

# **2013: Planning the Sporting Legacy of the London Olympics**

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**September 2004**

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## **About the Author**

Anthony Pearce

Anthony graduated from the University of Bath in July 2003, where he studied economics. He has always had a passion for sport, and this has led him to study for an MSc in Sport Management and the Business of Football at Birkbeck College, University of London. He is also currently working for the marketing company Sports Loyalty Card.

## **Thanks**

Writing this report has brought home to me just how much hosting an Olympics has to offer the wider sporting community in this Country. I hope that this report will help others, especially the British public and those who love sport as I do, learn just how much we all have to gain from a successful bid.

I would like to thank the founders of SportThinkTank.Com for their support and ideas in the writing of this report.

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## **2013: Planning the Sporting Legacy of the London Olympics**

### **Executive Summary and Recommendations**

London's bid to host the Olympics in 2012 is well under way. The proposals for the financing of the Games, regeneration of East London, and the economic benefits for London in terms of tourism, jobs, housing and transportation have had many column inches devoted to them over the past few months. However the most important opportunity an Olympics will bring to this country has not had as much attention; and that is the opportunity to leave a long lasting legacy in terms of sporting development.

This paper will attempt to open up the debate, and make recommendations on the actions, and targets that need to be put in place now to ensure that if London is successful in its bid to host the Olympics in 2012, the long-term winner will be the UK's Sporting legacy.

The author is confident that London will mount a professional and effective bid. The two most important ingredients are already in place – whole hearted Government backing and a professional bid management team.

The focus of this paper is 2013, and what happens once London's Olympics and Paralympics are over in terms of the sporting legacy the Games will leave for Britain. The extinguishing of London's Olympic flame in August 2012 should not be the finale to this Country's engagement with the Olympics, but just the beginning. Yet unless specific targets are identified now, the risk is that the challenge of 'hosting' supersedes the challenge of 'legacy'.

All the relevant bodies, including Government, the Department for Culture, Media and Sport, UK Sport, Sport England, BOA, London 2012 and the GLA must begin now to identify and quantify outcomes for the Game's sporting legacy that embrace participation, elite success, facilities, attendance levels and volunteer recruitment.

With the IOC announcing the host for the 2012 games in July of next year it is vital that the debate occurs now, so that planning from this moment on enables us to realise our aspirations in this area. It is extremely encouraging that London 2012 has established a specific legacy committee, chaired by Patrick Carter (also Chairman of Sport England), to address these important issues.

This paper puts to them a number of proposals and targets as the absolute fundamental blocks of the sporting legacy London's Olympics must deliver the UK:

#### **Increased sporting participation across the Nation – from 35% to 60%.**

1. The target for increasing participation (defined as 30 minutes of exercise five times a week) should be 1% per year up to 2012. This will take Britain's engagement rate to 43%. The staging of the Olympics in 2012 can then be the springboard for participation increases of 2% per year, enabling Britain to reach the target of around 60% by 2020, so making a significant contribution to the obesity and public health challenges the Country faces.

#### **Increased investment in elite athlete support, ensuring at least 40 British medals are won in 2012, and just as importantly, that this level is sustained in 2016 and 2020.**

2. A significant proportion of funds from any Olympic Lottery should be put toward investment in elite sport to enable Team Great Britain to win 25-35 medals in Beijing 2008, with home advantage boosting this to 40-50 medals in 2012. It is important that this 'home boost' is sustained with Team Great Britain winning just as many medals in the Olympics of 2016 and 2020.

### **Creation of Ten Olympic Sport Parks across the UK**

3. At least ten 'Olympic Parks' should be established across the Nation, with at least one in every region. These Olympic Parks, which in many cases will tie in with the existing regional centres of excellence, should be high class multi-sport venues, offering the best in facilities, coaching and development. They should fulfil the following roles:
  - regional centres of excellence for talented young athletes to train;
  - serve as training camps for overseas teams in the build up to 2012;
  - create local engagement and interest in the Olympics across the Nation and leave a lasting sporting legacy of the Games for every Community.

### **Increased attendances at Olympic sports**

4. Specific facility and marketing strategies should be developed, with governing bodies, to capitalise on the profile the Olympics will give to key spectator sports, thereby securing a 25% increase in the level of attendance compared to 2010 at Olympic sports, specifically, basketball, athletics, hockey, swimming and gymnastics in 2013 and to maintain this increase in 2014.

### **Six Olympic sports to be offered to all children within the PE national curriculum**

5. To capitalise on the huge interest there will be in the build up to, and during the Olympics, the Department for Education needs to put in place plans to enable all school children to try at least 6 Olympic sports (excluding football) in 2012. This will require good quality facilities, equipment and coaching.

### **23,000 new sporting volunteers.**

6. At least 50% of the 47, 000 volunteers needed at the Olympics will be new to volunteering. Robust plans need to be put in place to encourage at least 50% of these new volunteers to remain engaged in sport in 2013, many of them at community amateur sports clubs.

### **Introducing 21<sup>st</sup> Century sports**

7. New sports are attracting the interest of young people. London 2012 should consider adding to its cultural programme around the games some of the younger, street-wise sports (alternative Olympics), thereby firing the imagination of a new generation. New sports such as skateboarding, rock climbing, surfing and water skiing should be considered.

### **Successful bids for at least five other World or European Championships**

8. Britain must seize on the opportunity and profile that hosting an Olympics brings by successfully bidding for many more world championships. It should seek to stage at least five world championships in athletics, swimming, rowing, hockey, judo and gymnastics in the five years before and after 2012.

## 2013: Planning the Sporting Legacy of the London Olympics

### Introduction

1. In May 2004 the International Olympic Committee (IOC) announced that London had successfully made the shortlist of candidate cities to host the 2012 Olympics, together with Paris, Madrid, Moscow, and New York. The London Bid Company now has until November 2004 to prepare the final document outlining its bid. There will then be a six-month evaluation period before the host city for the 2012 Olympics Games is announced in July 2005. If London is successful it will have 7 years to prepare for what is the prime mega-event in the world. The ARUP report (2002) considers the cost and benefits for London of hosting the Olympics in 2012. They recognise that “even for a city the size and wealth of London, an Olympic Games would be a huge logistical undertaking:

- 11,000 athletes would compete in 300 events during the 16 days of the Games.
- They would be supported by 5000-6000 coaches and officials, and attended by 4000-5000 members of the ‘Olympic family’.
- Over 7000 sponsors would attend the Games.
- 4000 athletes and 2500 officials would participate over 12 days in the Paralympics, which is equivalent in size to the Commonwealth Games.
- 20,000 of the world’s newspaper, radio, television, and Internet journalists would cover the events and require state-of-the-art communications facilities throughout.
- Over 5 million tickets would be sold, equating to nearly half a million spectators a day travelling to events in and around London.
- Staging the Games would involve 63,000 operational personnel, of whom 47,000 will be volunteers, many as stewards, marshals, and drivers (p.2)

2. Clearly, staging the Olympics in 2012 will have a huge impact for whichever host city is successful, a point that was recognised by the Sydney Olympic Games Review Committee before the Sydney Olympics:

*The impact of an Olympic Games on a host city is immense and profound, in terms of commitment by Governments, Business, Unions and the Community. The sporting program of the games lasts only 16 days, yet their successful staging is the result of years of dedication and hard work by literally thousands of people. If the commitment required to host the Olympic Games is immense, then so are the subsequent rewards for the host city and its citizens. An Olympic Games that is successfully staged and financially managed leaves a positive legacy for the host city in terms of new and upgraded sporting facilities and venues; new and improved infrastructure; enhanced international recognition and reputation; increased tourism; new trade; investment and marketing opportunities; and increased sports participation.<sup>1</sup>*

3. The economic benefits London could expect to generate from hosting an Olympics in 2012 have been looked at in some detail. For example, ARUP (2002) report that the additional tourist numbers attributable to the games would generate a conservative £610 million<sup>2</sup>. The London convention industry could expect to be boosted by £230 million while around 9000 full time jobs would be created together with 4000 new houses. The Games will also result in the regeneration of 1500 acres of East London, with the Olympic Zone centred in the Lea Valley, one of the most deprived regions in the country.<sup>3</sup> The Sporting benefits for London 2012 have not had as much coverage, however, and this is what this paper shall focus on. The paper will attempt to open up the debate surrounding what an Olympics could mean for this country in terms of a sporting legacy and what obstacles need to be overcome to ensure these benefits are maximized and sustained post 2012.

<sup>1</sup> Cited in Emery (2003, p. 273).

<sup>2</sup> Very conservative considering that it has been estimated by the IOC that Sydney benefited £2.4 billion from additional tourism.

<sup>3</sup> There is a particularly high level of deprivation in that area of East London. See for example the Greater London Authority (2002), pp.89-106.

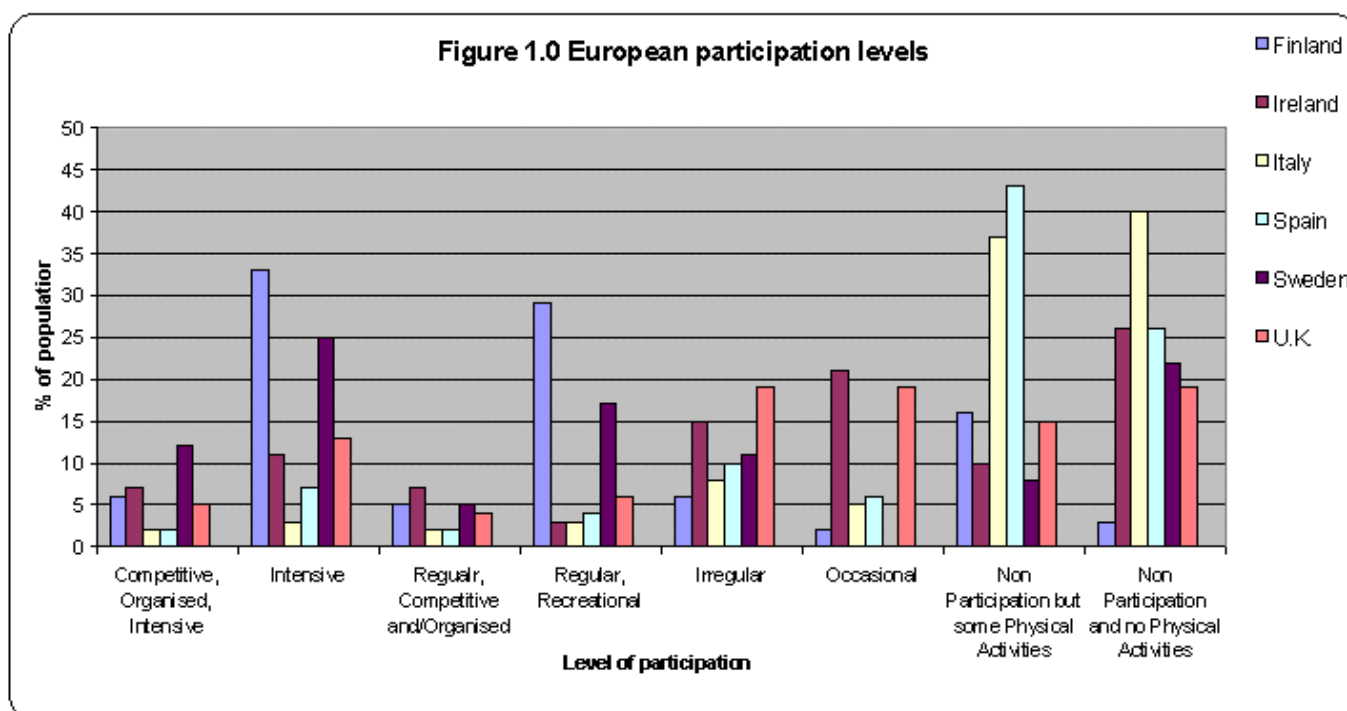
## Participation, Participation, Participation

**1. The target for increasing participation (defined as 30 minutes of exercise five times a week) should be 1% per year up to 2012. This will take Britain's engagement rate to 43%. The staging of the Olympics in 2012 can then be the springboard for participation increases of 2% per year, enabling Britain to reach the target of around 60% by 2020, so making a significant contribution to the obesity and public health challenges the Country faces.**

*...participation enhances the prospects for identifying the elite performers of the future; it complements academic elements of education; and it encourages social skills.*

*Authoritative research indicates that exercise and participation in sport help to combat social exclusion and improve health.... Witnessing world-class competitors at first-hand can inspire spectators to seek to emulate them. Home events can attract wider public interest and this can lead to greater participation.<sup>4</sup>*

- The success of the London bid to host the Olympic games in 2012 is not just about getting the finance and facilities in place, it is about providing a legacy in terms of sporting development. If London is successful in its bid 2012 will provide a unique opportunity for this country to increase the levels of participation in sport and physical exercise in the period leading up to the Games and for a long time after the event itself. Compas (1999) conducted a survey into the levels of participation in sport and physical exercise across Europe and figure 1.0 shows their results. The levels of participation range from competitive, organised and intensive participation though to non-participation and no physical activities.
- Compared to the Scandinavian countries participation in sport and physical activity in the U.K. is low. Indeed the Strategy Unit Report (2002), citing the Department of Health (1999), notes that only "32% of adults in England reported taking 30 minutes of 'moderate exercise' five times a week" (p. 23). This figure is currently about 35% and see appendix 1.1 for some international comparisons of this figure.



Source: Compas (1999).

<sup>4</sup> Select Committee on Culture, Media and Sport Fourth Report (1999, HC 124-I, point 19-20). Retrieved from <http://www.parliament.the-stationery-office.co.uk/pa/cm199899/cmselect/cmcmds/124/12402.htm>

6. So why is participation important? There are many commonly claimed benefits to a community from sports participation (see appendix 1.2), with sport having the most potential for improving health (see appendix 1.3). Indeed Syed (2004) does not understand “why on earth it should take something as dramatic as the Olympic Games to knock some sense into the political decision makers....we are in the midst of an obesity epidemic, for heaven’s sake. Never mind the community and crime-fighting benefits of sport or the morale boosting impact that success in international competitions has upon the nation. On health grounds alone sport ought to be winning the battle for public funds. The extra spending would almost be self-financing: a healthier, fitter nation would place fewer demands upon limited health resources – an argument that is so obvious that even the bods at the Treasury ought to get it”.
7. Obesity in this country *is* a major issue and it is estimated that one in five men and a quarter of women are obese. It is also a growing concern for our children, a point highlighted by Hawkes (2003) who notes that “obesity almost doubled among those aged 2 to 4 between 1989 and 1998 from 5 per cent to 9 per cent, and trebled among those age 6 to 15 between 1990 and 2001 from 5 per cent to 16 per cent. In women, obesity increased from 8 per cent to 22 per cent between 1980 and 2002, and among men it went from 6 per cent to 22 per cent” (p.6). However Ms Cassani (Vice-Chair of the London Bid Company) is realistic and suggests that “the Olympic bid will not solve the problem of obesity in this country, but it can help by giving children a reason to get out onto the playing fields. It can give them the hope that they can earn a medal for their country and this is part of what will create momentum to provide a legacy for children, for sports themselves”.<sup>5</sup>
8. Having seen the potential benefits to be had from increased participation, now we need to focus on how increased participation can be achieved. The Strategy Unit Report (2002) points out “many sports report an upsurge in interest following international success, particularly when televised” (p.72). However, research suggests that there is little evidence that international success has a *long-term* impact on levels of participation. The Strategy Unit Report (2002) argues that this is partly because data on participation is weak, partly because there are barriers that prevent the take-up of sport following the surge of interest, and partly because people’s interest is not sustained in the medium-to-long run (p. 72). This raises two major points that need to be addressed if a London Olympics is to leave a lasting sporting legacy. Firstly, how can the increased interest in sport be maximised, and secondly how can this interest be maintained in the long run?
9. The London Assembly (2003b) notes the huge “... potential of the Games [is] to affect grassroots sport up to 2012, and very importantly, beyond” (p. 18). They go on to highlight one obstacle, however, in that:
- responsibility for encouraging participation is unclear – our discussions highlighted a gap in terms of responsibility for maximising participation in sport in the lead-up to the Games. Simply hosting the Olympics is no guarantee that people will be more active. It appears that responsibility is largely left to each sport’s governing body. The British Olympic Association told us that ‘in terms of grass roots there needs to be a significant amount of investment [and coordination] through the Sports Council... (p. 18)*
10. Russell & Craig (1996) note that Canada achieved an increase in participation of about 1% every year from 1981 to 1995 (p.3). With properly planned and implemented mass participation programs this certainly seems an achievable target for the UK up to the Olympics in 2012. Britain currently has a participation rate (defined as 30 minutes of exercise five times a week) of 35%<sup>6</sup> and so the target for participation should be 43% by 2012. The target quoted in the Strategy Unit Report (2002) of 70% by 2020 seems a little optimistic however and would require an annual increase of over 3% per year from 2013-2020. It seems more realistic to aim for a yearly increase in the region of 2% per year for the eight years after 2012, which would increase the participation rate in this country up to around 60% by the end of 2020. This is an achievable goal and one that will result in huge benefits for this country.

<sup>5</sup> Minutes from the Assembly Plenary on the 15<sup>th</sup> October 2003 (p. 8).

<sup>6</sup> See the Strategy Unit Report (2002, p. 192).

## After the Gold Rush

**2. A significant proportion of funds from any Olympic Lottery should be put toward investment in elite sport to enable Team Great Britain to win 25-35 medals in Beijing 2008, with home advantage boosting this to 40-50 medals in 2012. It is important that this 'home boost' is sustained with Team Great Britain winning just as many medals in the Olympics of 2016 and 2020.**

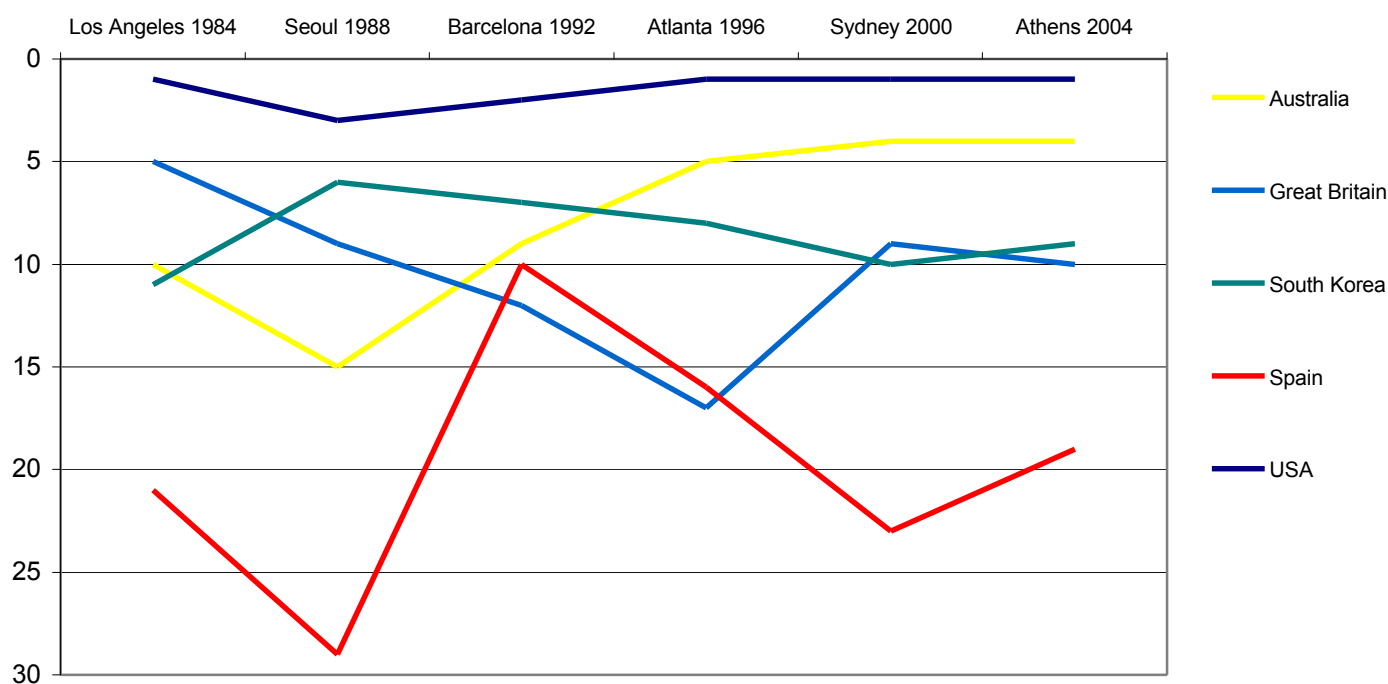
11. It is clear that international success does have a short-term impact on the level of interest and participation in sport. Therefore if the London Olympics in 2012 is to maximise its sporting legacy we need to have British athletes performing well, both in the run-up to the event, at the Games themselves and for a long time afterwards. Britain needs to produce winning athletes in a wide range of sports to inspire the nation and sow the seeds for the next generation of British athletes. While it is true that there is no way of guaranteeing international success in the sports that make up the Olympics, there are steps that can be taken to promote it and most of these require funding (see appendix 2.1).
12. On the 3<sup>rd</sup> of December 2003 the Horserace Betting and Olympic Lottery Bill was published which paves the way for establishing an Olympic Lottery to help fund the staging of the Games. What is not clear, however, is how much, if any, of the proceeds from this Lottery will go towards elite sport training. If a London Olympic Games is to maximise its sporting legacy British athletes need proper funding and coaching so that they can prosper and *really* compete for the 900 medals on offer. They will of course have the advantage of home soil, which will help. Hosting the Games gives the advantages to home athletes of knowledge of the conditions, increased motivation and increased support; a point noted by Jonathan Edwards (2002):

*To appear in a major athletics championship on home soil is an ambition of many that is granted to only the lucky few. I experienced it this year at the Commonwealth Games in Manchester, and it provided me with one of the greatest memories of my entire career. It is for that reason, and a few others, that I've planted my feet very firmly in the camp that says we should make every effort to bring the Olympics to this country in 2012. (p.1)*

13. This point is highlighted by table 1.1 which shows the medal totals for the British team in three Commonwealth Games, the last of which was held in Manchester in 2002.

Table 1.1 British Commonwealth Games medal totals			
	Victoria 1994	Kuala Lumpur 1998	Manchester 2002
<b>Gold</b>	31	36	54
<b>Silver</b>	45	47	51
<b>Bronze</b>	49	53	60
<b>Total</b>	<b>125</b>	<b>136</b>	<b>165</b>

14. Governments *can* influence elite success through carefully planned sporting strategies. The majority of the British athletes that will compete in the 2012 are currently between the ages of 10 and 20 years old. Indeed the Children participating in the London Youth Games this year and the International Children's Games in Coventry in July 2005 may be the Olympians of 2012. We need to focus on these children and work with them, so Britain can have winning athletes who can provide inspiration for the nation and be the catalyst for future international success. While there is evidence that host countries do perform well, their ability to sustain this level of success at following Games has been mixed. Figure 1.2 considers the medal ranking of five countries in five consecutive Olympic Games. Spain had a particularly bad medal ranking in the Seoul Olympics but home advantage four years on enabled them to improve considerably. However, looking at the next two Olympics this ranking has not been sustained. Australia were 15<sup>th</sup> in the rankings at Seoul but investment in elite sport helped them move up to 10<sup>th</sup> in Barcelona, 5<sup>th</sup> in Atlanta and 4<sup>th</sup> in their backyard.

**Figure 1.2 Olympic Games medal rankings of Great Britain and host countries.**

Source: <http://www.kiat.net/olympics/>

15. South Korea moved up the medal ranking from 11<sup>th</sup> at the Los Angeles Games to 7<sup>th</sup> at Seoul four years on; but again they slipped back to 10<sup>th</sup> by 2000. However to look at medal rankings alone can be a little misleading, and consideration must be given to actual medal totals (see table 1.3).

**Table 1.3 Olympic medal totals of Great Britain and host countries**

	Australia	Great Britain	South Korea	Spain	USA	Total on offer
<b>Los Angeles 1984</b>	24	37	19	5	174	688
<b>Seoul 1988</b>	14	24	33	4	94	739
<b>Barcelona 1992</b>	27	20	29	22	108	815
<b>Atlanta 1996</b>	41	16	27	17	101	842
<b>Sydney 2000</b>	58	28	28	11	97	928
<b>Athens 2004</b>	49	30	30	19	103	929

Source: <http://www.kiat.net/olympics/>

16. Looking at the table it gives us some idea about how many medals Team Great Britain should aim for at the London Games and beyond. The British team won their highest total of medals for this period in Los Angeles where the team picked up 37. They won their lowest total in Atlanta where the team only picked up 16 medals. However following the introduction of lottery money through the World Class Programme in 1997 the team performed much better in Sydney winning 28 medals. So what should we expect in 2012? Perhaps we can draw comparison with Australia who performed badly in Seoul 1988 winning only 14 medals. They then went on to win 27 medals in Barcelona; 41 medals in Atlanta (3 years after the Olympic city for 2000 had been announced); 58 in Sydney; and 49 in Athens.
17. The GB team won 30 medals in Athens 2004 and if London is named the host city for the 2012 Olympics in July 2005 we should look to extra elite sport funding and strategies to enable the British team to win 25-35 medals in Beijing 2008. This could then be the platform, together with home advantage, to boost us up to 40-50 medals in 2012. However it is important that consideration is given to 2013 onwards. South Korea's medal

total only fell from 33 to 29 between the Seoul Games in 1988 and Barcelona in 1992 and they managed to maintain this level through to Sydney 2000 where they won 28 medals. They only slipped back down the medal ranking because the number of medals on offer increased. On the other side of the coin Spain slipped back in terms of medal ranking and medal totals after hosting the Games in 1992. In light of this it seems imperative that consideration is given to Olympic success post London 2012 to enable the British team to win 40-50 medals in 2016 and 2020.

## A legacy of facilities

**3. At least ten 'Olympic Parks' should be established across the Nation, with at least one in every region. These Olympic Parks, which in many cases will tie in with the existing regional centres of excellence, should be high class multi-sport venues, offering the best in facilities, coaching and development. They should fulfil the following roles:**

- regional centres of excellence for talented young athletes to train
- serve as training camps for overseas teams in the build up to 2012
- create local engagement and interest in the Olympics across the Nation and leave a lasting legacy of the Games for every Community

*Both Barcelona and Sydney were left with egg on their faces because the post-Games reality failed to live up to the pre-event clichés when it came to embedding the sporting wider infrastructure in the communities in which they were built. Focusing the Olympic facilities on derelict land in the east of London is socially admirable but ultimately pointless if the area is left with a herd of white elephants. (Syed, 2004)*

18. If London is successful in its bid to host the Olympics in 2012 then it will be an opportunity to increase the sporting facility base within London and across the country, providing a legacy that will be the bedrock for increasing participation in the long run. There will be opportunities for other national teams to set up training camps in this country in the weeks leading up to the Games. The London Assembly (2003a) noted that the "...British Olympic Team is estimated to have contributed £1 million to the economy of Australia's Gold Coast when they trained there for the Sydney Games" (p. 6). There were 199 nations competing at those Olympics. The focus should be on ensuring that these training camps are spread across Britain so that there is a legacy of facilities close to a large proportion of the population. We do not want a situation occurring like the famous Sunderland-Newcastle swimming pool proposal where two 50m pool were planned to be within 10 miles of each other and on the same metro line.
19. Clearly new facilities will need to be built which will increase the sporting infrastructure.<sup>7</sup> There will also need to be an upgrading and refurbishment of existing facilities. For example there are 12 boxing halls in London, all of which will be required as training venues for the Games, and will therefore need to be brought up to specification. Following the example of the Commonwealth Games in Manchester 2002 the emphasis will be on multi-use of facilities. At the Manchester Games the main 50 metre swimming pools had a drop-in tank that was removed so that the community could use the space once the games had finished. The Commonwealth stadium was also handed over to Manchester City Football Club who adopted it as their new home.
20. The management and up-keep of these facilities is also an important issue. In Australia "the NSW Government faces an annual bill of £10 million for under use of facilities in Sydney"<sup>8</sup>. We certainly need to look at how we can make sure London is not left with a Legacy like that. It is imperative that as much attention is paid to promotion of mass participation as is to the development of facilities (see appendix 3.1 and 3.2); otherwise many of these facilities will go unused. A 'legacy' fund is planned to be set up out of any profits made from the Olympics which could help local communities if it provides free or discounted admission charges so access to facilities can be as inclusive as possible.
21. Taking these points into consideration it is important that at least 10 Olympic training parks are located across the country and that early planning is put in place to maximize the post Games use of those facilities by the general public. These Olympic Parks should be high class multi-sport venues, offering the best in facilities, coaching and development.

<sup>7</sup> London only has two 50-meter swimming pools, whereas Paris has 18.

<sup>8</sup> Written evidence submitted to the House of Commons by the Culture, Media and Sport Committee, Annex 3, retrieved December 20, 2003, from <http://www.parliament.the-stationery-office.co.uk/pa/cm200203/cmselect/cmcmds/268/268ap05.htm>

## Alternatives to the People's Game

**4. Specific facility and marketing strategies should be developed, with governing bodies, to capitalise on the profile the Olympics will give to key spectator sports, thereby securing a 25% increase in the level of attendance compared to 2010 at Olympic sports, specifically, basketball, athletics, hockey, swimming and gymnastics in 2013 and to maintain this increase in 2014.**

**5. To capitalise on the huge interest there will be in the build up to, and during the Olympics, the Department for Education needs to put in place plans to enable all school children to try at least 6 Olympic sports (excluding football) in 2012. This will require good quality facilities, equipment and coaching.**

**6. New sports are attracting the interest of young people. London 2012 should consider adding to its cultural programme around the games some of the younger, street-wise sports (alternative Olympics), thereby firing the imagination of a new generation. New sports such as skateboarding, rock climbing, surfing and water skiing should be considered.**

*...athletics, beach volleyball, water polo, triathlon, diving, shooting, hockey, rowing, sailing, canoeing/kayaking, equestrian, fencing and swimming – reported between 5% and 100% increases in phone inquiries after the [Sydney] Olympics.<sup>9</sup>*

22. For many sports the Olympics will provide a unique opportunity to gain an audience. Football dominates interest in this country, but at an Olympics it is just one of many sports. As Brown and Massey (2002) suggest, “there is an implicit link suggested between watching an event (audience levels, participation, involvement etc) and playing the sport” (p. 11). However there needs to be the infrastructure and strategic planning in place to maintain this interest in the long run (see appendix 4.1). Sports governing bodies will need help to develop innovative and successful spectator strategies to achieve sustained interest in a wide range of sports post 2012. It is recommended that the aim of such strategies should be to increase attendances in 2013 across five sports (basketball, athletics, hockey, swimming and gymnastics) by 25% compared to 2010 levels and to maintain this increase in 2014.
23. An Olympics will also provide an opportunity to implement participation strategies across a wide range of sports. The focus of such strategies should be on the younger generation. Indeed an Olympics in London will be a great chance to reach the children of this country through sport. The IOC Olympic Charter (2003) states that “the goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play” (p.8).
24. The Olympics in London could be a focus for British school children. Education kits (see appendix 5.1) could be used in conjunction with a programme that enables school children to try some of the sports that they will be watching or have watched at the Olympics. One possibility is to have members of the British Olympic team visit schools across the country in 2012. While it certainly will not be possible for every school in the country to have a British athlete visit them, it would be possible to give the opportunity for all school children to try at least 6 of the Olympic sports in 2012.
25. Such a programme may mean that physical education teachers need to be trained into coaching these new sports. This could in turn be part of an initiative implemented by sport governing bodies to increase the proficiency of coaches across the country so that the increased interest in new sports can be nurtured and allowed to flourish.

<sup>9</sup> The Australian Bureau of Statistics, cited in Brown and Massey (2002, p. 12).

26. It could be argued, however, that the youth of today are more interested in extreme sports than the more traditional events that take place at an Olympics. If an Olympics is really going to capture the younger generation then consideration needs to be given to promoting extreme sports. One possibility is to have an alternative Games running alongside the main events that include more extreme sports. The World Extreme Games are the alternative Olympics for Extreme Sports participants around the globe. Melbourne, Australia, was the venue for the events of 2000, which can be broken down into 3 key areas:
- Air – Events include Sky Surfing, Base-Jumping, Skydiving, Bungee Jumping, Hang Gliding and Paragliding.
  - Land – Events include Downhill Mountain Biking, Free Climbing, Rock Climbing, Skateboarding, BMXing, and In-Line Skating.
  - Water- Wakeboarding, Surfing, Windsurfing, and Kite Surfing.  
([http://www.exevents.tv/ex\\_events.htm](http://www.exevents.tv/ex_events.htm))
27. Another possibility is to introduce some of these sports into the Olympics itself. Indeed the IOC needs to be applauded for introducing new sports such as snowboarding (1998), triathlon (2000), mountain biking (1996) and beach volleyball (1996). However there is still plenty of scope for more new sports like skateboarding, rock climbing, surfing and water skiing.

## The Army of Volunteers

**At least 50% of the 47, 000 volunteers needed at the Olympics will be new to volunteering. Robust plans need to be put in place to encourage at least 50% of these new volunteers to remain engaged in sport in 2013, many of them at community amateur sports clubs.**

28. *...the potentially positive benefits of sport are not only to be obtained via participation – involvement in the organisation and provision of opportunities for sport and physical recreation can assist in the development of self-esteem and a series of transferable skills – a view of volunteering as ‘active citizenship’.*<sup>10</sup>
29. The contributions of around 47,000 volunteers will be invaluable in ensuring the smooth running of the Olympics and will leave a legacy of trained volunteers who can continue work long after the Games have finished (see appendix 7.1).
30. The Olympics will provide a rare opportunity to strengthen the voluntary network which largely supports sports programmes. 17,000 people applied to be volunteers at the XVII Commonwealth Games in Manchester in 2002. The Post Games Volunteer Project (PGVP) website suggests “a unique feature of the Games was the particular focus they gave to people’s desire to get involved, encapsulated in the slogan ‘Count Me In’. The result was that some 10,000 people, many of whom were drawn to volunteering for the first time, undertook Games-time roles”.<sup>11</sup>
31. After the Games the PGVP got a very positive response when they asked whether the volunteers were interested in continuing to volunteer for other events. Since the Commonwealth Games the PGVP has registered over 1700 people onto its database, and has worked with a number of key organisers on a huge range of events including the UEFA Cup Final at Old Trafford in May 2003, the World Speedway Championships and the International Triathlon Union World Cup at Salford Quays.
32. The Strategy Unit Report (2002) notes that “the UK has a network of 110,000 community amateur sports clubs run by 1.5m volunteers” (p. 37). The aim of the volunteering programme around an Olympics in London should be not to just encourage the ‘usual suspects’ to get involved, but rather follow the lead of Manchester 2002 and embrace people who have never volunteered before so as to increase the total sum of volunteers in sport (see appendix 7.2).
33. The focus of the pre games volunteering programme for a London Olympics should be on encouraging new and long-term volunteers. In light of the lessons learned from Manchester, the aim should be to have around half of the volunteers required to stage the London Olympics new to volunteering, *and* to have around half of these new volunteers still involved in community sport after the Olympics so as to increase the total sum of volunteers in sport.

<sup>10</sup> Coalter, Allison and Taylor, (2000, paragraph 7.2).

<sup>11</sup> <http://www.pgvp.co.uk/index.php>

## British Weight on the World Stage

**Britain must seize on the opportunity and profile that hosting an Olympics brings by successfully bidding for many more world championships. It should seek to stage at least five world championships in athletics, swimming, rowing, hockey, judo and gymnastics in the five years before and after 2012.**

34. The Olympic bid could also leave a legacy for British sport administrators and international post holders. The fundamental cause of the failed bid to host the 2006 FIFA World Cup was put down to the lack of influence that English football has on the European and World stage. The House of Commons Select Committee (1999) notes that this problem is not restricted to football:

*In the past, the United Kingdom has had a prominent position in the corridors of power of international sport. In recent years [however], British influence in international federations appears to have declined. Those involved in bids for major events have testified to the impact of this decline on British effectiveness in the bidding process.*<sup>12</sup>

35. This is the main reason why many commentators argue that London will not be successful in its bid to host the London Olympics. However, if London does win the bid it will provide an opportunity to address this problem and it will also be a chance for British administrators to establish themselves as the leading event managers in the world. Both of these points will improve Britain's chances of holding other major events in this country (see appendix 8.1). To ensure that Britain utilizes this benefit the target should be to hold at least five World championships in different sports in the five years after the Olympics.

## Conclusion

36. Many of the issues discussed in this paper will need to be addressed to ensure London can maximize the most important element of the bid: sporting legacy. Sporting and educational programs, elite funding, the volunteering program, and the management of facilities could all be crucial in determining participation levels before and after the event in 2012. This debate needs to occur now, however, so that when the host city is announced in July 2005 a clear plan of action is in place. Ms Cassani notes that the team's job "... is to win the bid. There is probably another group which will be asked to run the staging of the Games...".<sup>13</sup> Indeed there will need to be plenty of communication between the bid team and the chosen Olympic Organising Committee to ensure that pre-event promises live up to post Games realities.
37. An Olympics staged in London in 2012 would be a wonderful spectacle. It would also be a wonderful and *unique* opportunity to unite this country through sport, improve the health of the nation, stimulate elite success, embed a legacy of sporting facilities, enthuse the younger generation, promote the volunteer culture in this country, and add to the British weight on the global stage. It is an opportunity that must not be ignored. The sporting legacy will not simply accompany the staging of the games. Real time, money and resources need to go into providing a sporting legacy that will last for generations.

<sup>12</sup> Select Committee on Culture, Media and Sport Fourth Report (1999, HC 124-I, point 56). Retrieved from <http://www.parliament.the-stationery-office.co.uk/pa/cm199899/cmselect/cmcmds/124/12402.htm>

<sup>13</sup> Minutes from the Assembly Plenary, 15<sup>th</sup> October 2003 (p. 3).

## Appendix

- 1.1** This figure of 35% compares to Bauman, Bellew, Vita, Brown and Owen (2002) who report that 57% of Australians do at least 2 hours 30 minutes of moderate and vigorous physical activity per week; and to National Public Health Institute (2001) who report 70% of Finns do at least 3 hours of exercise or physical activity per week. Indeed the Strategy Unit Report (2002) outlines the intention to focus on participation and notes that the long term vision is to use Finland as a benchmark and encourage 70% of the British population to participate in at least 30 minutes of exercise or physical activity 5 times a week by 2020. An Olympics games could be the trigger to help achieve this figure.
- 1.2** The most commonly claimed benefits to a community from sports participation are:
- enhanced confidence and self-esteem;
  - empowering disadvantaged groups;
  - improving the capacity of the community to take initiatives;
  - reduction in crime, vandalism and 'delinquency';
  - increased social integration and co-operation, promoting a collective identity and increasing cohesion;
  - encouraging pride in the community;
  - improving employment prospects;
  - generating employment and income;
  - increasing productivity with a fit and healthy workforce;
  - improving health. (Long and Sanderson, 2001, p.189)
- 1.3** As Brunton, Harden, Rees, Kavangh, Oliver and Oakley (2003) note, "in adults, it has an important role in: reducing cardiovascular disease; preventing or delaying the development of high blood pressure; controlling and preventing diabetes; regulating weight; reducing the risk of osteoporosis and colon cancer; alleviating depression and anxiety; and contributing to a positive sense of well-being" (p. 8).
- 2.1** According to the BOA Athletes Commission Report cited in the Strategy Unit Report (2002), 87% of the British Sydney team "...believed that Lottery funding had a positive impact on their preparation and performance" (p. 30). However in recent years Lottery funding to sport has almost halved due to poor Lottery ticket sales. As the London Assembly (2003b) notes "...the drop in lottery sales has dramatically affected Sport England's grants for sporting projects. London receives 12-13% of the total Sport England funding and that organisation told us that future funding for London 'will not be as much as we have had in the past'" (p. 18).
- 3.1** Roche (2000) considered the construction of new sports facilities for the Barcelona Olympics in 1992 and notes that:
- The local Olympic organising group (COOB) aimed to leave the city with a positive Olympic heritage for long-term post-event elite and mass sport uses, and to do so without risking excessive public spending. These aims were achieved in various ways.... Together with the city council they created two distinct organisations to manage the elite and mass sport after-use of the facilities. The former organisation promoted large-scale elite sport and also non-sport events (trade exhibitions, political rallies, etc.) in the four main Olympic facilities (two large indoor arenas, the velodrome, and the main open-air stadium). The latter Organisation operationalised the city council's 'Area of Sports' concept which involved a very decentralised distribution and location of many of the smaller-scale facilities used in the Olympic event. This decentralisation helped to popularise the Olympic event, to develop public-private sector partnerships in the post-event management of facilities and also to promote the after-use of the facilities by the mass public. (p. 144)*
- 3.2** Lenskyj (2002) notes that "with post-Olympic management of [Sydney] Olympic venues still not finalized in mid-2000, there was a valid concern that facilities fitted out for elite sport would not be appropriate for general public use, and that admission prices would not be affordable" (p. 129). She also adds another dimension by suggesting that "privatisation of publicly subsidized Olympic facilities after the Games was a serious concern" (p. 130). She notes that the: *Ryde Olympic water polo venue, to*

*which Ryde Council had contributed about \$24m, was part a new, privately managed leisure centre that included three pools, a licensed restaurant and bar. Replacing the former council-owned and operated six-pool community centre, only half of the new facility would be accessible to the general public, while the other half would be operated as a private leisure club. (p. 130)*

This is a point that has been discussed with reference to the Commonwealth games as well. Brown and Massey (2002) point to opposition to the closure of swimming pools in Gorton and East Manchester because of the Games (p.14).

**4.1** While Haynes (2001) does note that “immediately following the [Sydney] Games, the Australian media provided anecdotal evidence of large increases in interest and participation in Olympic sports”; she also observes that “... in most cases this increase may not have been sustained” (p. 6).

**5.1** Brown and Massey (2002) point to the legacy plans for the failed 2008 Toronto Olympic bid, which included “sustainable sport and cultural benefits” (p. 20). The sports legacy focused on ‘sport for all’, and the Canadian Olympic Association planned to distribute around 15,000 Olympic Resources Kits to school children. These kits would have focused on the “...social aspects of sport such as gender equity, fair play, opposition to drug abuse and the Olympic contribution to humanitarian projects” (p.20). In a similar vein the Organising Committee for the Winter Games to be held in Turin in 2006 has started distributing some 4,500 copies of an education kit to schools in the Piedmont region. The Torino Organising Committee Director Roberto Daneo said that, “the Olympic Games represent a wonderful opportunity to promote the values that underpin the Olympic Movement, such as respect for the environment, fundamental human rights and health issues”.<sup>14</sup>

**7.1** Brown and Massey (2001) suggest these volunteers “...are important for a number of reasons:

- sport is highly dependent on unpaid labour (economic analyses have illustrated this), especially when participation of others is dependent on keeping costs low;
- they offer opportunities for those who wish to contribute to but not participate directly in sport;

and they also offer possibilities for the achievement of a social purpose” (p.15).

**7.2** Ralston, Lumdson and Downward (2003) conducted a survey of the volunteers at the Manchester Games and note that “nearly a quarter (24%) of volunteers had no previous volunteering experience”. In a report by the Manchester City Council (2003) it is noted that “the pre-volunteer programme (PVP) was critical to the success of the volunteer programmes by engaging the community four years prior to the Games and providing work experience for young people who had never previously been employed” (p.19). However, they do suggest that there is room for improvement for future events in this country. For example they recognise that “in certain areas volunteers could potentially have done even more, for example more use could possibly have been made of long term volunteers” (p.19). Indeed they note that “Manchester did not extensively try to recruit long term volunteers, so the UK culture was not tested.... [and] could be tested in the future using Manchester experience and database” (p.19).

**8.1** As the House of Commons Select Committee (1999) suggests:

*Enhancing British influence is important because it should strengthen the prospects of success of British bids and also enable British members of international federations to act as more effective advocates of fair and transparent approaches to governance and venue selection.*<sup>15</sup>

<sup>14</sup> [http://www.olympic.org/uk/news/olympic\\_news/full\\_story\\_uk.asp?id=304](http://www.olympic.org/uk/news/olympic_news/full_story_uk.asp?id=304)

<sup>15</sup> Select Committee on Culture, Media and Sport Fourth Report (1999, HC 124-I, point 56). Retrieved from <http://www.parliament.the-stationery-office.co.uk/pa/cm199899/cmselect/cmcmds/124/12402.htm>

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