island to have hosted the Island Games, this was only possible through the support of the Orkney community and the volunteers that provided the work force across 27 organisational areas of Orkney 2025.

Volunteers came forward, offering their time, skills and knowledge. Without this contribution the event could not have been delivered.

Event Volunteers

1027 volunteers were recruited and registered by Orkney 2025. 885 were Orkney residents, 1020 were UK residents, and 7 were from beyond UK (including Channel Islands). They contributed over 21,000 hours supporting and enabling the games to be delivered. That translates to over £250,000 contribution in-kind from volunteers through their labour to support the event, based on the national minimum wage rate of £12.21.

Some larger local businesses also contributed volunteers through their staff time which amounted to an in-kind contribution of £124,103. Firms included Sheila Fleet, Orkney Builders, Scholes Chartered Accountants and Highland Park.

A survey of the 1027 event volunteers was conducted after the event, 432 responded. 99.5% rated their contribution to the games as a positive experience. 84% would definitely or probably volunteer at another local event based on their Island Games experience, and another 15% possibly would.

In terms of why people felt compelled to give up their time to volunteer and support the delivery of the games the majority said one of the reasons they did was because they have an interest in the Island Games or sport generally. An almost equal amount – 61% did it because they were proud of their community and wanted to give something back. Nearly 30% gave the reason they volunteered was because it would make them feel better about themselves. (See Fig. 20 for full details. Volunteers could give more than one response.)

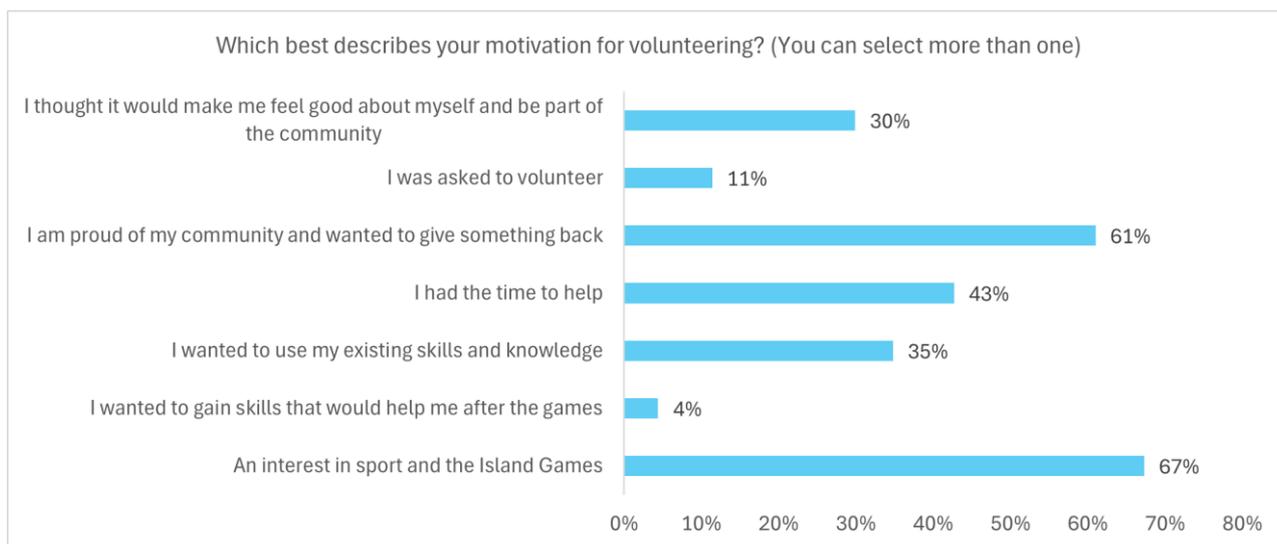


Fig 20 Reasons for volunteering

As well as the volunteers providing a major service to the games, the event also provided something for the volunteers. 46% of the volunteers thought the event had definitely or probably developed their skills and knowledge and another 30 % felt it possibly had.

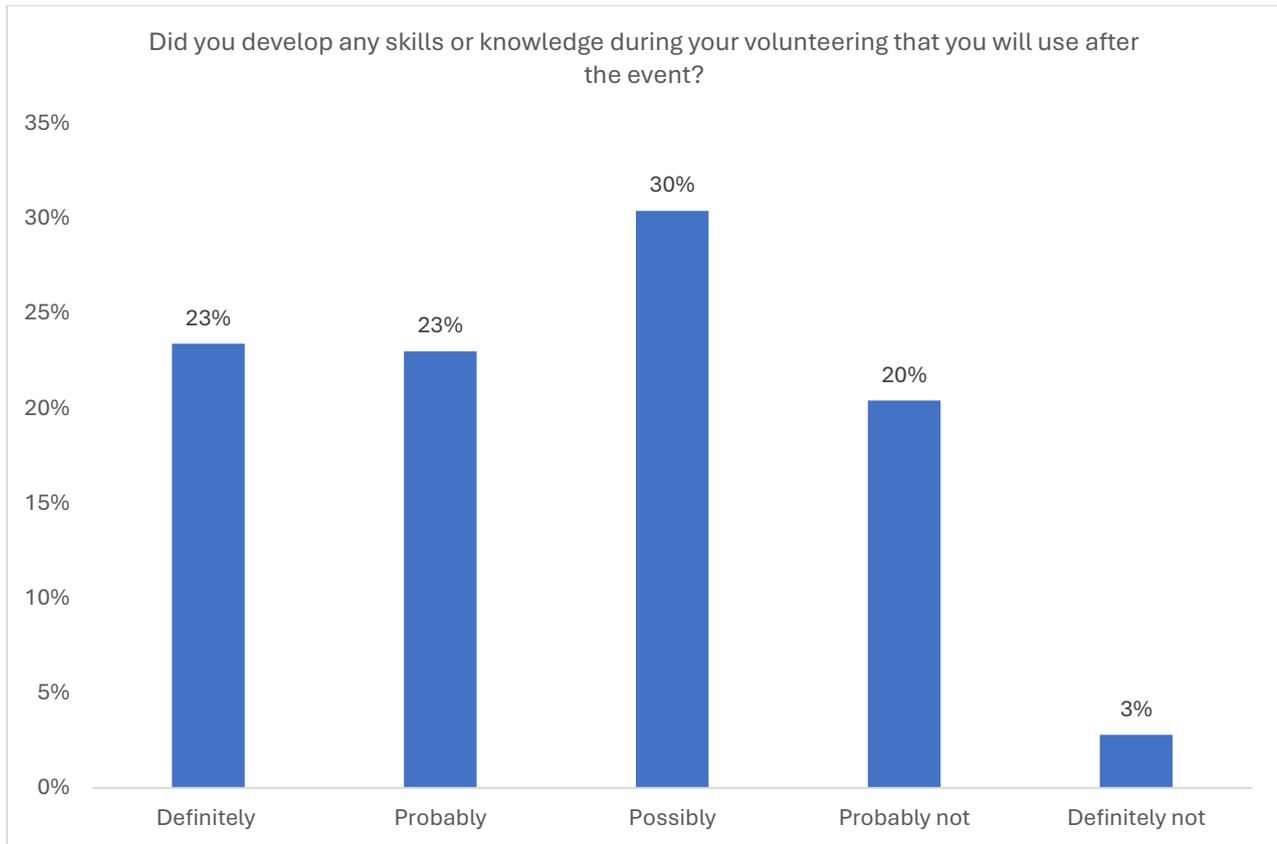


Fig 21 Volunteer development

Volunteers were asked to leave general comments as part of the volunteer survey and all of the comments (200+) have created this word cloud. The size of each word reflects their usage in the comments received.

mascot design competition. 880 entries from children and young people across Orkney were received, evidencing the huge success of this project in engaging the community.



Image: Sarah Sutcliffe and her design 'Ola the Orca'

The late former Culture Minister Christina McKelvie said:

“It has been fantastic to see that so many entries were received for the design of the Orkney 2025 International Games mascot. While there can unfortunately only be one winner, the competition has been an excellent way for local children to get involved in the event, with it really capturing the community spirit for which Orkney is known”

This inclusive approach was evident elsewhere in the delivery of the event. Other examples of include the commissioning of Orkney Men’s Shed to manufacture the podiums used for the medal awards during the games.

Older athletes from the community who had previously competed were encouraged to get involved in the Sporting Memories project. The Sporting Memories project supported those aged 50 and over to improve their physical and mental wellbeing through sports-based reminiscence and inclusive activities. Those with any connections to the Island Games from the past 40 years shared their memories to create a collection of stories and memories as a legacy of the 20th Island Games. A resource is being developed online to form an important archive for the history of the Games.

Engagement with schools was a key part of the drive to include the community. The Orkney 2025 team developed an education pack for schools, filled with games, quizzes and interactive activities that taught pupils about the 23 visiting islands taking part in the Games. From learning how to say “hello” in different languages, to recognising flags and exploring geography, the pack was designed to spark curiosity and excitement about the event. Children from across Orkney also learnt and recorded a

special adaption of Peat and Diesel's song *My Island*, which was performed at the opening ceremony. The island-wide effort to engage school children ensured local young people were not only learning about different cultures, but felt that they are playing a part in a historic moment for Orkney.

Orkney Island Council Active Schools and Community Sports Team supported the promotion of the games by delivering events, assemblies and taster sessions at schools in the lead up to the games. The aim was to promote the games to Orkney's school pupils and encourage them to go along and support the Orkney team and create an interest in the event. In total the initiative visited 22 schools, and 2767 children received Island Games assemblies whilst 1583 children received Island Games inspired sport sessions.

9. Event Experience

The event was experienced by different people in different ways, including spectators, participants and the event stakeholders. From a participant perspective understanding their impression of the games including event organisation, delivery and implementation is important. Visiting spectator's experiences are also critical and include understanding their other activities and impressions while in Orkney. Understanding the event organisers/stakeholders experience will help to inform other events in Orkney and other Island Games events elsewhere.

9.1 Participant Experience

Assessing participants arrival into the island, travelling to events, their accommodation, food and understanding of the competition helps to provide an impression of their overall event experience.

When participants were asked about their arrival into Orkney at the airport and ferry terminals 90% reported that their experience was either excellent or good, reflecting Orkney 2025's volunteer effort to provide a welcome at arrival points, see fig. 23. 1879 accredited event participants were surveyed, 189 responded.

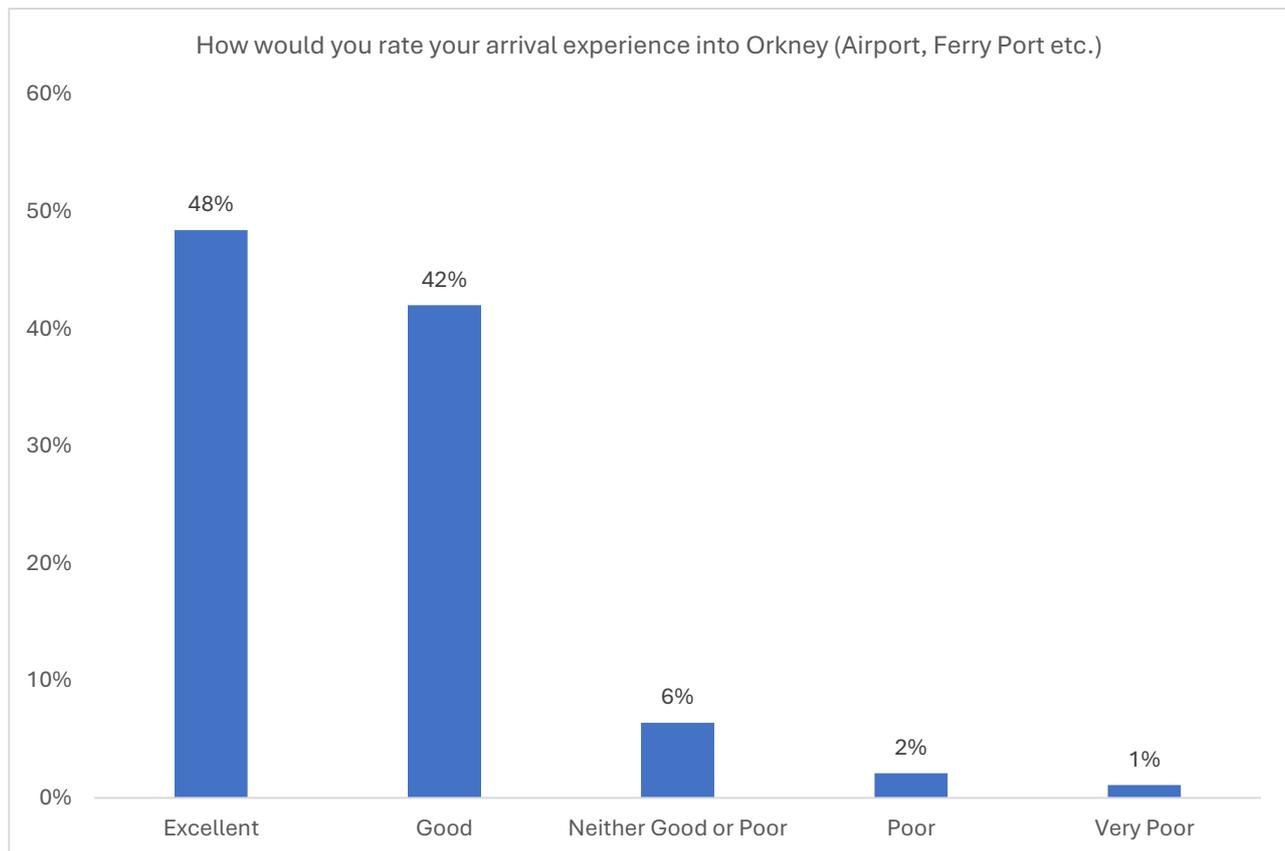


Fig 23 Arrival experience

The smooth processing of athletes and delegates through the accreditation process was also identified as a priority by Orkney 2025, to help maximise the positive experience of the games. The vast majority of participants had a positive experience with 58% describing it as excellent.

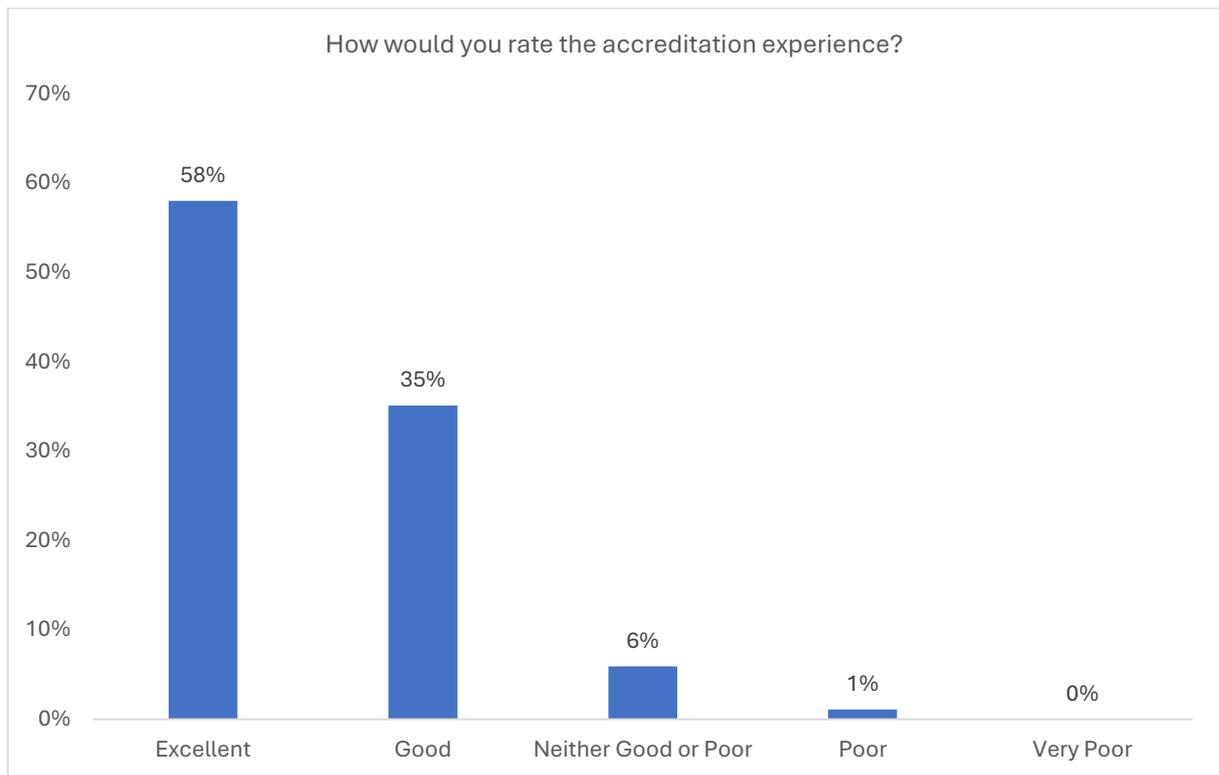


Fig 24 Accreditation Experience

Over 81% of participants felt that their accommodation in Orkney met their expectations and where catering was also provided by Orkney 2025 at temporary accommodation sites 70% rated the food either excellent or very good by those that ate it, when N/A responses were not included.

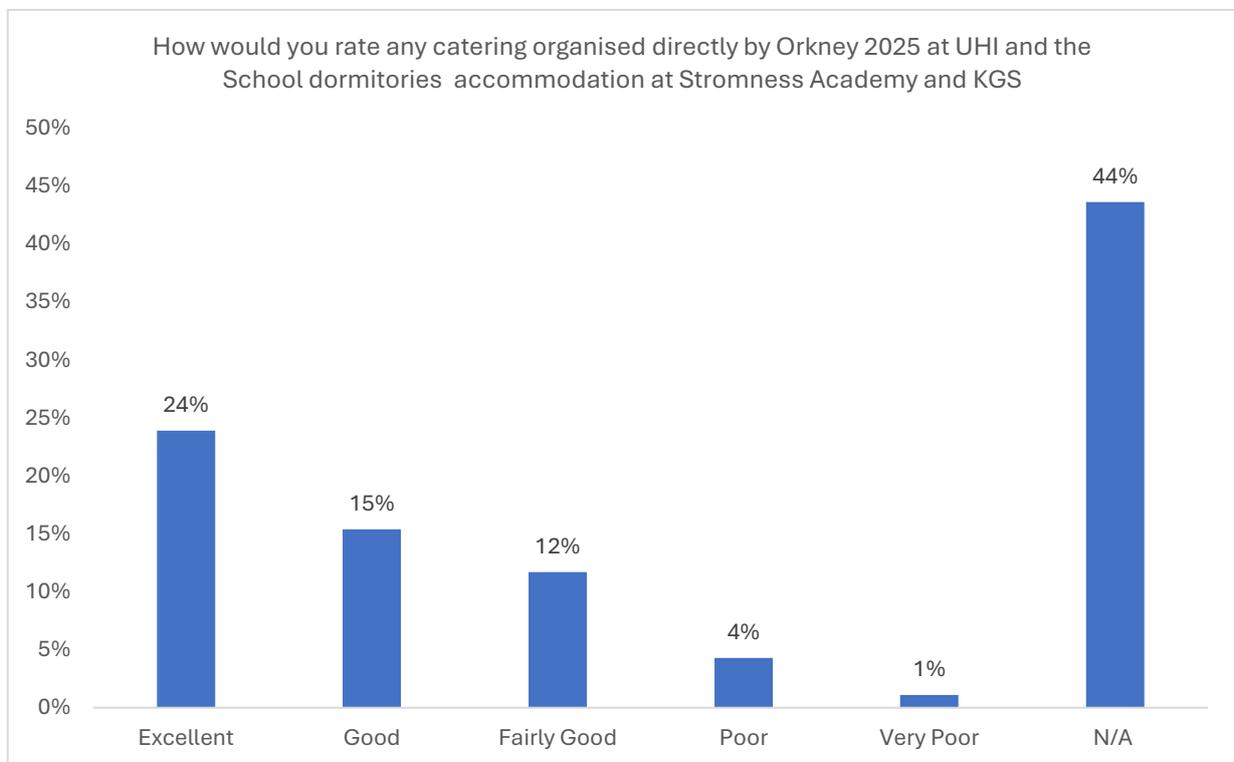


Fig 25 Catering satisfaction

A key component of any large event held across multiple dispersed venues is the ease of travel to those places from participant accommodation, which itself is spread across multiple sites. Again high levels of satisfaction were reported by participants, nearly 83% rated transport either good or excellent.

In terms of competition quality and officiating 95% felt the events was probably delivered fairly across the week of competition.

The participants felt overwhelmingly that the service provided by the event volunteers, which supported and influenced multiple aspects of their event experience was positive. 100% of participants rated the volunteer service either good (2%), very good (10%) or excellent (88%).

Participants played an active role in the opening ceremony and nearly 94% rated the experience either good or excellent.

99.5% of games participants felt safe in Orkney either often or always, during their stay.

The majority were also aware of the event funders, with 73% reporting they knew who contributed to the games and thought they added value. Nearly 75% were aware of who the main event sponsors were.

9.2 Spectator Experience

When asked if they would return to Orkney based on their experience of this visit 75% of spectators/visitors said they probably or definitely intended to return for a further visit.

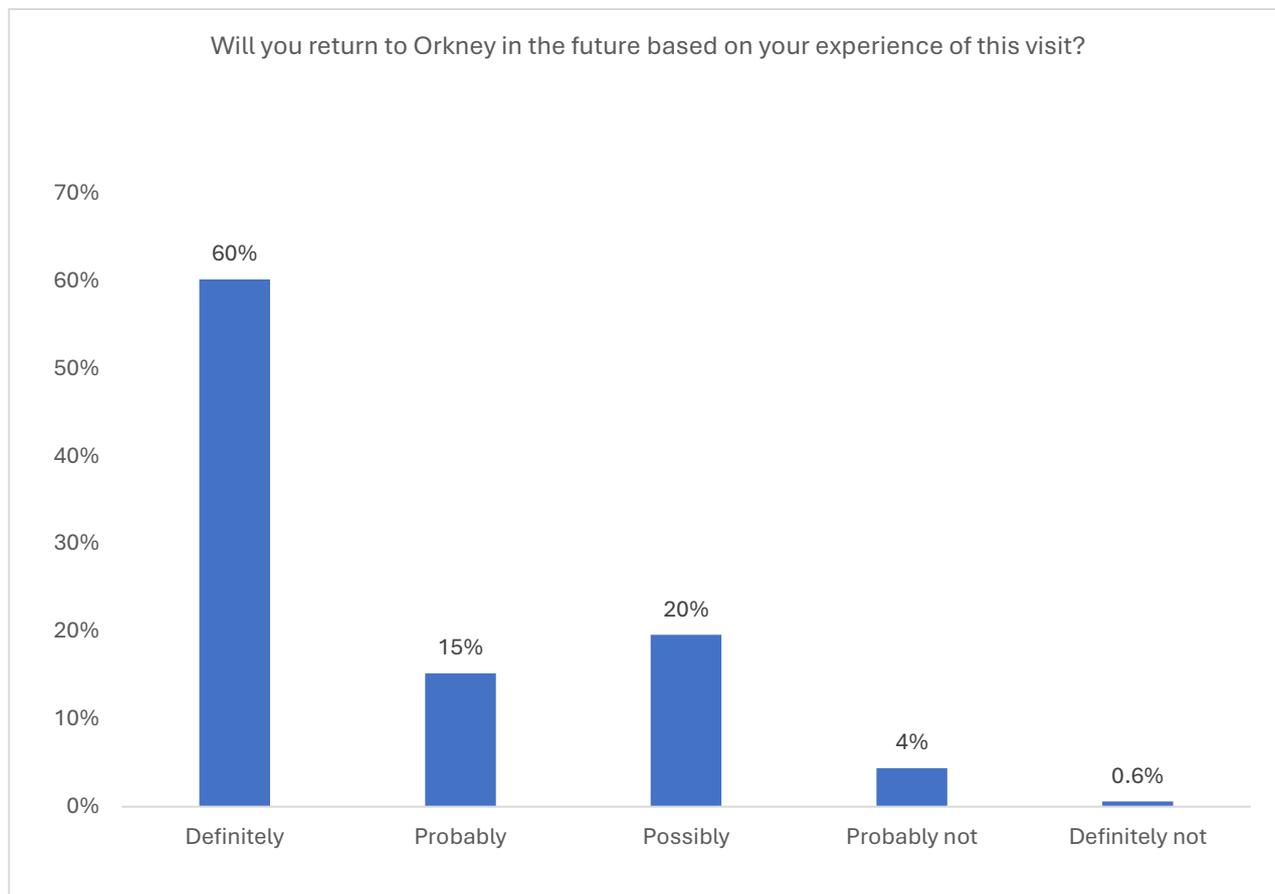


Fig 26 Intention to return

Despite very busy competition schedules and very good event attendance figures, 62% of participants found time to visit other visitor attractions. (Respondents could choose more than one answer.)

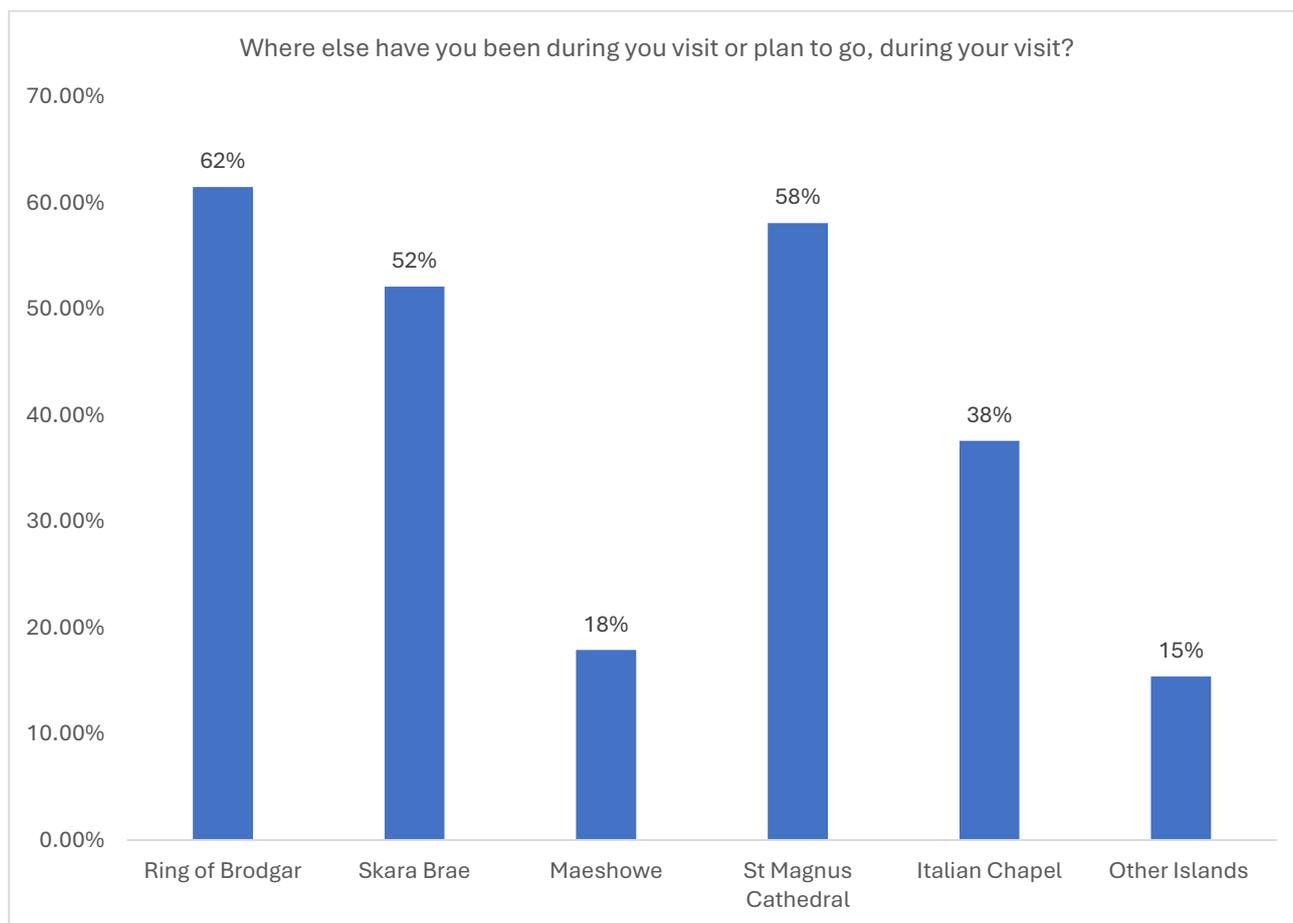


Fig 27 Other places visited by spectator/visitors

9.3 Staff, Partners and Organising Committee Experience

Exploring the experiences of those involved in delivering the games including Orkney 2025 staff, members of the organising committee, operational areas and sport leads, can provide an understanding of the way an event of this scale was delivered and knowledge and insight for future events in Orkney and future Island Games events.

Operational and Sport Leads

The overwhelming consensus and perception of the local (and international) community, media, spectators and participants was that the games were successfully delivered. A key element of the delivery process is a post event review and reflection to learn and improve. A comprehensive review has taken place across all areas of the event. Around 20 post game reports have been produced by the leads involved in key areas of event delivery, including Games Operations Centre, Health and Safety, Accommodation, Volunteers, Ceremonies, Transport and all the sports. Each of these provides detailed reflection and feedback that can be used locally, nationally and internationally (for other Island Games events) to improve capacity and delivery of future events. Please see appendix 2 - Post games operational reports.

Staff and Board Members

One of the challenges encountered in the successful delivery of the games was the structure of the delivery model and how this was resourced. The model used 2 full time paid posts - a Games Director and Deputy Games Director, and an Operations Manager (freelance), supported by a mixture of volunteers and paid contractors/consultants, managed by the full-time staff and board.

Reflecting on the approach, it was considered that the balance of paid posts and volunteer leads responsible for leading operational areas could have been different. The model created significant pressure on the 2/3 staff members and a substantial burden on some of the volunteers that were leading operational areas which had significant obligations and accountabilities. Some volunteers were asked to lead large, complex and specialist areas of expertise that could have been delivered differently via additional specialised, paid staff or consultants. These operational area leads could then have been supported closely by a lead volunteer, for example. Whilst more paid posts could have reduced the burden on both paid staff and volunteer leads there would of course have been budgetary implications, and given the additional funding pressures that resulted from the delay due to the Covid pandemic, an increase in staff costs was not tenable. The size and scale of the International Island Games now probably requires a more professional led approach, as opposed to volunteer led, with more paid roles providing specialist knowledge, reducing the reliance on volunteer leads. That is not to detract from the invaluable work undertaken by all the functional area volunteer leads, which as can see from the positive feedback was very much recognised by participants, and spectators alike.

The strong tradition of the volunteer model used in most editions of the Island Games does bring additional delivery tensions. Contracted staff have a clear line of management and area of operation that they are responsible to deliver. This accountability can be more difficult to define and manage when that is a volunteer role, and when there are critical areas of event management connected with safety or risk then accountability needs to be very clear.

Other reflections from those involved in the organisation and delivery that could be useful for future events in Orkney and other Island Games are based on the experience of delivering a large event in a small island and community. Orkney 2025 is the smallest island to host the games and it was probably the largest event ever hosted in Orkney.

The size of Orkney as a place and its population created additional delivery pressures for the games. The level of existing commercial accommodation for example created additional challenges for organisers that required complex solutions. The accommodation challenge may have been less complicated at other Island Games, with a greater supply of commercial bed space.

The relatively small size of Orkney as an Island Games host however also provided benefits to organisers that were felt in the successful delivery of the games. Practical challenges were often solved quickly and efficiently as volunteers or contractors, often knew who could help or someone they could call and rely on to help. The strength of the intangible network of bonds, connections and knowledge in a community the size of Orkney provided an additional layer of capacity that helped to deliver the games.

The relatively small population in Orkney combined with the interaction of the community through the high level of volunteering, participating, spectating or working in and around the event meant that a very high proportion of the population were involved in some way or closely connected to someone who was. Therefore, a huge proportion of the community knew about the event, and this is not always

the case for Island Games in other islands. This helped to create community support and interest in the event that generated the atmosphere and weeklong ‘buzz’ that was felt by many and added to the success of the event. The size of the host community therefore did create challenges that needed to be overcome but also created unforeseen benefits that are unique to places like Orkney, that aided the delivery of the event.

Orkney Islands Council

As a key stakeholder, Orkney Islands Council had a significant role to play in the delivery of the games, with the use of its facilities being particularly important. Kirkwall Grammar School, Stromness Academy, and Papdale Halls of Residence (PhoR) were used as sporting venues, accommodation for athletes, and provided catering for those staying.

Some facilities such as PhoR although designed for accommodating guests, required a flexible approach in terms of staff roles and working hours, to accommodate event schedules. This challenge was met by staff working over their contracted hours and working unsociable hours.

A major challenge for council leaders and staff was accommodating and servicing the change of use required at some facilities in response to the demands of the event. The conversion of parts of the school estate to athlete dormitories and catering for those staying required a significant change to established working practices. Flexibility was key, adapting to and accepting changes and unexpected requests during the week helped to maintain the excellent service levels delivered. This was reflected in the very high satisfaction levels reported by participants (see 9.1, p.47) for the accommodation and catering service provided.

Other areas of OIC operations also supported the event including the cultural offer of the event, summarised in chapter 7. Responding to the aspiration to elevate the prominence of a cultural response to the games within the overall event delivery, OIC Arts and Culture service provided a championing role. Prioritising the role of culture in the games, it sourced additional funding for many of the projects that enriched the games and helped broaden its appeal to the Orkney community and beyond. Also input from many infrastructure and logistical OIC services – catering, waste, planning, health and safety, roads, environmental health, engineering, legal services and transport were key to the implementation of the event.

This provides an insight into OICs experience, as a key stakeholder helping to deliver the games. Key to the success was recognising the need to change working arrangements, hours and roles of established staff teams, temporarily, to accommodate the unusual requirements of the event and providing leadership and championing of key aspects of the event to support and enrich delivery.

10. Environmental Sustainability

Positive steps were taken in the planning and delivery of the games to enhance its environmental sustainability.

The approach of Orkney 2025 to hosting the games was to minimise private car use for competitors, officials and spectators and encourage use of public transport and active travel during the event.

Included in the detailed planning of the event was a commitment to delivering low impact, accessible travel for spectators, volunteers and participants. There was a concentration of events and activities in Kirkwall that reduced the impact of travel. Some events, however, were hosted across Orkney Mainland so there was additional movement of visitors and athletes as a result. So a simple, sustainable and inclusive strategy was adopted to champion walking and cycling where possible and provide a flexible, reliable bus service designed to get everyone to events and back on time. Extra bus services were implemented as part of the strategy, to supplement the existing provision, which were free to accredited participants and open to the public. Games closed services were also added, that could only be used by accredited participants. Services were designed to match event fixtures to ensure participants and spectators could get to and from events on public transport.

The total number of games passengers carried on additional services provided for the games was 5921. There was approximately 1500-2800 passenger journeys per day on the special Games shuttles (free to those with accreditation).

In addition, many passenger journeys by participants were made on the standard network service (free for accredited users) but data for the exact number is not available as it owned by a commercial operator.

A decision was taken to reduce the number of dedicated private vehicles used by visiting officials during the games to reduce private car movements.

The Pickaquoy Centre, the main event hub, was fully pedestrianised during the event, reducing demand for dedicated vehicle journeys. This complemented the provision of a park and ride scheme in Kirkwall to help reduce traffic during the duration of the games, into the centre of Kirkwall.

In addition to efforts to maximize public travel use, active travel was heavily promoted. In Stromness and Kirkwall for example, safe walking and cycling routes to events and venues were clearly signposted with additional wayfinding.

A key consideration in the early planning of the event was the desire to limit plastic waste at the event. Working with Scottish Water a campaign was launched to urge everyone attending the event to carry a refillable water bottle, and use the existing permanent water top up points in Orkney and the additional 4 temporary ones, installed as part of the games infrastructure. The use of these facilities help to considerably reduce the burden of plastic waste on the environment that the games could have generated. It is estimated that the Scottish Water supplied Top up Taps across the venues for athlete and spectator use filled the equivalent of 30,000 (330ml) water bottles, making a considerable reduction in single use plastic waste.

11. Sporting Performance

The games provided a huge boost to Orkney's sporting performance and to many of the other competitors taking part. 1630 athletes were accredited to compete and there were a total of 292 officials accredited to work at the games. Over 100 other accredited team members including managers and medical staff supported the athletes.

A total of 27 Island Games records were broken over the course of the week.

Orkney provided its largest ever Island Games Team – 189 athletes that produced the islands largest ever medal haul, see table 4 below.

Island	Gold	Silver	Bronze	Total
Faroe	41	31	23	95
Jersey	30	25	20	75
Guernsey	20	19	20	59
Isle of Man	19	27	34	80
Cayman Islands	16	7	14	37
Orkney	11	11	9	31
Isle of Wight	6	3	7	16
Western Isles	6	1	4	11
Menorca	5	4	5	14
Saaremaa	3	1	3	7
Åland	2	7	6	15
Ynys Môn	2	5	1	8
Gibraltar	2	3	4	9
Bermuda	2	2	1	5
Shetland Islands	1	9	7	17
Falkland Islands	1	2	2	5
Greenland	1	2	2	5
Gotland	0	2	1	3
Gozo	0	2	1	3
Alderney	0	0	0	0
Froya	0	0	0	0

Table 4 Medal table.

The impact on the sports through investment has been recorded in previous sections but the impact on individual athletes was also significant. Athletes provided feedback through post event surveys which evidenced the importance and impact of the 'home' games and the inspiration and benefits it provided, giving some explanation for the heightened performance.

"The home crowd, familiar facilities, home comforts for preparation (bed, food, etc), no travel, family and friends present for support."

"Familiar with equipment, area, routes, etc."

"Best week of my life. Couldn't have gone better, fantastic organisation from the badminton committee and 2025 team too. I feel so grateful to have been involved and to have won a medal in front of a home crowd. Thank you so much for the huge effort that Orkney 2025 put in, it was all worth it ❤️"

Orkney Sport Leads echoed these thoughts:

"Winning a medal is special but doing so in front of your family and friends must have provided extra incentive for the team. The club is incredibly proud of the team and i think the players felt that pressure to perform in front of a home crowd."

"Our gymnasts loved the support from all the locals. We don't have sufficient training facilities for gymnastics in Orkney so to have the gymnastics arena set up for 3 weeks prior to the games really helped our team to train their routines on competition standard equipment, including a full floor area."

Orkney Sport Lead

"A fantastic week- best island games experience by far!! It has enhanced my passion for the sport and the Orkney community. The support shown to the Competitors and team managers from oic & sport scotland etc was great in lead up to games and then the spectator support online and in person during the games was incredible. Seeing the crowds at the opening ceremony was actually quite emotional!"

"Yes it did increase athlete performance. This was the greatest number of medals at any games ever for Athletics. To have all your friends, family & community supporting you makes a huge difference. The highest spectator number was 5700 at athletics which was awesome for the athletes. An experience many had never had before and inspirational to our young athletes watching."

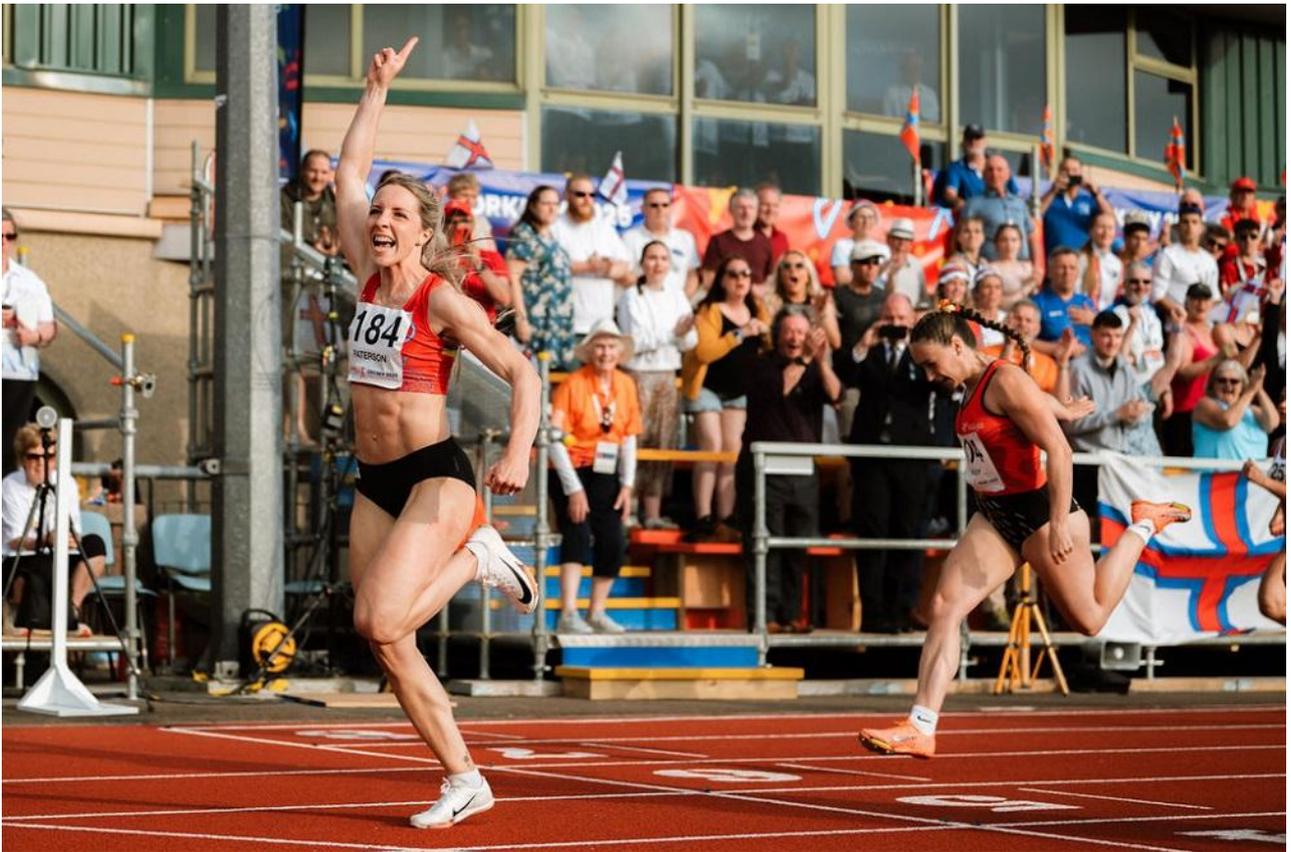


Image Kirsteen Shearer

12 In Conclusion

Considering the event objectives and areas of focus for this impact and evaluation report, detailed in sections 1.4 & 1.5, and the findings of the primary and secondary data collection, it can be concluded that the event has delivered very strongly against all of the identified impact areas:

- Social:
 - Over £1.5m invested in sport, people and infrastructure in Orkney associated with the decision to host the games, contributing to the legacy of the games.
 - The games produced Orkneys largest ever Island Games team – 189 members, and its biggest medal haul – 31 evidencing the impact the event had on sport, performance and athletes.
 - A range of cultural projects accompanied the games, broadening the games reach and event engagement.
 - 81% of participants felt their accommodation experience in Orkney met their expectations, 83% reported their transport experience as either excellent or good, 95% felt the event was delivered fairly and 100% rated the service provided by volunteers as good (2%), very good (10%) or excellent (88%) and 99.5% felt safe in Orkney either often or always during the event.
 - 1027 people volunteered to support the games. 99.5% of games volunteers rated their contribution to the games as a positive experience, 84% would definitely or probably volunteer at another local event. 61% volunteered because they are proud of their community and wanted to give something back.
 - Orkney 2025 initiatives engaged all parts of the Orkney community including design competitions for school children, Orkney Mens Shed, and Sporting Memories Club for older athletes.

- Environmental
 - 1500-2800 passenger journeys per day on public transport (games shuttles)
 - Active travel routes developed and promoted in Stromness and Kirkwall
 - 4 temporary top up water taps provided the equivalent of 30,000 (300ml) water bottles, significantly reducing single use plastic waste.

- Economic
 - £4.3m of visitor spend generated by those attending the games
 - £2.4m of event funding spent in the Orkney economy
 - £2.9m of event funding spent in the Scottish economy

Appendices

Appendix 1 Club Membership and Coaching Numbers

Club name: Orkney Triathlon Club	2021	2022	2023	2024	2025	Notes
Junior (u18) female members	0	0	0	0	0	
Junior (u18) male members	0	0	0	1	1	
Senior female members					5	
Senior male members	<10	<10	<10	<10	6	
Members with a disability	0	0	0	0	0	
Active coaches at junior level (please include level in notes)					0	
Active coaches at senior level (please include level in notes)					2	
Active officials (please include discipline/level/role in notes)					1	

Club name: Orkney Amateur Swimming Club	2021/22	2022/23	2023/24	2024/25	2025/26	Notes
Junior (u18) female members						
Junior (u18) male members						
Senior female members						
Senior male members						
Members with a disability						
Active coaches at junior level (please include level in notes)			6*			
Active coaches at senior level (please include level in notes)			0			
Active officials (please include discipline/level/role in notes)			58**			

*Poolside helpers x 34, L1 x 1, L2 x 5 and L3 x 0

**20 officials at J1 or above and 38 timekeepers

Club name: Kirkwall Squash and Racketball Club	2021/22	2022/23	2023/24	2024/25	2025/26	Notes
Junior (u18) female members	10	15	10	8		
Junior (u18) male members	10	16	20	15		
Senior female members	5	5	10	9		
Senior male members	20	26	20	23		
Members with a disability						
Total Members	45	62	60	55	0	
Active coaches at junior level (please include level in notes)				5		
Active coaches at senior level (please include level in notes)			2*			
Active officials (please include discipline/level/role in notes)			10**	10		

*L1 x 2, L2 x 0 and L3 x 0

**Committee Members

Club name: Lawn Bowls	2021	2022	2023	2024	Notes
Junior (u18) female members					
Junior (u18) male members					
Senior female members					
Senior male members					
Members with a disability					
Active coaches at junior level (please include level in notes)					
Active coaches at senior level (please include level in notes)					
Active officials (please include discipline/level/role in notes)					

Club name: Orkney Gymnastics Club	2021	2022	2023	2024	Notes
Junior (u18) female members	250	231	253	266	
Junior (u18) male members	29	26	27	41	
Senior female members	-	-	1	1	
Senior male members	-	-	-	-	
Members with a disability	-	-	12	12	
Active coaches at junior level			0	9	Saltire Volunteer coaches (ages 12-14) and Junior Coaches (14-16)
Active coaches at senior level			16*	15**	Level 1-3 Qualified coaches all 18 years+
Active officials associated with the club			0	2	Two qualified judges
			*Level 1 x 10, Level 2 x 5, Level 3 x 1		
			**Level x 6, Level 2 x 8, Level 3 x 1		

Club name: Orkney Football	2021	2022	2023	2024	Notes
Junior (u18) female members					
Junior (u18) male members					
Senior female members					
Senior male members				425	
Members with a disability					
Active coaches at junior level (please include level in notes)					
Active coaches at senior level (please include level in notes)				24	
Active officials (please include discipline/level/role in notes)				36	

Club name: Orkney Golf Club	2019	2020	2021/22	2022/23	2023/24	2024/25	2025/26	Notes
Junior (u18) female members	0	2	2	11	2	2		
Junior (u18) male members	0	39	36	30	35	40		
Senior female members	71	58	63	78	65	58		
Senior male members	249	231	269	241	251	261		
Members with a disability								
Total Members	320	330	370	360	353	361	0	
Active coaches at junior level (please include level in notes)								
Active coaches at senior level (please include level in notes)					14*			
Active officials (please include discipline/level/role in notes)					0			

*L1 x 12 and L2 x 2 (Includes Stromness Golf Club)

Club name: South Ronaldsay Golf Club	2019	2020	2021/22	2022/23	2023/24	2024/25	2025/26	Notes
Junior (u18) female members	4	3	3	2	1	2		
Junior (u18) male members	15	8	11	9	11	6		
Senior female members	12	23	29	17	15	18		
Senior male members	40	73	84	40	49	38		
Members with a disability								
Total Members	71	107	127	68	76	64	0	
Active coaches at junior level (please include level in notes)								
Active coaches at senior level (please include level in notes)								
Active officials (please include discipline/level/role in notes)					0			

Club name: Stromness Golf Club	2019	2020	2021/22	2022/23	2023/24	2024/25	2025/26	Notes
Junior (u18) female members	9	6	8	4	8	5		
Junior (u18) male members	9	12	20	14	22	13		
Senior female members	27	32	33	46	45	45		
Senior male members	71	148	163	173	159	148		
Members with a disability								
Total Members	116	198	224	237	234	211	0	
Active coaches at junior level (please include level in notes)								
Active coaches at senior level (please include level in notes)					14*			
Active officials (please include discipline/level/role in notes)					0			

*L1 x 12 and L2 x 2 (Includes Orkney Golf Club)

Club name: Westray Golf Club	2019	2020	2021/22	2022/23	2023/24	2024/25	2025/26	Notes
Junior (u18) female members	4	1	0	4	6	6		
Junior (u18) male members	9	6	1	12	14	16		
Senior female members	6	8	11	10	9	8		
Senior male members	32	29	40	32	31	26		
Members with a disability								
Total Members	51	44	52	58	60	56	0	
Active coaches at junior level (please include level in notes)								
Active coaches at senior level (please include level in notes)								
Active officials (please include discipline/level/role in notes)					0			

Club name: Orkney Cycling Club	2021/22	2022/23	2023/24	2024/25	2025/26	Notes
Junior (u18) female members		23	23	5		
Junior (u18) male members		27	27	29		
Senior female members	15	10	10	10		
Senior male members	62	46	46	46		
Members with a disability						
Total Members	77	106	106	90	0	
Active coaches at junior level (please include level in notes)						
Active coaches at senior level (please include level in notes)			2*			
Active officials (please include discipline/level/role in notes)			12 to 18			

*L1 x 1 and L2 x 1 (Cyclocross)

Club name: Orkney Badminton Association						
	2021/22	2022/23	2023/24	2024/25	2025/26	Notes
Junior (u18) female members						
Junior (u18) male members						
Senior female members	12	14	14	16		
Senior male members	20	20	22	26		
Members with a disability						
Total Members	32	34	36	42	0	
Active coaches at junior level (please include level in notes)				5		2x level 1, 1x level 1+, 1x club coach (level 2 in progress), 1x level 2
Active coaches at senior level (please include level in notes)			4*			2 of our junior coaches would also be experienced at coaching senior players
Active officials (please include discipline/level/role in notes)			0	0		line judging course in July 25 plus 2 potential umpires

Club membership year runs from...

*L1 x 1, L1+ x 1 and L2 x 2

Club name: Orkney Athletic and Running Club						
	2021/22	2022/23	2023/24	2024/25	2025/26	Notes
Junior (u18) female members						
Junior (u18) male members						
Senior female members						
Senior male members						
Members with a disability						
Active coaches at junior level (please include level in notes)						
Active coaches at senior level (please include level in notes)			11*			
Active officials (please include discipline/level/role in notes)			25			

Club membership year runs from April to March

*L1x7, L2x2 plus 2 doing course in Nov 2023, L3x0

Club name: Orkney Archers					
	2021-22	2022-23	2023-24	2024-25	Notes
Junior (u18) female members		0	0	2	
Junior (u18) male members		0	2	1	
Senior female members		0	9	9	
Senior male members		0	17	22	
Members with a disability	0	0	0	0	
Active coaches at junior level (please include level in notes)	0	0	0	0	
Active coaches at senior level (please include level in notes)	1	1	1	4	All Level 1
Active officials (please include discipline/level/role in notes)	0	0	0	0	

Season runs from 1st October - 30th September



Games Operation Centre (GOC) for International Island Games 2025 in Orkney

Location:

- Good – central location – Pickaquoy Sports Centre

Facilities / Welfare:

- Good – adjacent toilets, food and soft drinks ‘on tap’

GOC arrangements / set up / ergonomics for Games personnel / preparation / reference documentation:

- Good

Games GOC Managers x 2:

- Very experienced personnel (experienced / contracted in)

Telephones (2 x landlines and 3 x mobiles):

- Number adequate for this Games
- Hardware reliability good
- Mobile signals good
- Occasional ‘nuisance / low priority’ calls (to be expected for an event of this size and lack of ‘experienced’ personnel involved – volunteers.
- Lesson learned – stronger / clearer messaging to personnel ‘what justified a call to the GOC’ versus a call to their leader / supervisor
- Volunteer Call Handler performance – as expected using volunteers – ranged from very good to not so good (requiring support) – lesson learned – screening of volunteers wishing to work in GOC

Radios:

- Person managing radios difficult to locate when required
- Channel 1 – the emergency channel – not working!

- Radio skills / technique generally very poor – leading to confusion / frustration – lesson learned – Games and Volunteers should have been provided with radio training

GOC and the MACC (Multi Agency Control Centre)

Because of space it was necessary to physically co-locate the GOC and the MACC (Multi Agency Control Centre), staffed by members of the Local Resilience Partnership including Local Authority, Police Scotland, Scottish Fire and Rescue and others as required). This was difficult to manage in a small space and at time impacted on the smooth running of the GOC. A priority lesson from this is that whilst there needs to be close physical proximity between the GOC and the MACC (or whatever Resilience arrangement is stood up), there also needs to be space to allow each to operate without disturbance, especially when the GOC is being called on to answer operational calls. Ideally this should include a room large enough for the MACC to meet in the event of an incident, which would include space for the senior GOC lead to be included.

Appendix 2 cont.



Organisation of the Badminton Events for IG2025

A Detailed Report on Planning, Logistics, and Execution by Elaine Gray, Badminton Co-ordinator.

The preparation and execution of the badminton events for the Island Games 2025 (IG2025) represented an impressive feat of coordination, planning, and resourcefulness. Rooted in the lessons observed during the 2023 Games in Guernsey, the organisers set out to deliver a seamless sporting experience for athletes, officials, and spectators alike. The following is a comprehensive account of the process, from groundwork to final pack-up, revealing the intricate collaboration, technical innovation, and community spirit that underscored the IG2025 badminton events.

Learning from Guernsey: The Early Blueprint

The spark for the organisational efforts was ignited by a deliberate visit to the 2023 Games in Guernsey. Elaine Gray, Badminton Co-ordinator IG2025 attended not merely as observers but as a learner, meticulously noting operational strengths and identifying areas for improvement. These observations informed every subsequent decision, from the layout of competition areas to the technology employed for live scoring and streaming. The Guernsey visit enabled the organiser to anticipate logistical challenges, especially in the setup and breakdown phases, and to seek innovations that would enhance the experience for all stakeholders.

Venue Preparation: Setting the Stage

The IG2025 badminton events found their home in the Arena at the Pickaquoy Centre, a venue chosen for its versatile space and capacity to accommodate both players and large numbers of spectators. Preparation of the hall began on Monday, 7 July, and continued diligently until Thursday, 10 July 2025. This window of four days was critical for transforming the space into a world-class badminton arena.

A team of dedicated volunteers and professionals oversaw the installation of the courts. In total, six high-quality badminton mats, provided by Badminton Scotland, were laid out. These mats, essential for player performance and safety, covered eight courts—a configuration that optimised both the number of matches that could run concurrently and the available floor space.

In addition to the mats, the venue was equipped with six umpire's chairs, which provided officials with the visibility and authority necessary to oversee matches. Twenty-four storage boxes—kindly loaned from Badminton Scotland—lined the courts, serving as secure

receptacles for racquets and players' clothing, thus maintaining the neatness and organisation of the competition area.

Technical Infrastructure: Innovation and Security

The technological backbone of the events was of paramount importance. Recognising the centrality of reliable IT systems for live scoring, scheduling, and streaming, the organisers assembled a specialist team comprising an IT project lead, a programmer, and an IT configurer. Their mandate was to both procure the necessary hardware and develop the network required to run the event software.

A closed private wired network was established to minimise the risk of interference and ensure the smooth functioning of all tournament operations. Given the sensitivity of the IT system—particularly concerning live scoring and match results—a dedicated internet connection was installed, operating outside the standard Pickaquoy Centre security protocols. This ensured that the event's digital systems were robust against potential cyber threats and that real-time data could be shared securely.

Spectator experience was a high priority: to this end, six 65-inch televisions and stands were purchased. Positioned strategically around the arena, these screens displayed live scoring and visual updates, allowing attendees to follow the action on every court. The integration of these displays fostered an atmosphere of excitement, transparency, and engagement.

Officials and Tournament Management

Running a multi-day, multi-court badminton event requires not only physical infrastructure but also capable human leadership. Two match controllers and a Tournament Referee were appointed as the operational core. These individuals coordinated the team and individual competitions using sophisticated tournament software, which managed scheduling, scoring, and results aggregation in real time.

Their work ensured that matches ran punctually, disputes were resolved efficiently, and athletes competed within a fair and consistent framework. The use of tournament software not only streamlined operations but also provided instant access to results for athletes and coaches, further raising the professionalism of the event.

Live Streaming: Bringing the Games to the World

One of the event's standout features was its commitment to accessibility and inclusivity through live streaming. Mallard, a company experienced in sports broadcasting, installed six cameras—one for each active court. This setup enabled comprehensive live streaming coverage of all matches, providing families, friends, and fans around the world with front-row access to every rally, without ever leaving their homes.

The decision to film every court was a deliberate one, reflecting the organisers' belief that every match, from the opening rounds to the finals, held meaning and deserved visibility. The

seamless broadcast increased the reach and impact of the IG2025 badminton events, promoting the sport and showcasing local talent on an international stage.

Event Flow and Finals Day

The badminton competitions unfolded from Sunday, 13 July to Friday, 18 July. This intensive schedule saw back-to-back matches across all courts, with the dual focus on team and individual events. Tournament logistics were carefully managed to guarantee smooth transitions between games, with volunteer teams on hand to assist in any required reconfiguration.

Finals day, the pinnacle of the competition, was marked by meticulous planning. Four of the courts were packed away to create more space for spectators, with additional bleacher and raked seating set up to foster an electrifying atmosphere. Court 1 was designated as the warm-up court, while Court 5, transformed into the finals court, became the arena for the tournament's climactic matches. The reconfiguration gave the finals a sense of occasion and gravity befitting the athletes' achievements.

Equipment Removal and Venue Restoration

Once the last shuttlecock had been struck and the champions crowned, focus turned to the efficient dismantling and removal of all equipment. From Friday, 18 July to Monday, 21 July, teams worked methodically to pack up the mats, chairs, televisions, cameras, and all auxiliary gear. The removal process extended not just within the Arena itself but also encompassed the adjoining storage areas and corridor outside the Arena entrance.

This careful breakdown restored the Pickaquoy Centre to its original state, ready for its next function. All borrowed items, such as the mats, umpires chairs and storage boxes etc from Badminton Scotland, were returned in excellent condition—a testament to the organisers' respect for their partners and the value of collaboration in community sports.

Reflections and Legacy

The successful organisation of the IG2025 badminton events was underpinned by meticulous planning, effective communication, and the tireless efforts of a diverse team of volunteers, officials, and technical experts. Drawing on the lessons from Guernsey and embracing technological innovation, the organisers crafted a competition that was secure, enjoyable, and memorable for all involved.

The emphasis on live streaming and real-time information displays set new standards for accessibility and engagement, while the careful stewardship of equipment and resources demonstrated both environmental consciousness and community responsibility.

In sum, the IG2025 badminton events were more than a series of matches—they were a showcase of what can be achieved when sporting passion is matched by organisational excellence. The experiences and solutions developed for these games will undoubtedly

inform and inspire future events, ensuring that the legacy of IG2025 endures well beyond the final whistle.



1. Name of area/sport

Golf. Coordinator role

2. How many days of competition/operation?

6 days operation. 2 practice rounds followed by 4 competition rounds

3. Live Stream views?

Will be completed by Mallard Productions

4. Background

Outline the purpose of your area, what happened before, during and after Games week including any relevant information for someone who may not have been involved in the Games previously.

(max 200 words)

We aimed to organise the golf event at the Orkney 2025 Island Games. In 2018, we formed a Golf 2023/2025 committee. We contacted Shetland, the previous host in 2005, but were surprised to find they'd acted independently. We believed it'd be more efficient and cost-effective for Orkney clubs to collaborate.

To get an unbiased opinion on coursework, we asked course architect Stuart Rennie to evaluate our courses. We didn't get any financial help from Orkney 2025 or Sport Scotland for the survey or coursework. Both clubs gave us 50% match funding and CDF support. Course works started Aug 2020.

From 2022 onwards, non-course work increased. We sought Scottish Golf's support, but they provided referees and documentation but didn't provide on-course scoring or buggies as requested, we had to source alternatives.

We were asked to produce lot of paperwork prior to the games, including RA's, Operations plans, volunteer roles, and schedules, etc these proved time-consuming and challenging.

Games week progressed ahead with minimal disruption or unpredicted issues. Believe that was down to well structured and knowledgeable planning.

The post-Games work continues, with some budget items still pending as well as post Games reports to construct.

5. Key learnings and recommendations

If you had to tell your counterpart at a future Games the most important points to make their competition a success, what would they be?

(max 200 words)

The key element to the success of Golf at Orkney 2025 was the visit to Guernsey for the 2023 Games. The detailed report that was produced and the “Orkney suggestions” after each section of this report were very important in the successful planning and delivery of the Golf event in 2025.

The Golf 2025 committee maintained an Action Tracker document from initial meeting in 2018 which may be of use for future hosts.

Based on my observations from Guernsey I incorrectly made a few assumptions about tasks that the referees would undertake during the Golf practice days. Learning is not to assume just because another referee did something at previous Games that it would happen again. Note – After first practice day I took some time to explain what I required from referees is some more detail, this resolved my area of concern.



1. Name of area/sport

Health and Safety

2. How many days of competition/operation?

2 years approx.

3. Live Stream views?

Will be completed by Mallard Productions

4. Background

Outline the purpose of your area, what happened before, during and after Games week including any relevant information for someone who may not have been involved in the Games previously.

- All things Health, Safety and Environment
- Local Knowledge
- No previous Games experience – not an issue for this role
- Create Event Safety Management Plans for all sports and ceremonies
- Liaise and advise - all sport and ceremony Leaders / Managers / Volunteers
- Liaise with Local Authority and Emergency Services experience
- Liaise and advise Contractors / Vendors

(Trained in Emergency Response, Managing Major Emergencies including Command and Control / Emergency Operations Centre through previous employment)

5. Key learnings and recommendations

If you had to tell your counterpart at a future Games the most important points to make their competition a success, what would they be?

- Employ an adequate number of personnel to ensure delivery of quality HS&E documentation as opposed to the quantity of documentation
- Use of volunteers to produce HS&E type documentation is unreasonable for all parties – unless they have previous experience
- Allocate an HS&E type person responsible for each sport / event
- Work load / stress levels on a few key leadership positions were unacceptable by any standards – including from an H&S perspective
- The Games Operation Centre arrangements were not good practice for any parties involved (can expand if required) - this is a subject for discussion on its own

- Games organisation to perform 'due diligence' checks on vendors / suppliers/ contractors etc.
- For Orkney – the Volunteer leaders (or any person with a radio) should have been trained in radio operations



1. Name of area/sport

Volunteers

2. How many days of competition/operation?

7 days of Games operations

Several years in the lead up

3. Live Stream views?

Will be completed by Mallard Productions

4. Background

Outline the purpose of your area, what happened before, during and after Games week including any relevant information for someone who may not have been involved in the Games previously.

(max 200 words)

My purpose was to head up the volunteer contribution to the running of the games.

Guernsey had 1400 volunteers but we aimed at 900.

The database used by Guernsay 2023 was useful for our purposes and affordable although it was really designed for ongoing volunteer roles.

We opened applications for volunteering 18 months before the games(January 2024) and the volunteer committee worked at recruitment, role descriptions ,volunteer policy etc. We gave applicants a chance to select a sport and asked for a short personal statement and possible time commitment eg long term or just games week.This was open for 8 months.

Volunteers were given their sport of choice, the rest, non sports facing roles according to personal statements. They were told their acceptance and role by Christmas 2024.

Volunteer training was over 3 sessions January, March and May2025

Sports sorted their own volunteer shifts. We formulatd shifts for the non sports roles. In March 2025 the database was opened to these non sports volunteers to sign up for the shifts they could do. March to games time we tried to fill shifts. (Some easier than others!)

Uniforms were handed out 2 weeks before- 2 shirts (and a coat if going to be outside)

5. Key learnings and recommendations

If you had to tell your counterpart at a future Games the most important points to make their competition a success, what would they be?

(max 200 words)

- Put a good team together especially for last 6 months
- Communicate with your volunteers regularly and keep their interest up.
- Try and get management decisions that affect volunteering in place as early as possible eg Arrivals for welcome teams.
- Go after people to fill roles that are left after sign ups. (individual messaging, email, phone)
- Get the sports to give back any surplus volunteers at a relatively early stage.
- Be prepared for drop outs towards the event – we had about 200 for lots of reasons. (And the need for late recruitment!)
- Listen to criticism but don't alter what you are doing for a few critics!
- Work with the management team – they are the experts , but don't be frightened to give your opinions!



- 1. Name of area/sport** – Nirvana Europe Accommodation partner
- 2. How many days of competition/operation?** From March 2024 until end of July 2025
- 3. Live Stream views?** N/A

4. Background

Outline the purpose of your area, what happened before, during and after Games week including any relevant information for someone who may not have been involved in the Games previously.

My role was to source, contract and deliver accommodation for all Member Island delegations, including team officials and some of their media personnel.

Before Games was where the majority of my workload was focussed. Initially it was phone calls and emails to prospective accommodation providers and the creation and issuing of provider contracts. After meeting Member Island Team Representatives at the Year-to-Go visit, communication started in earnest from and to General Team Managers. Many spreadsheets had to be created to capture the amount of data relating to accommodation providers, team accommodation allocation, team numbers, financial recording of accommodation deposits and team accommodation deposits. The large volume of emails from General Team Managers was especially challenging at times.

During Games, I was based on the ground, attended the daily morning General Team Managers meeting and was available to any Member Island and member of the Organising Committee who may have questions or issues that required to be resolved. I also took time to visit some accommodation providers across the island to check that all was going well for them with their guests, to listen to any concerns or issues and to thank them in person for being a Games-time accommodation provider.

After Games, it was a mop-up process dealing with any outstanding invoices due to be paid for last-minute additional hotel rooms, changes to team accommodation allocations and liaising with Team Managers regarding issues post-departure with some accommodation properties not left in an acceptable state by guests. I also sent thank-you emails to all accommodation providers.

5. Key learnings and recommendations

Overall, my key learning was that the accommodation piece is too large a job for just one person. There were so many different components and a huge amount of data to input, cross-check and action. There was a high risk for error and oversight with only one person responsible for ensuring all data captured was accurate.

I would therefore recommend a team of 3 people to focus and specialise on Accommodation for future Island Games.

1 x Member Island GTM liaison

Communication with MI General Team Manager (GTM's) is very time-consuming. Some MI GTM's send numerous and very detailed emails while others you rarely hear from. It was not uncommon to receive push back and disquiet from certain MI's and diplomacy and patience was often called on to do the best to match and exceed MI expectations. I would strongly recommend that this is a dedicated position for 1 person.

1 x Accommodation provider liaison

We sourced and worked with 7 different types of accommodation properties for Orkney 2025. Sourcing, contracting, arranging and ensuring staged deposit payments were made, keeping providers informed, collating and providing rooming lists was all part of the role. The creation and maintenance of relationships with the providers went a long way when asking for last-minute assistance and favours. This role had its quiet periods so could possibly be shared with the person responsible for contracts and deposits/ inputting and cross-checking of data.

1 x Contracts/ Finance/ Data-inputter

During the initial planning stages, the focus is on accommodation contract and deposit management. As the planning process develops, various spreadsheets had to be created and continuously updated to record accommodation providers details, team accommodation allocations, team accommodation deposit payments, team accommodation room set-ups and check-in details and various financial spreadsheets to record deposit payments made to providers and received from teams. I would recommend this position is a dedicated role for 1 person and kept separate to the Member Island GTM liaison role. I would also recommend using an accommodation management system that might streamline the spreadsheet process and reduce risk of data-inputting error.



1. Name of area/sport

Gymnastics

2. How many days of competition/operation?

3 days of competition and 2 scheduled training days

3. Live Stream views?

Will be completed by Mallard Productions

4. Background

Outline the purpose of your area, what happened before, during and after Games week including any relevant information for someone who may not have been involved in the Games previously.

I co-ordinated the Gymnastics Event – so, all the pre-event preparations (risk assessments, operations plan, finding judges, equipment sourcing and acquisition, facility negotiations over use and storage, budgeting etc). I had a team of 8 working group volunteers to help ease the load - some had a key role (venue decoration, ceremonies co-ordinator, volunteer co-ordinator, Café/Merch co-ordinator, Social Evening organiser etc). Not having the appropriate equipment or a dedicated facility meant a lot more set up work, so hopefully future organisers will have these already in place.

Luckily I had a lot of spare time to dedicate to the role, so anyone looking to do it in future, I would suggest also either works part time, or has a big team of helpers to take on some of the bigger roles.... and probably to be better at delegating than I am/was would be a great idea too!

I didn't give myself a specific job during the week of the Games which I'm really glad about as it meant I was available to anyone that needed (volunteer, team coaches/managers, floor manager etc).

Post Games, there is a lot of financial loose ends to tie up (costs incurred by the Club which need to be reimbursed, judge travel expenses for travel to airports/airport parking and for items purchased in the few days before the games took place).

(max 200 words)

5. Key learnings and recommendations

If you had to tell your counterpart at a future Games the most important points to make their competition a success, what would they be?

Be well prepared in advance.

Get a good team of helpers in place, especially: Announcer, Floor Manager, Scorer and Volunteer Co-ordinator.

Don't give yourself a key role during the actual event, so that you are available to everyone at any time for minor trouble shooting, to meet and greet VIP's, to place media, for other team coaches to be able to ask questions etc.

(max 200 words)



1. Name of area/sport

Sailing

2. How many days of competition/operation?

1 Practice day and 5 days of competition

3. Live Stream views?

Will be completed by Mallard Productions

4. Background

Outline the purpose of your area, what happened before, during and after Games week including any relevant information for someone who may not have been involved in the Games previously.

Sailing Regatta with two classes namely ILCA 6 & ILCA 7. Both classes use the same hull and change the rig for each class. The programme is two races in each class on each of the sailing days with each class alternating between morning and afternoon sessions. 5 officials are required for the event, namely Race Officer, Assistant Race Officer, On water Juror and two members for the protest committee.

Pre games was taken up looking at the acquisition of the boats and necessary safety boats and mark laying boats. We were assisted by local business providing the boats for mark laying as in-kind sponsorship was invaluable.

Around 50 volunteers were required to successfully run the event, with resources required for races office, safety boat crews and shore side requirements

5. Key learnings and recommendations

If you had to tell your counterpart at a future Games the most important points to make their competition a success, what would they be?

(max 200 words)

Get your race officials in place at an earliest opportunity. Hold discussions with the local harbour authorities to ensure all parties are aware of the race requirements.

We used Trac Trac tracking system and this was extremely useful for allowing spectators to follow the event.

In Orkney terms it was really good to get all local clubs together to organise the event as an Orkney wide regatta.

Ensure all safety boat crews are suitably qualified with the driver having a safety boat qualification and crew have power boat level 2.

Organise refueling of safety boats for the end of each day so ready to get underway right away next morning.



1. Name of area/sport

Sport organisation / Swimming

2. How many days of competition/operation?

4 days of competitive swimming (mon-thur), with 3 days pre-comp training (fri-sun) and 2 days post-comp training (fri, sat; for some)

3. Live Stream views?

Will be completed by Mallard Productions

4. Background

Outline the purpose of your area, what happened before, during and after Games week including any relevant information for someone who may not have been involved in the Games previously.

(max 200 words)

Purpose: organise all areas of swimming competition, including venue and facility preparation, meet information and planning, volunteers and officials.

Before: review and audit all equipment/fixtures and fittings/venue areas and source required items (from large-scale funding applications for key equipment (new LED scoreboard, spares and back ups for timing system), to buying additional athlete seating, and working with staff on venue preparation). Collect names of officials and share with lead referee. Allocate and train swimming-specific volunteers. Collect entries (directly and through exis portal), check thoroughly, and compile meet programme according to IIGA By-laws. Source accommodation for visiting officials/key volunteers. Frequent contact with all teams, volunteers, officials, and all areas of Orkney 2025 management. Maintain spending within allocated budget.

During: meet and greet all teams, volunteers, officials and visiting guests. Remain reactive to any ongoing need or incident, ensuring that all areas have access to information required for their specific role. Troubleshoot problems as they arise.

After: ensure full results supplied to all teams, and upload to national rankings etc. Ensure all new records are appropriately recorded and supplied to the technical committee.

Ensure all outstanding invoices paid, including officials' stipends. Update Games Plan if required. Thank all teams, officials and volunteers.

5. Key learnings and recommendations

If you had to tell your counterpart at a future Games the most important points to make their competition a success, what would they be?

(max 200 words) (**144 words**)

Constant and ongoing communication is key (with overall games organisers, teams, volunteers, officials, venue management and staff, sports governing body, livestream providers, media, IIGA swimming technical committee and so on). Establishing good relationships early greatly facilitates event preparation and problem solving during games week.

Run a test event. Even if you are well practiced at running competitions, a test event with similar swimmer numbers and organisation as envisioned for the games allows specific trouble shooting, and solutions to be found in advance.

Get the right people in the right posts. Particularly important are an experienced volunteer manager, excellent tech timing team, and experienced commentary team. Assign volunteers according to their strengths. If you get this bit right, things can run essentially without you during games week. Appoint a deputy/deputies, and make sure they have easy access to all required info should the need arise.



1. Name of area/sport

ATHLETICS TRACK & FIELD ; HALF MARATHON

2. How many days of competition/operation?

9 separate sessions over 6 days

3. Live Stream views?

Will be completed by Mallard Productions

4. Background

Outline the purpose of your area, what happened before, during and after Games week including any relevant information for someone who may not have been involved in the Games previously.

(max 200 words)

I was the Athletics coordinator for both track & field and Half Marathon

Before the Games

- Planning began 2 years before Orkney 2025 where I personally shadowed the leads in Guernsey 2023. I was inexperienced in coordinating an International event so had to develop my understanding first & foremost. I became a board trustee with Orkney Athletic & Running Club (OARC who hosted the event for Orkney 2025)
- October 2023: I Invited & formed two separate committees meeting bimonthly then monthly 6 months till the Games (one for Track & Field and one for Half Marathon) to create separate detailed Operational, Health & Safety plus Risk Assessment Planning Documents – completed Dec 24 but they continued to be live evolving documents till the Games.
- Development of the Home club officials qualifications required 2 years of growth. 60 UKA licenced officials per session 40 Home 20 Travelling from Scottish Athletics.

- Once key roles identified from July 2024 I began selecting key individuals for these roles & created two teams around me. In particular the overall volunteer lead & selection of travelling lead officials from Scottish Athletics.
- From Jan 2025; documents were complete & the final 6 months was all about developing my competition officials & volunteer team in all roles. I used my volunteer team leads to assist coordination of test events, encourage attendance of home competitions & travelling to regional & national competitions by home officials.
- Progress your proposed timetable, it will evolve alot.
- Test out your Half Marathon route with athletes, games officials & games volunteers.

During the Games

- See my key learnings below.
- I led & attended all TM meetings. Was key contact for all communications day & night from Team Managers.
- Supported the Meet Manager & learnt all week from her.
- I developed my own officiating journey with Track Team on 5 sessions.
- Listened & Reacted to evolving situations throughout week. Athlete Heat exhaustion was an unfamiliar situation for me & spectator control required evolvment throughout the week. We had 5700 spectators at one session!

After the Games

- Remember the clear up & have volunteers to help as you'll be mentally & physically exhausted.
- Hand on your learnings & planning to the next Athletics Coordinator – there is no need to keep relearning the wheel!

5. Key learnings and recommendations

If you had to tell your counterpart at a future Games the most important points to make their competition a success, what would they be?

(max 200 words)

- Personally understand your event first; ask lots of questions to IIGA technical chair; use contacts from previous Games.
- Create/select a supportive team around you.

- Be aware of your weaknesses & bring in people with those strengths to compliment yours.
- Get Operational Planning, H&S and Risk Assessment Documents done a year before.
- Set timelines to ensure targets met & by whom.
- Top tip – secure a great sound system, DJ music set & announcers are essential.
- Name all your replacement leads in all roles – you may well need them
- Be prepared for a busy final 6 months up to Games. Meticulous planning & control of everything you can control is essential.
- Prepare for ALL the ‘ what if ‘ moments – this is my top recommendation – it ALLOWS you to then trust the process & believe in your hard work.
- Lead with a happy, positive exterior & be supportive of everyone who volunteers their time in whatever role.
- Be prepared for a very busy intense Games week I was there 07:30 till 21:30 minimum everyday during Games week. The double session days are the hardest days. We had the Half Marathon on Friday morning 9am start – that meant a 5:30 arrival set up time. That was a tough final day.
- Keep your own house a quiet zone (you’ll need this) with a supportive family feeding you.

Although the task is daunting I honestly can say I thoroughly enjoyed the journey making so many new friends & I learnt so much. The Games week was a blast, I lived & breathed athletics & I loved it!

We are so lucky to be part of the International Island Games Family. Good Luck.



1. Name of area/sport

Ceremonies

2. How many days of competition/operation?

7

3. Live Stream views?

Will be completed by Mallard Productions

4. Background

Planning for ceremonies started in 2023 on return from Guernsey. Identified format ceremony would take, taking into account survey done with athletes.

Monthly meetings with games director

Competition for medals & mascot

Community Champions launched Jan 25.

Attended sports manager meetings

Trained all medal carriers

Involved fully in helping oversee setting up of opening ceremony & rehearsals

On call all week of games- attended as many medal ceremonies as possible sorting out problems.

5. Key learnings and recommendations

If you had to tell your counterpart at a future Games the most important points to make their competition a success, what would they be?

(max 200 words)

Need someone in overall charge of not just ceremonies but operations/ logistics for these. A paid event planner.

Opening Ceremony – involve the community & community groups as much as possible . Ensure that there are speakers positioned at the back of the area you are using so that all spectators can hear what is happening.

If doing pre opening entertainment, stream onto big screen so all spectators can see.

Water Ceremony much more efficient .

Make sure marshals are clear about what their role & duties are in the area they have been allocated .

Medal Ceremonies

Make sure all sports managers understand IIGA bylaws when ordering medals. They need to order maximum no even if they think they might not need them.

Consider not allowing volunteers who are off island to be medal volunteers- training is a nightmare

If possible try & keep the same volunteers in a medal team as it helps efficiency & confidence. Difficult to do, as volunteers sign for shifts when they are available.

Make sure toggles which indicate top of flag are correct.

Keeping medals- make sure it's a place you can easily access & not time limited.

Involving community for medal presentations helped with community support for games. 90% of medals were presented by by people on Orkney.

Closing Ceremony

Marching in with flags looked great. Short & sharp ceremony.



1. Name of area/sport

Lawn Bowls

2. How many days of competition/operation?

Five

3. Live Stream views?

Will be completed by Mallard Productions

4. Background

Outline the purpose of your area, what happened before, during and after Games week including any relevant information for someone who may not have been involved in the Games previously.

Kirkwall Bowling Club is a long-established venue for lawn bowling and by using the adjacent play park were able to provide additional seating under cover in a Marquee, also area above green and banking provided excellent viewing for spectators. This made for a relaxed atmosphere where all six games happening on rink could be viewed simultaneously and we were able to accommodate an unplanned for surge in attendance without any issue arising.

Following the games week we have had an unprecedented upsurge in interest in bowling with almost 100 people trying the game at our club and we are certain that next year we will have significant new members in the club and hopefully the other three clubs in Orkney will also have an increase in membership.

5. Key learnings and recommendations

If you had to tell your counterpart at a future Games the most important points to make their competition a success, what would they be?

(max 200 words)

Plan as much as possible, try to ensure there is sufficient room around venue to attract spectators , ensure they know that they will be made welcome if they want to try the sport, have sufficient volunteers with knowledge of bowling to explain the rules as to non-bowlers can appear quite complicated.

If you can, involve your Sport Scotland equivalent organisation to help with planning of an International event, without having a Bowls Scotland representative at the games we would have struggled to organise such a successful competition.

Have as many bowling disciplines as medal competitions as possible, try to encourage member islands to enter teams in all disciplines to ensure sufficient numbers for medals to be presented, we had two non medal competitions and players felt as though they were second class citizens as no medals could be presented.



1. Name of area/sport

Transport

2. How many days of competition/operation?

Throughout Games week.

3. Live Stream views?

Will be completed by Mallard Productions

4. Background

Outline the purpose of your area, what happened before, during and after Games week including any relevant information for someone who may not have been involved in the Games previously.

(max 200 words)

The transport function ensured the safe, efficient movement of athletes, officials, volunteers, and spectators between accommodation, venues, and arrival points (airports and ferry terminals) as well as looking at traffic management, parking and accessibility.

Planning began months in advance, with Transport and Traffic Management Plans developed alongside Police Scotland, Orkney Islands Council, NHS Orkney, Orkney Health and Care, transport operators, traffic management contractors and Games organisers. This involved designing road closures and traffic measures, coordinating traffic management and transport operators, and liaising with partners to ensure smooth delivery.

A pre-closure briefing with traffic management and sport leads ensured effective deployment. We scheduled shuttle buses, aligned services with ferry and flight timetables, looked at demand pinch points, and widely shared travel information. We also prioritised safe active travel in Kirkwall and Stromness, using information, wayfinding, and traffic calming. Liaison with NHSO and OHAC ensured clinics were adjusted, essential home visits (including time-critical medicines) were maintained, and patients such as those on dialysis could return home promptly. Visiting drivers and road staff were supported to understand Orkney's geography, culture, and the significance of their role. During Games Week, operations were adapted in real time to manage delays, schedule changes, and unexpected incidents.

5. Key learnings and recommendations

If you had to tell your counterpart at a future Games the most important points to make their competition a success, what would they be?

(max 200 words)

Start planning early, allowing time to integrate Games transport with ferry, flight, and public transport schedules. Build strong relationships with essential services, particularly health and care providers, so that medical appointments, home visits, and patient / client transport are protected during road closures.

Hold pre-closure briefings with traffic management and sport leads to ensure clear understanding and efficient deployment. Challenge sports to design their events to optimise transport efficiency.

Provide visiting drivers and road staff with local knowledge, cultural context, and the Games ethos to improve service quality. Give participants and visitors detailed “how to” travel guidance, including practical local details such as whether buses need to be hailed.

Identify and work with the “*can do*” people across all agencies, those who find solutions rather than present obstacles.

For future events, confirm outline arrivals and departures arrangements well before teams arrive, as scheduling for this knocks on to other services if using the same operator.

Be prepared to respond dynamically to changing circumstances such as weather, competition delays, or incidents, and maintain an upbeat attitude to keep morale high. Investing in active travel measures leaves a positive legacy and supports safe, sustainable movement during the event.



1. Name of area/sport

TRIATHLON

2. How many days of competition/operation?

ONE

3. Live Stream views?

Will be completed by Mallard Productions

4. Background

Outline the purpose of your area, what happened before, during and after Games week including any relevant information for someone who may not have been involved in the Games previously.

Our purpose was to deliver a National Standard of Triathlon capable of being viewed by over 2500 people while giving the competitors a challenging and safe racing environment, OTC a strong legacy and the volunteers an engaging experience.

The Course was selected to optimise viewer experience of each race sector and provide a strong challenge to the competitors. The swim was held in Stromness Marina the Bike course took in 8Km of rolling Orkney countryside and the Run Course toured around Stromness and through the historic town centre. The visually spectacular Finish was positioned within the Harbour forecourt allowing full spectator viewing and engagement which created a 'big race' atmosphere.

To enable delivery of the race, the Orkney Tri Club purchased over £8K of capital equipment which will be taken forward for use in future events; facilitated the training and event safety certification of 12 Kayak Club Members and developed the race operation skill set of six Triathlon Club Members.

Athlete feedback indicated, the challenging course set against the backcloth of beautiful Orkney countryside and the historic town of Stromness with over 3500 enthusiastic spectators able to fully follow the event with very little positional movement, was a tremendous success.

5. Key learnings and recommendations

If you had to tell your counterpart at a future Games the most important points to make their competition a success, what would they be?

1. Form the LOC (Local Organising Committee)
Agree delivery standard (Local, National or ITU)
Target the event Legacy aspects
2. Agree the Venue & Course
3. Agree the delivery budget for the Test & Main events.
4. Draft out an Operations Plan to use as a template for planning all aspects of the event.
5. Approach/appoint key delivery partners, Announcer, Timer, Venue & Course Build Partner, Technical Officials.
6. Plan a Test Event delivery 12 months before the Main Event.
7. Review Capital Equipment needs. Commence financing/tender/order process.
8. Instigate a process to review and revise the above continually up to event delivery.

The Faroe Isles Triathlon will be over the Sprint distance with a Pool-Swim. The Exis competitor entry system will need to be altered to collect estimated swim-times from all competitors. A strict policy regarding competitor substitutions will need to be formed and advised. In my experience, the Island Games coordinators were 'poor' in getting information to the Triathletes. This will cause chaos when seeding the pool-swim times. I'd suggest you need access to the declared competitors & Team Managers via email three months before the event to head off these issues.

Appoint a Single Person to oversee the Team Medal status, especially the Women. The Organiser will be too busy during the event to deal with this aspect him/herself and since the Team status could change as late as following Check-In, one dedicated person who understands the slightly muddled IIG Team status Rules will be invaluable.

Bob Newton, Competition Manager, Triathlon - Orkney 2025

Spectator Survey



Q.1	Tick
Are you participating in the games? (as an athlete/coach/official)	Y
<i>(if yes, end survey)</i>	N

Q.2	
a) Where do you live?	Local Authority area (if UK) <i>[fill in area as appropriate]</i> (IF ORKNEY MOVE TO Q.3 THEN END THE SURVEY)
	If overseas, please state where <i>[fill in as appropriate]</i>
b) Have you been to Orkney before?	Y
	N
c) Have you been to Scotland before	Y
	N

Q.3	Write in number	
a) How many days will you be spectating at the games?		
b) How many different venues will you be attending today?		
c) Will you leave and return to this venue/site today?	Y	N

Q.4a Were the games a factor in your decision to visit Orkney/Scotland		Orkney	Scotland
	Yes		
	No		
	Yes	Where (write in)	

Q.4b Are you visiting anywhere else in Scotland?	No	
---------------------------------------------------------	----	--

Q.5a		No. of nights		No. of nights
Are you spending at least one night away from home as part of your trip to this event?	No (IF NO GO TO QUESTION 7)	Orkney	Elsewhere in Scotland	Elsewhere in UK
	If Yes - how many nights?			

Q.5b - What accommodation are you staying in?

	Orkney	Elsewhere in Scotland	Elsewhere in UK
Hotel			
Guest House/ B&B			
Self-Catering			
Camping/ Campervan/ Caravan			
Staying with friends/ relatives			
Other			

Q.6 - How much money will you be spending on your accommodation per night?

	Orkney £	Elsewhere in Scotland £	Elsewhere in UK £
Cost per night			

Q.7	Write in	
How many people, including yourself, are in your immediate party (i.e. your family/group that you have travelled with)?	Adults	
	Children (under 16)	
	Total	

Q.8 - What is your average daily expenditure today in the local area as an individual or family group?

	Write in £
Food and Drink	
Shopping	
Other Leisure, Entertainment & Attractions	
Transport within local area	
Other	
<i>Or Total</i>	

Q.9 Where else have you been or plan to go during you visit to Orkney?

	Tick (more than one)
Ring of Brodgar	
Skara Brae	
Maes Howe	
St Magnus Cathedral	
Italian Chapel	
Other Orkney Islands	
Other	

Q.10 How did you travel when visiting other places?

Tick (more than one)	
Bus	
Hire Car	
Cycle	
Taxi	
Other	
Write in.....	

Q.11 Do you think you will return to Orkney in the future?

Definitely	Probably	Possibly	Probably not	Definitely Not

Appendix 4 Economic Impact (eventimpact summary for Orkney)

For Orkney:

Event Name: Orkney 2025

Event Year: 2025

Host Economy: Orkney

Event Region: Scotland

Spectator spending £2,058,497.67

Based on 53,836 spectator admissions

- **Total Spectator Admissions 53,836**

- **Average number of days attended 4.8**

- **% of Spectators resident in the host economy 59**

- **% of non-local spectators who are casual visitors 5**

- **Number of Commercial stayers 2,927**

- **Number of Non-Commercial stayers 1,442**

- **Number of Day visitors 0**

- **Average number of nights spent in the host economy 7**

- **Average cost per bed-night (per person) £61.83**

- **Average daily spend on non-accommodation items £37.75**

Attendee spending £2,277,197.68

Based on 1,879 attendee admissions

- **Total Attendees 1,879**
-

- **Average number of days attended 8**
-

- **% of Attendees resident in the host economy 0**
-

- **Number of Commercial stayers 1,879**
-

- **Number of Non-Commercial stayers 0**
-

- **Number of Day visitors 0**
-

- **Average number of nights spent in the host economy 8**
-

- **Average cost per bed-night (per person) £105.54**
-

- **Average daily spend on non-accommodation items £45.95**
-

Direct leakages £0

- **Spectator and Attendee Spending with Non-local Vendors £0**
-

Direct spending £2,436,237

- **Organiser spend in Host Economy £2,436,237**
-

Direct Economic Impact £6,771,932.35

- **Direct Economic Impact £6,771,932.35**
-

GVA

- **Spending to GVA Ratio 48%**
-

- **GVA Impact £3,250,527.53**
-

- **GVA per Workforce Job £26,350**
-

- **Jobs Supported 123**
-

Appendix 5 Economic Impact (eventimpact summary for Scotland)

Event Name: Orkney 2025

Event Year: 2025

Host Economy: Scotland

Event Region: Scotland

Spectator spending £1,142,644.82

Based on 53,836 spectator admissions

- **Total Spectator Admissions** 53,836

- **Average number of days attended** 4.8

- **% of Spectators resident in the host economy** 78

- **% of non-local spectators who are casual visitors** 5

- **Number of Commercial stayers** 1,571

- **Number of Non-Commercial stayers** 774

- **Number of Day visitors** 0

- **Average number of nights spent in the host economy** 7.2

- **Average cost per bed-night (per person)** £57.97

- **Average daily spend on non-accommodation items** £43.26

Attendee spending £1,914,833.6

Based on 2,106 attendee admissions

- **Total Attendees 2,106**

- **Average number of days attended 8**

- **% of Attendees resident in the host economy 25**

- **Number of Commercial stayers 1,580**

- **Number of Non-Commercial stayers 0**

- **Number of Day visitors 0**

- **Average number of nights spent in the host economy 8**

- **Average cost per bed-night (per person) £105.54**

- **Average daily spend on non-accommodation items £45.95**

Direct leakages £0

- **Spectator and Attendee Spending with Non-local Vendors £0**

Direct spending £2,942,687

- **Organiser spend in Host Economy £2,942,687**

Direct Economic Impact £6,000,165.42

- **Direct Economic Impact £6,000,165.42**

GVA

- **Spending to GVA Ratio 48%**
-

- **GVA Impact £2,880,079.4**
-

- **GVA per Workforce Job £26,350**
-

- **Jobs Supported 109**
-