

Gold Framework

Guidance on UK-level support available when bidding for and staging major sporting events



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Executive Summary

The Gold Framework sets out how the Department for Culture, Media and Sport¹ (DCMS) and UK Sport² jointly work, under a single framework, to provide support to a range of major sporting events at the UK level.

The Gold Framework sets out:

- the landscape for major sporting events across the UK, and the roles of the key partners and stakeholders responsible for support and delivery;
- how DCMS and UK Sport will work collaboratively within this landscape to deliver an effective package of support at the UK level, and which complements the wider event delivery landscape in the UK;
- how the Gold Event Series will operate as a joint DCMS and UK Sport programme covering all major sporting events receiving financial or technical support at the UK level;
- the typical lifecycle of an event and the demonstration of the support available at the UK level at each stage, including bidding, hosting and evaluation;
- the principles behind DCMS and UK Sport's identification of bidding targets and establishing support at the UK level;
- the support provided by DCMS and Government within England, to reflect that of the other major event partnerships in the Home Nations; and
- the partners that can assist major event organisers in developing and delivering a sustainable legacy from an event

¹ <https://www.gov.uk/government/organisations/department-for-culture-media-sport>

² <http://uksport.gov.uk/>

Introduction: Guidance on Bidding and Staging Major Sporting Events in the UK

In November 2012, the DCMS and UK Sport published guidance on bidding and staging major sporting events in the UK. A Stage to Inspire set out the landscape for delivering major sporting events in the UK based on the nation's experience delivering the successful London 2012 Olympic and Paralympic Games.

Since A Stage to Inspire was published, the UK has continued to establish itself as a leading destination for hosting world class sporting events through the efforts of a wide range of partners and agencies. The UK Government remains committed to a lasting legacy of hosting world class sporting events in the UK and will continue to strive to be top of an increasingly competitive international field. For this reason, DCMS and UK Sport have extended the Gold Event Series Programme to include all major sporting events receiving financial or technical support at a UK level – from UK Sport or from DCMS.

This revised and enhanced framework, is a joint DCMS and UK Sport approach setting out how the UK will support these Gold Events, building on recent experiences and enhanced levels of collaboration with our key partners. Our aim is to provide the most effective package of support available to major sporting events of any host nation around the world.

Sport is estimated to be worth almost £34 billion a year to the UK's economy³, and major sporting events play a significant role in delivering continued growth across many of our key sectors. Over 70 major international sporting events have been secured for the UK following London 2012, including over 30 World and European Championships, showcasing the UK's sporting heroes to millions, and generating a substantial economic impact

Prior to London 2012, the rights were already secured for the 2015 Rugby World Cup which is estimated will bring an additional £1bn (Gross Value Added) to the UK economy and the 2017 IAAF World Athletics Championships, which is estimated will produce over £100m of economic impact.

As we saw with London 2012, successfully delivering the world's top sporting events also has a positive impact on the UK's global reputation. Tourism and inward investment are important factors in establishing tangible economic benefits from staging an event. The Government recognises the continued need to use major sporting events as a catalyst to encourage and extend international visits to the UK and create investment and business opportunities.

UK Sport's investment of over £40m of Lottery funding until 2023 will continue to help the UK secure a portfolio of prestigious international events in identified sports. From a sporting perspective, this investment in major sporting events will help to drive the performance of UK athletes at an elite level, whilst creating additional opportunities at a grassroots level for people to engage with sport, with the aim of increasing participation rates. From a societal perspective, these events also help generate high levels of pride in both community and country.

Within the UK there are many organisations across national, regional and municipal levels with responsibility for determining their own major event hosting programmes. The Gold Framework will determine those events to be supported at the UK level, and will provide UK-level resources and investment to help secure and stage these events. The framework is intended to complement the UK's multi-tiered approach to supporting major sporting events, and is not seeking to dictate what can be hosted by other organisations within this structure.

³ DCMS 2010 Sport Satellite Account for the UK: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/405081/Sport_Satellite_Account_for_the_UK_2010.pdf

Roles and Responsibilities

The following section sets out the roles and responsibilities of the main agencies offering support to major sporting events at a **UK-level**.

DCMS is the lead Government Department for UK level support of major sporting events, in particular around the provision of guarantees for reserved matters. DCMS is also responsible for the provision of devolved support, including at a financial-level, within England.

The Major Sporting Events team in DCMS has built and maintained an expert network of contacts across Government to support major sporting events in the UK. The team offers a gateway into Government for major sporting event organisers.

UK Sport is Government's lead agency with responsibility for Elite Performance and Major Sporting Events, and invests National Lottery funding to support the hosting of events. Since 2000, UK Sport has expanded its provision of financial and technical support to major event bidding and hosting in the UK under the banner of the Gold Event Series.

The UK Government, though DCMS, can assist in matters that can impact on events including the provision of guarantees for events, where it is deemed necessary and proportionate for a successful bid. Government departments and agencies that support events include:

- **Home Office (including Border Force)** – security, policing, visas, border controls
- **HM Treasury** – taxation, foreign exchange
- **HM Revenue and Customs** – customs, taxation
- **Department for Business Innovation and Skills (BIS)/Intellectual Property office (IPO)** – intellectual property protection
- **Department for Communities and Local Government** – Local Authority engagement, emergency services and readiness
- **Department for Environment, Food and Rural Affairs (Defra)** – sustainability
- **Department for Transport (DFT)** – transport issues
- **The Foreign and Commonwealth Office (FCO)** – international lobbying and publicity, and international dignitary management
- **The Department of Health** – health and wellbeing, access to medical services (routine and emergencies)
- **Ofcom** – telecoms access

A Government working group of the relevant Departments, led by DCMS, has been established and will meet regularly to discuss support for future and current events. For the largest events, separate structures will be put in place to provide cross-Government support.

The support provided by DCMS, UK Sport and wider Government at a UK-level is in collaboration with a variety of key event delivery partners. Details of some of these partnerships are set out on the next page including the responsible bodies within each of the Home Nations.

Multi-Agency Partnership

The multi-agency partnership of all stakeholders is essential for successfully securing and delivering major sporting events. The UK-level support, provided through DCMS and UK Sport and outlined here, is intended to complement all stakeholders' major event strategies:

National Governing Bodies

National Governing Bodies of Sport (NGBs) will typically initiate the identification of a major event as a hosting target, then select a Local Authority with whom to partner in the UK, and submit the bid to the international rights holder.

This approach ensures that sport and sporting organisations are placed at the heart of the UK's strategy for major sporting events. UK Sport regularly engages with the NGBs to support this process.

Local Authorities

Local Authorities are critical partners in funding and delivering a portfolio of world class sporting events across the UK. The UK has a diverse geographical spread of world-class facilities for hosting top level sports, and the nation has seen an increased enthusiasm for hosting events in every region. Many Local Authorities will have their own major event strategies, and in some cases, they may take the lead in initiating the identification of a major event as a hosting target. Local Authorities seeking UK-level support of such events need to engage with DCMS and UK Sport at an early stage to consider feasibility.

Devolved Governments & Home Nation Agencies

Sport is a devolved matter, with responsible agencies in each of the Home Nations. The primary agencies with responsibility for major sporting events in each of the Home Nations are as follows:

- **England:** DCMS (lead Government department)
- **Northern Ireland:** Tourism NI⁴
- **Scotland:** VisitScotland⁵ (through its EventScotland⁶ team)
- **Wales:** The Major Events Unit (within Welsh Government's Economy, Science & Transport Department)⁷

DCMS and UK Sport's strategic UK-level support will continue to complement and support the ambitions of each of the Home Nations to identify and secure events across the whole of the UK. The Government will also continue to support the Home Nations in UK-wide matters, including the delivery of Government guarantees, as set out in this Framework. A Home Nation Event Agency Coordination Group meets regularly with UK Sport to discuss issues and share experiences at a UK-wide level.

Details of the wider structures within each Home Nation is in the section Home Nation Support [on page 34](#).

⁴ <http://nitb.com/>

⁵ <http://www.visitscotland.com/>

⁶ <http://www.eventscotland.org/>

⁷ <http://gov.wales/topics/tourism/marketing1/majorevents/?lang=en>

Scope of the Framework

The Gold Event Series is a UK-level support programme to ensure that strategically important major international sporting events can be secured and staged in the UK to the highest standards. The programme brings together major sporting events in sports to which both DCMS and UK Sport have typically provided support.

The following types of event will be considered for Gold Event Series support:

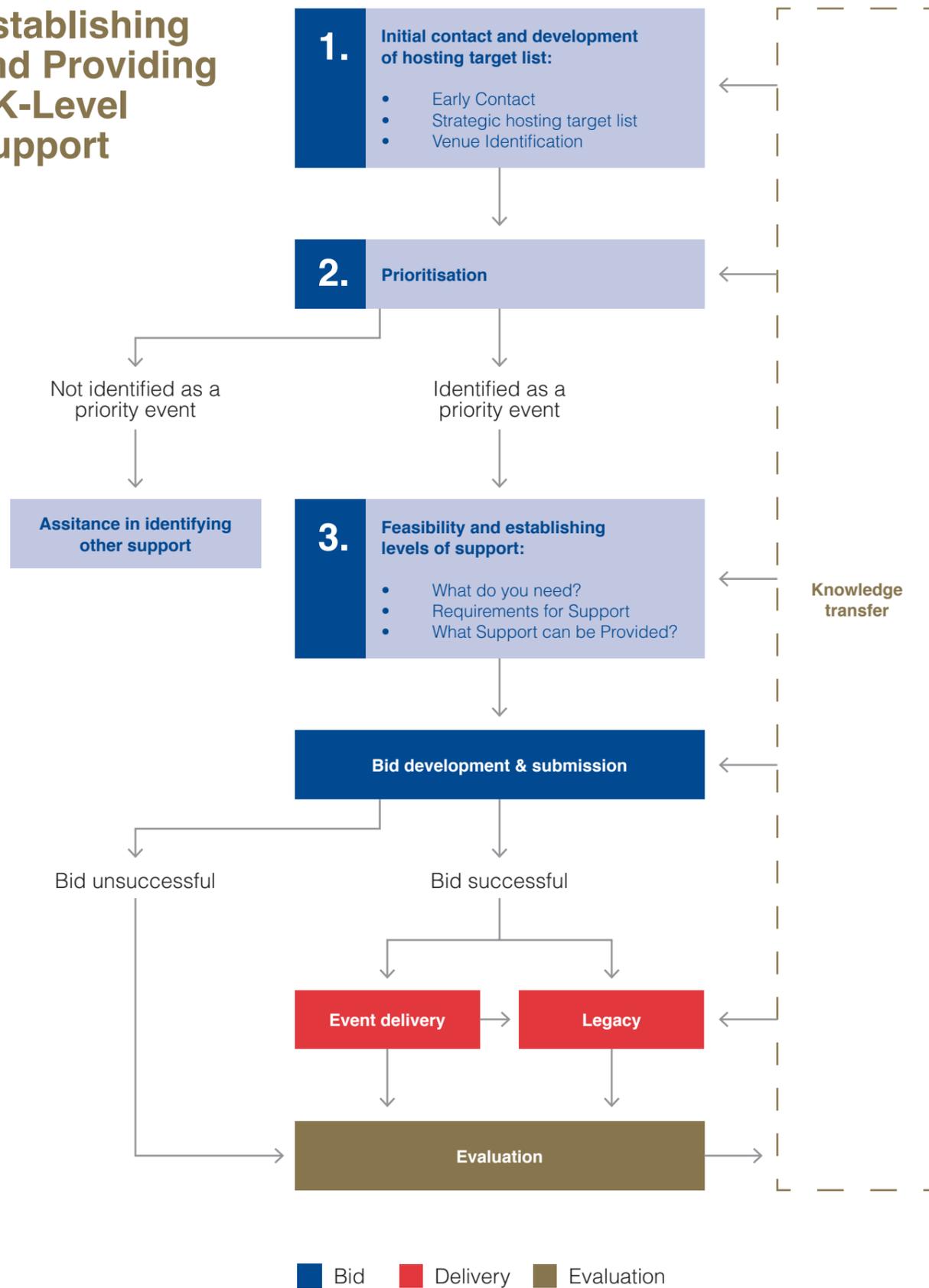
- Large multi-sport events
- World and European Championships
- Other pinnacle international events and unique high value opportunities – e.g. the Ryder Cup or the Tour de France Grand Départ
- Premium World Circuit events – events on the top tier of a sport's international circuit where these require bidding from an international body, including end of season deciders such as the ATP Tour Finals

Financial support at the UK-level will be provided through UK Sport. This will typically be based on financial need, and prioritised towards (and within) Olympic, Paralympic and Commonwealth Sports, although there remains an opportunity to discuss UK Sport financial support for high impact events that sit outside of this scope.

Normally support will only be considered for events featuring elite athletes, however further exceptional opportunities may present themselves where the Government and UK Sport could consider advice and elements of support to ensure that benefits are realised.

The sections which follow set out the process for securing and delivering events, including how events will be identified, prioritised and how the level of support is assessed in each case.

Establishing and Providing UK-Level Support



Initial Contact and Development of the UK Hosting Target List

Early Contact

All prospective hosts of major sporting events seeking support at the UK level are expected to engage with DCMS and UK Sport at the earliest opportunity. Typically these ambitions will be raised directly with UK Sport as part of its regular six-monthly discussion with NGBs around their hosting targets.

Approaches are also welcome from other potential event hosts, such as Local Authorities or the Devolved Administrations and their respective agencies, although DCMS and UK Sport will always want to see early engagement with, and support of, the relevant NGB.

DCMS and UK Sport will only consider support for events that have engaged appropriately from the outset and shared their initial plans at feasibility stage, prior to launching a bid. Financial support will not be considered without scrutiny of financial and logistical viability at the feasibility stage.

Development of the UK Hosting Target List

UK Sport will engage with NGBs, Home Nation Event Agencies and Local Authorities to establish and maintain a long list of hosting targets that are under consideration. This list will be updated every six months and shared with NGBs, Local Authorities, the Devolved Administrations and Home Nation Event Agencies to help local organisations identify potential events that they may wish to host.

Venue Identification

For most events, the relevant NGB will have the responsibility to identify a single host location with which to submit a bid to its respective International Federation. The process outlined above ensures that NGBs and potential host locations are aware of the list of potential hosting targets at the UK level, and can enter into informed discussions about creating partnerships to support and bid for these events.

In some cases, NGBs may be able to identify a preferred host location very easily. For example the NGB may wish to take an event to a specific location for strategic reasons or, in some instances, an event may require a bespoke facility that naturally leads to one specific location.

In other cases, NGBs may wish to run an internal process within the UK to identify a preferred host location with which to bid. In these instances, UK Sport can either consider providing support through commissioning a feasibility study that incorporates a recommendation on a preferred venue, or it can support NGBs with the process required to run its own venue selection process (a set of guidelines is available to support NGBs with this option).

Initial Contact and Development of the UK Hosting Target List (Cont.)

The UK has many great sporting locations and venues, from international arenas to iconic backdrops for outdoor events, and there are occasions when a number of potential locations share the desire to host the same event. This situation may occur when the event in question is privately owned and multiple host locations from within the UK can bid directly to the international rights holder. This situation may also occur when the sport is governed by Home Nation NGBs, thereby allowing these NGBs to bid against each other. In these situations:

- DCMS and UK Sport recognise that the UK is at its strongest when working collaboratively and, therefore, in these cases our preference is to explore whether it is possible to broker a solution that results in a single (or shared) bid from the UK. The Home Nation Event Agency Coordination Group meets regularly with the aim of improving coordination and collaboration around major sporting events across the UK.
- Where a single bid from the UK is not achievable, DCMS and UK Sport will explore offering support to multiple bids, thereby enabling the international rights holder to make a decision on their preferred location. However, in these situations, we will need to be comfortable that any supported bids are financially and logistically viable, and that the presence of multiple bids from within the UK does not put the UK at an overall disadvantage in terms of bidding against other countries. All bids will need to have the support of the relevant NGB. Where support is provided to multiple bids, this is likely to be in the form of a commitment to support the winning bid after it has been secured.
- DCMS and UK Sport reserve the right to provide support to a single bid should that be considered to be in the national interest. There may be exceptional occasions where there are substantial differences between bids from within the UK, such as in terms of financial support, facilities, viability or winnability.

Prioritisation

UK Sport assesses and prioritises all events on the long list of hosting targets. There are many sporting, social and economic reasons to host major sporting events, and so the exact nature of this assessment will depend on the prevailing policy objectives that underpin UK Sport's major sporting events programme at that time, however the following objectives are considered when assessing events:

- **Performance:** To support and profile our top UK athletes and high performance success
- **Engagement:** To create high-profile opportunities for people to engage with sport
- **Economic:** To drive positive economic and tourism impacts for the UK

DCMS also retains the ability to prioritise events from the long list of targets. While there can be a significant degree of overlap between DCMS and UK Sport objectives, there may be occasions where an event falls outside of UK Sport's scope but it is an event that has significant national impact for DCMS.

As set out in the section HOME NATION SUPPORT [on page 34](#), Home Nation Event Agencies and Local Authorities will typically have their own set of event hosting objectives – which they will use to prioritise support at their level for major sporting events. Our experience shows that our UK hosting objectives (which have a focus on sporting impact) can effectively complement local hosting objectives (which tend to focus on economic impact).

Exceptional Events

The very largest events will typically require DCMS to provide support above and beyond UK Sport's resources. Such exceptional events will require bespoke packages and solutions as to how the Gold Event Series can provide support. Government support for such events will be considered on a case-by-case basis, but the event will be broadly expected to meet the following criteria:

- **Scale:** The event represents the pinnacle of the sport - e.g. World/European Championship Finals (not including preliminary/qualifying competitions, or regular season events which contribute to final standings);
- **Competition:** There is a genuine, competitive bidding process taking place to secure the event and a genuine possibility that the tournament could be played outside the UK/ All other potential hosts are being asked to deliver the same commitments;
- **Opportunity:** This is a one-off event which, once hosted, would not be expected to return to the UK in the near future; and
- **Impact:** The UK would realise significant economic benefits from hosting the event.

Examples may include significant events in non-Olympic and Paralympic Sports, or large multisport events such as the Commonwealth Games. Other events that the Government may choose to support are one-off or unique events which offer additional international opportunities outside of the normal sporting calendars.

Feasibility and Establishing Levels of Support

Feasibility

Events that are prioritised by either DCMS or UK Sport will be invited to discuss the potential range of UK-level support available from across Government. Prior to this it will be important to evidence the feasibility of the event and provide a robust headline assessment that the event is deliverable and affordable. In some cases this will be straightforward – particularly when the event (or similar) has been staged in the UK previously. However, in some cases a feasibility study may be required.

Where required, UK Sport will work with NGBs to commission, and potentially finance, the production of feasibility studies to determine the financial and logistical viability of hosting an event. UK Sport may also be able to support the production of feasibility briefs, help manage the tender process for consultancy recruitment, and support on-going project management throughout the course of the research. This feasibility work may incorporate a preferred venue recommendation, and may prepare the ground for a subsequent business plan, funding submission and technical bid document.

Hosts or event organisers should also liaise with the relevant police force, at the earliest opportunity, about the possibility of an event being hosted in their area. This will enable the police to properly plan for the policing requirements that such an event will need and ensure any cost implications are fully considered. This should be standard practice for all events and should apply even if a security guarantee is not required for the event.

Agreeing Support

Once a discussion has taken place on the types of support that an event might require, there is an established process for considering and confirming the UK-level support package.

Where UK Sport is considering financial support, the bid will be subject to scrutiny by the UK Sport Major Events Team and Major Events Panel, with a recommendation made to the UK Sport Board for sign off. A UK Sport Major Events Consultant will be allocated to each application to provide expertise as a critical friend as the application is progressed.

In considering whether the Government will support an event, DCMS may ask UK Sport to provide an expert assessment of the bid, which will be used to inform Government Ministers as to whether support is appropriate, however the decision on the nature of the support will be taken by Ministers. Where there is a financial burden or risk to Government, DCMS may have to seek authority from HM Treasury to proceed.

Requirements for Support

DCMS and UK Sport support to major sporting events will be based on a partnership approach. In providing an extensive package of support, a number of requirements would need to be delivered, which may include:

- Early engagement with DCMS and UK Sport
- Adherence to standards of event governance and compliance
- Ability to acknowledge events as either a Gold Event Series funded event or a Gold Event Series supported event
- Where funded, a commitment to branding and hospitality opportunities for the National Lottery and other partners
- Commitment where possible to engage with cross promotion of events on the Series
- Commitment to recognise and advocate public sector interests
- Commitment to work with Home Country Sports Councils (HCSCs) and Home Nation NGBs, where they exist, in developing the sport development activity
- Share knowledge transfer and resources with other events on the programme
- Provision of post-event data to ensure measurement of impact across the Series

What Support Can Be Provided?

An event identified as a UK level hosting target through the above process can be considered for a broad range of support at bid stage, during the delivery of the event and at the conclusion of the event.

Even if the event is not considered a priority target, DCMS and UK Sport reserve the right to provide aspects of support to NGBs and event delivery partners on a case-by-case basis.

Stage	Support	UK Sport	DCMS/ Gov't
Bid	Bid Advice & Development	X	
	Political Support		X
	Gov't Guarantees		X
	International Legacy Development	X	
	Bid Funding	X	
Delivery	Event Funding	X	X
	Staging Advice	X	
	Promotional Support	X	X
	Gov't Guarantee Delivery & Support		X
	Dignitary Management		X
Evaluation	Research	X	X
	Knowledge Transfer	X	

Many of these specific areas of support are devolved to the Home Nation governments and their respective event agencies. There are, however, many areas where DCMS and UK Sport can supplement this support and add value and expertise, as appropriate.

The sections that follow set out how each of these areas will be delivered at a UK-level, to support the bidding and staging of events in the UK and complement the existing work of major event delivery agencies in the Home Nations.

Bid Advice and Development

Introduction

Events will frequently benefit from a tailored package of support and advice designed to help produce a professional bid. With the landscape for major sporting events becoming increasingly competitive, support through this programme is intended to provide UK bids with the best possible chance of success.

How can we help?

UK-level support will be considered in the following areas. Typically, the cost of these support services will be provided either from UK Sport, or from a bid budget to which UK Sport would contribute (see section BID AND EVENT FUNDING on page 22). These services will usually be delivered in partnership with the bid team including the relevant NGB and local and national partners.

- **Technical Bidding Advice**

UK Sport will provide an in-house Major Events Consultant to support an NGB in all areas of bid development. This Consultant can help to plan and manage the bid campaign, provide on-going advice as part of the bid team, and support the production of bid documentation and presentations. Additionally, UK Sport may be able to provide access to retained external bid specialists to advise on bid strategy.

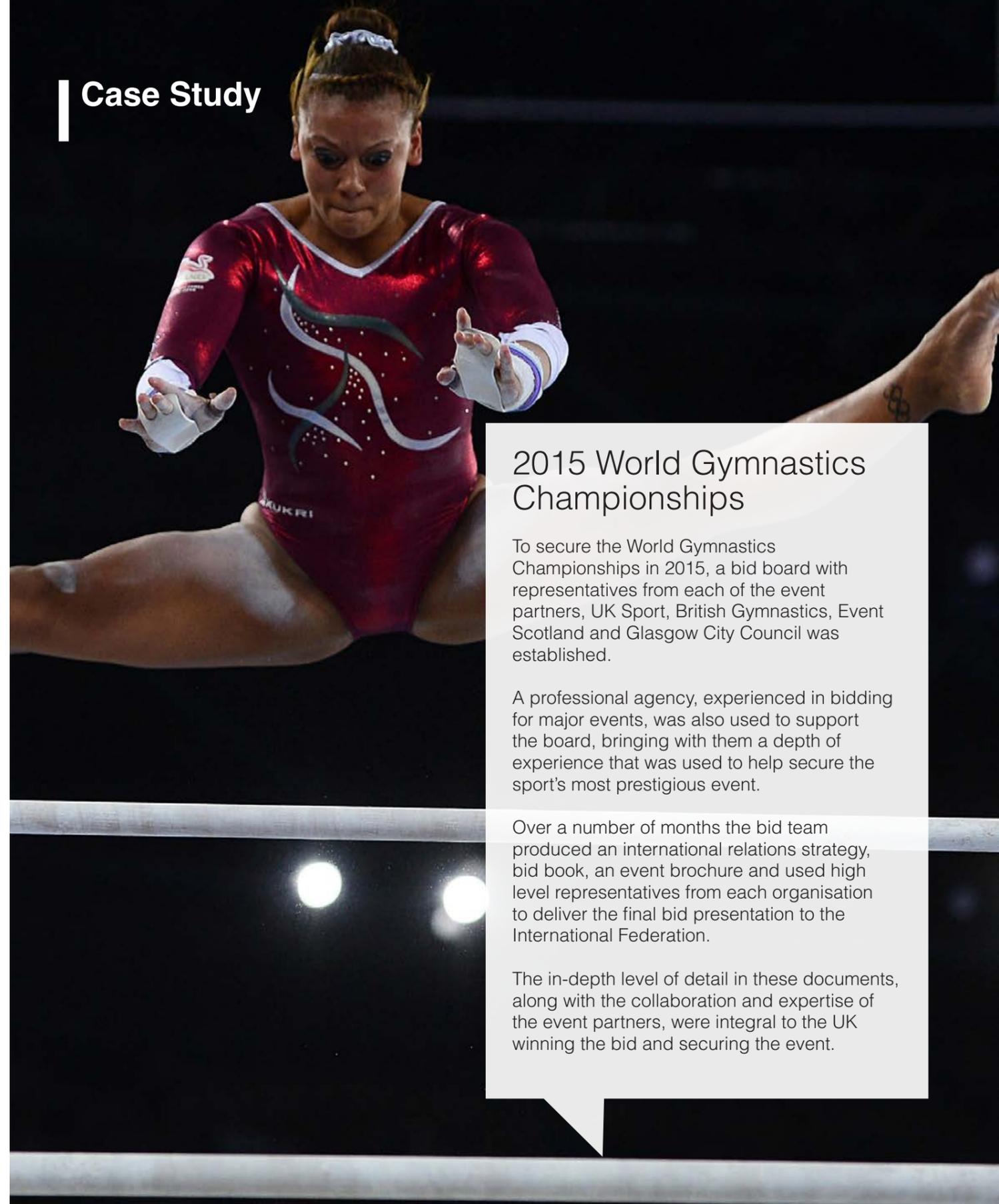
- **Assembling a Campaign Team**

UK Sport will provide links to industry experts and specialist contractors to enable the assembly of a high quality 'campaign team' which provides the blend of skills needed to win the bid. Procurement advice can be provided on specialist services in areas such as strategic consultancy, bid narrative and communications, domestic and international PR, international relations and lobbying, creative design, scriptwriting, presentations, and bid films. Financial support to this bid budget will be considered by UK Sport (see section BID AND EVENT FUNDING on page 22).

- **Knowledge Transfer Between Bids**

NGBs will be provided with access to a Campaign Management Toolkit, containing a library of good practice documents and resources developed in the course of preparing bids for major international events in other sports.

Case Study



2015 World Gymnastics Championships

To secure the World Gymnastics Championships in 2015, a bid board with representatives from each of the event partners, UK Sport, British Gymnastics, Event Scotland and Glasgow City Council was established.

A professional agency, experienced in bidding for major events, was also used to support the board, bringing with them a depth of experience that was used to help secure the sport's most prestigious event.

Over a number of months the bid team produced an international relations strategy, bid book, an event brochure and used high level representatives from each organisation to deliver the final bid presentation to the International Federation.

The in-depth level of detail in these documents, along with the collaboration and expertise of the event partners, were integral to the UK winning the bid and securing the event.

Political Support

Introduction

The UK Government will assist strategically important bids in order to demonstrate strong political support and to highlight an event's importance to the UK.

How can we help?

Support will be considered in the following areas:

- **Letters of Support**

We will source letters of support from the Minister for Sport for inclusion within bid books and for personal delivery to voting members. For the largest events, DCMS may be able to request letters of support from the Prime Minister.

- **Ministerial Presence at Bid Presentations**

DCMS will consider the possibility of a Ministerial presence at international meetings and presentations to support the bid.

- **Hosting Evaluation Committees in the UK**

Where International Federations send evaluation committees to the UK for an inspection ahead of bid decisions, DCMS will consider the possibility of a Ministerial presence when hosting any such Committees.

- **Cross Party Support**

Occasionally, the bidding or delivery of an event can span parliamentary terms where there is a possibility of a change in Government. Where Government support is necessary for an event, DCMS with the Cabinet Office can acquire confirmation from opposition parties that they will support the bid and delivery of an event should they form a new Government.

- **International Lobbying**

For some events, promotion and exposure of the bid outside of the UK can increase the event's potential success. DCMS can liaise with the FCO to identify if potential support is possible from posts in international territories.

Case Study

UEFA 2020 European Championships Bid

In 2013 the Football Associations of England, Scotland and Wales announced their intentions to bid to host packages of matches for the UEFA European Championships in 2020, which was to be hosted for the first time in 13 cities across Europe.

While all three bids were competing for a limited number of packages, the number of bidders and the event's new format provided an opportunity for all three bids to be successful backed by full UK Government support. DCMS therefore worked with all three bidders to provide equal guarantees, where applicable, for all three bids.

DCMS officials led on the delivery of the guarantees, acting as the football associations' link into Government and working closely with cross-Government colleagues to develop a series of guarantees suitable for signature by the responsible minister as well as opening dialogue with the Opposition to ensure full cross-party support for the bids.

To ensure absolute fairness, the Government's response to the guarantees was shared with all three bidding parties so that issues could be discussed with UEFA ahead of the final bids being submitted to ensure the Government's approach to the bids was compliant with UEFA's expectations. While no formal lobbying was required, the Minister for Sport, Helen Grant MP, travelled to Geneva for UEFA's announcement ceremony to visibly demonstrate the Government's full support for hosting the tournament. This show of support, as well as the open and transparent dialogue with UEFA in developing the guarantees, played a significant part in demonstrating the Government's commitment to work with UEFA in delivering the tournament.

Government Guarantees

Introduction

Some of the very largest events may require the Government to make binding commitments to the International Federation (IF) as part of a bid. This support is normally critical in enabling a bid to proceed, and makes an important statement to the IF with regards to the UK's desire and capacity to host an event.

How can we help?

The events which require Government guarantees are extremely limited in number, and will typically be reserved for only the very biggest events in scale and cost. DCMS acts as the single point of contact across all Government Departments for NGBs seeking support in the following areas. Support will be considered both in terms of making the guarantees as part of a bid, and delivering the guarantees once an event is secured. Given the limited number of events requiring Government guarantees, support will be considered on a case-by-case basis.

The UK already has a strong legislative framework in which the Government can support the successful delivery of events. The UK has delivered many world class events, such as the 2014 Tour De France Grand Départ and 2013 Rugby League World Cup, without the need for specific legislation to ensure the event's success. Where specific guarantees are requested, the Government will work with the relevant NGB and IF to ensure the guarantee accurately reflects the UK's ability to deliver a successful tournament. Experience has shown that a transparent and pragmatic approach as to how the Government provides guarantees often displays a greater level of support from the Government.

Some of the very largest events, in particular multi-sports events such as the Olympic and Paralympic Games and Commonwealth Games, require legislation to deliver specific guarantees. Where an IF requires specific protections, concessions or dispensations, judgement will be made on a case-by-case basis and is discretionary to the Government Department responsible for the guarantee.

The types of exceptional sporting event that might require Government guarantees are described in the criteria set out in the section PRIORITISATION on [page 11](#). The London 2012 Olympic and Paralympic Games set a benchmark for the UK delivering event guarantees and there will be no consideration to Government guarantees that go beyond that level of service.

The following sections set out how the UK approaches guarantees and what concessions and exemptions may be available for the largest events.

Taxation

Taxation guarantees are typically required of host Governments in two areas: the personal taxation of non-resident individuals organising and participating in the tournament and corporation tax requirements for International Federations. Where full exemptions are required, DCMS will progress discussions with HMT and HMRC to consider the economic case for any concessions.

In March 2012, HMRC announced a revised approach to calculating the personal taxation of foreign athletes which further minimises their tax burden when competing in the UK.

Normally, for athletes who do not attract significant endorsement or appearance fees the impact will be minimal.

Customs

International Federations may require the import and re-export of equipment required to host the event to be provided free of customs and excise duties. Where applicable, DCMS can progress discussions with HMRC to provide a guarantee that ensures that goods necessary for the staging of the event that are eligible for relief under Temporary Admission can be temporarily imported into the UK free of any import duties using a simplified declaration procedure, provided that they are re-exported at the tournament's conclusion.

The ATA carnet procedure⁸, used for clearing goods for up-to one year through Customs in the countries that are part of the ATA Carnet system, may also be utilised to import goods for major sporting events.

Low value goods intended to be consumed or given away at events such as commemorative pins, badges, flags may be imported under the Community System of Duty Reliefs provided they are distributed free of charge to members of the public by official accredited bodies (this excludes alcohol and tobacco).

As the UK is part of the European Union (EU), all goods already within the EU are subject to free movement around the European Economic Area (EEA).

For most events, an effective customs process can be delivered as everyday business, but for the largest events, there may be a significant logistics operation. HMRC can advise how this can be managed to ensure efficient transit through customs.

⁸ <https://www.gov.uk/government/publications/notice-104-ata-and-cpd-carnets>

Government Guarantees (Cont.)

Security and Policing

For most events staged in the UK, we expect safety and security to be managed on a business-as-usual basis. In most cases, the Police will have the experience and expertise to provide advice on a suitable security plan for the event.

Where scale, complexity or context requires it, the Home Office can provide advice on the development of a security concept and assurances and, where guarantees might be necessary in order to submit a bid, can work with the relevant security agencies to provide an appropriate response. It is important that this consultation takes place before a bid is considered so the full scale and cost estimates can be taken into account.

Visas

International Federations may require host countries to guarantee entry to athletes and accredited officials. In these cases, DCMS will progress discussions with the Home Office (UK Visas and Immigration) to determine whether this can be provided, subject to overall security requirements.

At the time of publication, the UK has no specific travel bans on nationals from any specific country and each visa application is assessed on its own merit on a case-by-case basis. Nationals of EEA countries and Switzerland do not require permission to travel to the UK. Without exception, visitors for any event who are visa nationals will continue to require visas to enter the UK to maintain national security and ensure the peaceful celebration of the event.

Participants, coaches and sport federation officials will normally be able to apply for, and be issued with, multi-visit visas which are valid for six months. Visa charges made by UK Visas and Immigration are set on a cost recovery basis. For events of an exceptional nature, the Government will discuss with the Home Office the temporary suspension or reduction of visa charges for specified individuals involved in the organisation of the event.

Border Control

The Home Office (Border Force) will discuss potential requirements at the Border with DCMS including the provision of special arrangements at ports of entry (such as dedicated arrival lanes). Border Force will work with UK Visas and Immigration, Police and security partners in any discussions concerning accreditation. Without exception, those travelling to the UK will be subject to checks at the border in accordance with Home Office requirements.

Intellectual Property (IP) Protection

The UK has a highly regarded, robust and long-established system of intellectual property rights protection, including brand and copyright protection laws.

The Intellectual Property Office (IPO), an agency of BIS, will process applications to register a Trade Mark in the UK and the Office for Harmonisation in the Internal Market can register a Community Trade Mark across the whole of the EU (including the UK). Intellectual property rights are enforceable in the UK by IP rights holders in the Civil Courts and Trading Standards Authorities and the Police, including the Police IP Crime Unit, are vested with various criminal powers to take action against counterfeit and pirated products.

Where an enhanced level of protection is deemed necessary for securing a bid, DCMS, BIS and the IPO will consider guaranteeing additional protection, and discuss targeted enforcement with Trading Standards and the Police. Such protection would normally require additional legislation and will only be considered as a last resort for the largest events. Given the strength of the existing IP framework in the UK, a business-as-usual approach will provide an excellent level of IP protection for events hosted in the UK.

Telecoms

The UK is a global leader in telecommunications technology and infrastructure and we would normally expect existing capability to exceed requirements for international broadcast. International Federations choosing to host major sporting events in the UK will be able to commercially access a telecommunications and connectivity environment suitable for the international promotion for their tournament.

OFCOM is the Government's Telecoms regulator and is responsible for the management of spectrum. Many bespoke major events venues in the UK will already have specific telecommunications networks that can be accessed by major sporting events holders. For the largest events, in particular those with multiple venues, it can take years of planning and testing to ensure a telecommunications network is in place that meets the standards required of a high profile sporting event. OFCOM can exceptionally offer the largest major sporting events an enhanced service to restrict sales of spectrum licenses around event venues, however, this is normally not required.

Anti-Doping

UK Anti-Doping (UKAD), funded by the UK Government, ensures sports bodies in the UK are compliant with the World Anti-Doping Code through implementation and management of the UK's National Anti-Doping Policy.

For major sporting events UKAD can, under contract, implement a robust athlete-centred anti-doping programme to enhance the reputation of a sporting event, with a primary focus for the provision of a first class doping control service. UKAD has successfully delivered doping control services to the 2013 Rugby League World Cup, 2014 Commonwealth Games and will deliver the same services for the 2015 Rugby World Cup.

International Legacy Development

Introduction

There is growing recognition that major international events have the power to drive global change, and that international development programmes structured around major sporting events can be an attractive proposition to International Federations. UK Sport's central role in developing and implementing the London 2012 International Inspiration programme⁹ has not only secured the UK's reputation as a leader in the design, development and delivery of international sport legacy programmes, but also underlined an inherent connectivity between international development and winning major sporting events.

How can we help?

UK Sport's in-house International Relations team brings significant relevant expertise in this area, most notably from designing and delivering International Inspiration – probably the best example of an international sporting event legacy programme. We can help in the following ways:

- **Advice**
Assist bid teams in planning an international legacy programme around their bid proposal, advising on how this can be aligned with an IF's own development programmes. This service includes advice on scope, activities, country and partner selection criteria and budgeting.
- **Investment**
Investing into the international legacy programme from UK Sport's International Relations budgets – this may take the form of programme delivery as value-in-kind.
- **Delivery**
 - Provide technical expertise and support on design, planning, delivery and evaluation
 - Facilitate contacts with Government Departments and agencies
 - Help leverage productive partnerships with other organisations in focussed locations
 - Give realistic estimates of required budget, operational proposals, and potential outcomes

⁹ <http://www.internationalinspiration.org/international-inspiration-programme>

Case Study

LEAP 2017

The UK's successful bid for the 2017 IAAF World Athletics Championships was also supported by a bespoke International Athletics Legacy Programme (LEAP 2017), developed by UK Sport in partnership with UK Athletics (UKA) and the IAAF.

The programme was launched in May 2014 working with ten countries worldwide to inspire children to choose athletics as their sport. A key focus is the long-term impact of the programme as LEAP will train Federation staff, school teachers and young leaders, to ensure that the athletics activities can continue long after LEAP has finished with on-going delivery of athletics in the community.

The programme is being implemented in three phases, in Year 1 (2013-14) of the programme three countries will be supported to produce a development plan. In Year 2 (2014-15), Four countries will commence activities with the final three countries in Year 3 (2015-16).



Bid and Event Funding

Introduction

Major international sporting events can be expensive to host, and in many Olympic, Paralympic and Commonwealth Sports, commercial revenues typically don't meet the staging costs of the biggest events. Bodies bidding to host events will often need to develop a professional bid, which may also necessitate a dedicated bid budget.

UK-level funding of major sporting events is provided through UK Sport. Since 2000, UK Sport has invested National Lottery funding into the bidding and staging costs of strategically important major sporting events to ensure that they can be staged in the UK. This investment is provided following an evaluation of the strategic and delivery implications of hosting, assessed through a funding application via the UK Sport Major Events Panel and UK Sport Board.

UK Sport prioritises financial investment through an evaluation of each event's potential to deliver against a number of key objectives, including:

- **Performance:** To support and profile high performance success
- **Engagement:** To create high-profile opportunities for people to engage with sport
- **Economy:** To drive positive economic and social impacts for the UK

All eligible events will be assessed against criteria reflecting these objectives (see UK Sport's Major Events Investment Guide¹⁰).

How can we help?

UK Sport will consider providing National Lottery funding towards the staging costs of Gold Event Series events following a strategic assessment of the event against UK Sport's major sporting events objectives.

- **Bid Budget and Plan**
UK Sport will consider providing National Lottery funding towards the bidding costs of major sporting events within the Gold Event Series. Events will normally be considered within a joint bidding and staging application, however where the staging of an event is considered financially viable, UK Sport will consider supporting bid costs only via a standalone application.
- **Staging Costs**
UK Sport will consider investment into staging costs of major sporting events as per the principles of their investment as detailed in the Major Events Investment Guide.
- **Budget and Business Plan**
NGBs will be required to provide an event budget and business plan for submission to UK Sport. These will have to demonstrate financial need on behalf of the event. A Major Events Consultant from UK Sport will assist in the development of this documentation and progression through the process. The UK Sport Major Events team has experience in developing and reviewing business plans for over 150 World and European level events across most sports. The application will be required from the NGB in advance of a bid being submitted for the event. UK Sport will not consider retrospective funding applications for events that have already been secured by the NGB without prior dialogue with UK Sport.
- **Assessment**
The route for assessment of any event funding is outlined in the UK Sport Major Events Investment Guide.

¹⁰ <http://www.uk-sport.gov.uk/~media/a7a6aa92b4f44898b1ab83a4979cb2fb.ashx?la=en>

Staging Advice

Introduction

Major sporting events are becoming increasingly complex operations, and often require an NGB to bring in specialist expertise to help them deliver. Major sporting events can also present significant reputational and financial risk to NGBs and the UK. UK Sport will provide access to specialist advice to ensure that major international sporting events hosted in the UK are staged to the best possible standard.

How can we help?

The aim of this support is to ensure that each event has access to knowledge and skills that result in a high standard of event delivery. Support will be considered in the following areas (typically, the costs for these support programmes will be provided from UK Sport directly or from a dedicated event budget to which UK Sport would contribute separately):

- **Technical Event Staging Advice**
UK Sport will provide an in-house Major Event Consultant to advise NGBs in all areas of its event staging. The Consultant will be available to the event for its entire life cycle from the initial feasibility through to bidding and eventually staging of the event. The Consultant will attend management boards/steering groups offering support to the event across a wide range of industry practice, from practical advice on suppliers and approaches to updates in industry regulation/best practice.
- **Specialist Event Staging Advice**
In some instances additional external independent support may be offered via specialist external consultants. UK Sport will provide links to industry experts and specialist contractors who will be able to advise NGBs on particular areas of event staging such as marketing and event presentation.
- **Equipment**
While much of the equipment required to host an event will be sport-specific and typically provided via an NGB or International Federation supplier, there will usually be a number of generic event-hosting items required. There are benefits to centralising some of this equipment in the UK so that this can be provided more cost-effectively across sports. UK Sport will provide NGBs with access to a major event equipment store. This store will hold a range of event legacy equipment including items from London 2012 and the 2002 and 2014 Commonwealth Games.

Staging Advice (Cont.)

- **Branding**
A high quality look and feel is essential to maintaining the UK's reputation as a leading event delivery nation. UK Sport can supplement this through the provision of additional branding materials from its store of branding collateral.
- **Volunteering**
Join In¹¹ (see also VOLUNTEERING [on page 38](#)) and UK Sport are working collaboratively to provide specific advice on delivering a volunteering programme for an event. Support can be provided to help event organisers and NGBs consider recruitment, training, deployment and retention of volunteers. For all events, volunteering opportunities can be advertised through Be Inspired (further details in the PROMOTION AND SUPPORT section [on page 26](#)) and Join In.
- **Accessibility and Inclusion**
UK Sport can work with event organisers and signpost them to further information to help develop workforces that achieve diversity, both in terms of paid and volunteer staff.

Spectator staging plans should also be developed that provide the best experience for all spectator groups and take into consideration:
 - providing information about spectator access and inclusion before the event
 - ticketing processes which provide a level playing field for everyone who wants to purchase a ticket
 - volunteer and staff disability awareness training
 - transport arrangements, including support for spectators between transport hubs and venues
 - venue access and services and facilities at the event itself

¹¹ <https://www.joininuk.org/>

Case Study

ICF Canoe Slalom World Championships 2015

UK Sport maintains a store of event equipment which is available to all events on the Gold Event series. The Canoe Slalom World Championships at Lee Valley White Water Centre will be using UK Sport's medal podium, megastar pop-up tent with tables and chairs, branded flutter flags and fence scrim to help add infrastructure and event branding to the temporary overlay.

The British Canoeing Union have also benefited from UK Sports promotional support programme with an external expert agency brought in to help them understand their database and consumers. Following their World Cup Series in June 2014, a technical support package was put together to enhance their understanding of their data and how it could be used to boost ticket sales at future events. A strong marketing strategy for the World Championships was put together using the conclusions of the research and information gathered.

Promotional Support

Introduction

One of the biggest challenges that major sporting events face is securing sell-out arenas and attracting spectators. UK-level support in this area will seek to explore and build marketing and promotional links between events within the Gold Event Series for mutual benefit.

How can we help?

As part of the Gold Event Series, UK Sport will look to broker cross-promotional agreements between and amongst events where this is felt to be mutually advantageous, and where this might maximise the reach of marketing spend. The aim of this programme will be to raise awareness across all events in the Series. Support will be considered in the following areas.

- **Joint Marketing Platform**

UK Sport will encourage partnerships between events with a common link (for example events happening in the same region, or around the same time). This partnership could include combined marketing campaigns or the cross promotion of events. UK Sport will lead on the development of such initiatives, and the NGBs and event organisers will have an opportunity to contribute towards a collective marketing initiative if they feel this would add to their marketing strategy.

- **Bespoke Marketing Campaign**

UK Sport may consider commissioning a bespoke marketing campaign to promote the Series – supported events would have the opportunity to join large scale campaigns at a significantly reduced cost, and which may be subsidised by UK Sport centrally.

- **Marketing Research**

NGBs will be provided with key information from independent research studies conducted by UK Sport across the series, offering event organisers within an insight into their target markets.

- **Be Inspired**

Be Inspired¹² is a joint Sport England and UK Sport campaign to promote a whole range of local and national sporting opportunities, from taking part in sport to watching major sporting events. Sport England has responsibility for managing the database of more than four million names of individuals who registered for tickets and information for the London 2012 Olympic Paralympic Games, as well as publishing the Be Inspired email each month.

¹² <http://www.sportengland.org/sport-you/be-inspired/>

Case Study

2013 ITU World Triathlon Championships Grand Final

Triathlon used the Be Inspired campaign to promote a call to action three months before their World Championships in 2013. The initiative was a headline in the July edition of the Be Inspired email newsletter, using a video and website link to register for priority tickets which resulted in 24,000 hits. This helped ensure early awareness of the event as well as a number of entries into the mass participation element of the event.

The event also undertook an economic impact market research study which helped to provide triathlon's event partners, including the Greater London Authority, the event's regional awarding body, with data on the direct economic impact of the event in the host economy. This study showed that the event generated an impact of over £7.5m to the London economy.



Government Event Delivery Support

Introduction

Any guarantees that are provided by the UK Government through the bidding process (see section GOVERNMENT GUARANTEES [on page 16](#)) will need to be managed and delivered throughout the course of the event planning and delivery process.

How can we help?

DCMS will provide a point of contact to ensure that these guarantees are delivered clearly and effectively to NGBs and International Federations through liaison with Government Departments. Where applicable, the Government will arrange for a working group to be established to provide a consistent level of engagement with the delivery body or bodies.

Even where guarantees were not provided at the bid stage, the Government may be able to provide support to event organisers across a range of Government policy areas on a case-by-case basis. The DCMS Major Sporting Events team can assist with any issues that could affect the delivery of an event and approach the relevant Department(s) for support.

Dignitary Management Function

A focussed ministerial presence at events can help to benefit the sport and create opportunities for promoting wider objectives, including maximising business opportunities, foreign diplomacy and delivering key legacy objectives.

It is essential the dignitaries' visits are carefully coordinated and DCMS can advise event organisers on ministerial attendance, including developing a wider engagement programme around event visits. For the biggest events, DCMS can provide a central coordination function to ensure a diverse spread of presence and consistent messaging is applied to promote both the event and Government interests.

Where senior foreign dignitaries, in particular Heads of State are in attendance, the FCO may also provide a supporting role in coordinating their visit in line with existing protocol.

Case Study



2013 ICC Champions Trophy

The ICC Champions Trophy was one of the key events in the 2013 sporting calendar and demonstrated how a top class sporting event could be successfully delivered without formal guarantees provided by the Government.

DCMS officials developed a close working relationship with tournament organisers at the England and Wales Cricket Board (ECB) and met with them on a regular basis throughout the build up to the tournament to discuss issues as they arose. Through DCMS, the Government provided advice and assurance to the ECB on areas such as security, IP protection, ambush marketing, taxation and the import and export of goods. DCMS also brokered discussions with transport and aviation authorities to address travel arrangements for teams and cricket supporters.

2013 also saw the UK successfully deliver the Rugby League World Cup and recognising many of the top level issues are similar though all events, DCMS arranged for the organisers of both events to attend Government meetings to ensure key lessons could be shared and cross cutting issues addressed.

Research Support

Introduction

It is important that major sporting events staged in the UK have their impacts measured and recorded to ensure the collation and promotion of the wide-ranging benefits of event staging and to demonstrate the value of investment. These impacts can be measured against standard items of data collection across all events on the series.

How can we help?

- **Financial and Technical Support**
DCMS and UK Sport have experience in bringing together consortia of funding partners to commission and oversee the delivery of major event impact research projects. In some cases UK Sport may be able to provide financial support to help contribute to the costs of robust impact research.
- **eventIMPACTS**
The research website eventIMPACTS¹³ has been established to standardise and broaden the way that the impacts of major sporting events are measured, and had become the reference point for DCMS and UK Sport in undertaking impact evaluation. eventIMPACTS is a multi-agency partnership maintained by UK Sport on behalf of its founder partners. UK Sport continues to work with key event partners, including the major Home Nation Event Agencies, to develop this resource and ensure research outputs are made available to events.
- **Legacy Evaluation**
For the 2012 Games the Government commissioned an independent consortium led by Grant Thornton to produce a meta-evaluation of the Games' legacy benefits. The final report was published in July 2013 and has been extremely useful in helping the Government and others understand the wider impacts of the Games and demonstrate to the public and media the huge benefits that the Games delivered. The Scottish Government has commissioned a similar study in respect of the 2014 Commonwealth Games. While it may not be necessary or appropriate to carry out an evaluation on such a scale, organisers should consider well in advance how it will assess and independently verify the wider legacy benefits of their event and the return on investment.

¹³ <http://www.eventimpacts.com/>

Case Study

Inspiration Research around Major Events

One of UK Sport's research interests is the inspiration effect created by major sporting events hosted in the UK. The research studies spectators at events and assesses whether those attending feel inspired to participate in sport or recreational activities more frequently than they normally do. 15 events across the Gold Event Series have had studies conducted to date.

Data collated from the first 13 events, with a cumulative total of 116,000 spectators, show on average that 64% of spectators feel inspired to do sport or recreational activities more often than normal after attending a major event. 66% of spectators feel inspired to do the sport they saw at the event and 66% feel inspired to do other sports more often.

While this inspirational impact does not automatically translate into greater participation, it provides a strong platform to be harnessed by participation programmes wrapped around these events. Similar studies have also been conducted on the 2013 Rugby League World Cup, the 2014 Ryder Cup and the 2014 Tour de France Grand Départ.



Knowledge Transfer

Introduction

The largest major international sporting event in each sport may only come to the UK once every ten or twenty years, and consequently NGB personnel may not have direct experience of delivering these events. Support will be provided to ensure that when major international sporting events are staged within the UK, opportunities are provided for NGB Major Event Managers to learn from each other through staging knowledge transfer initiatives.

How can we help?

Support will be provided in the following areas:

- **Observer Tours**

UK Sport will help NGBs to co-ordinate and deliver observer tours at major sporting events. These tours will provide access for event managers to a behind the scenes insight into the delivery structure and requirements associated with each individual event. These will vary in length dependent on the event but will typically be between one- and two-day programmes.

- **Educational Workshops**

UK Sport will co-ordinate an annual two-day educational workshop for NGB Major Event Managers which will provide training and updates in the area of major sporting events and promote best practice and knowledge transfer across the industry. These workshops provide professional development that aims to improve the delivery of the events that will be staged.

- **Focus Days**

UK Sport will co-ordinate and deliver focus days on specific topics throughout the year, to support events being staged as part of the Gold Event Series. The topics of these days will be based on industry trends and developments as well as areas identified by the events and NGBs.

- **Toolkit**

NGBs and local hosting partners can be provided access to an online support website which includes best practice documentation and supplier resource information as well as major event staging equipment and supplies. Access to this site will be made available through an individual account and will be updated on a regular basis to provide a regular communication channel. The site is fully interactive and services the booking process for the equipment programme.

Case Study

2014 Tour de France Grand Départ Observer Programme

The 2014 Tour de France Grand Départ presented a unique opportunity to host NGB CEOs, Event Managers and key event partners from a range of sports and regional bodies, to observe the event and to also attend a series of educational sessions on different areas of the event's delivery over a two day workshop.

The group received presentations from the Chief Executive of TdFHUB2014 Ltd, Local Authority delivery partners, and Welcome to Yorkshire, as well as presentations on readiness, transport & highways, communications, and the social and economic research being undertaken at the event.

Following the workshop, presentations and other resources were uploaded on to the Toolkit to allow all NGB event managers to learn from the UK hosting a major sporting event, such as the Tour de France Grand Départ.



Home Nation Support

Within the UK, sport is a devolved policy area and is, in the main, the responsibility of each of the Home Nations. As such, each Devolved Administration has a strategy and funding available for attracting and supporting major sporting events. In many cases, these strategies, and the support provided through them, complement aspects of the UK-level commitments of DCMS and UK Sport.

Legacy is also primarily driven by agencies in each of the Home Nations, and each Home Nation has its own strategy for delivering a successful legacy.

This section broadly sets out the structures that are in place within each of the Home Nations to support the securing and delivery of major sporting events, with links to the relevant Home Nation Strategies, where appropriate.

England

DCMS is the lead Government department for sport and major sporting events in England.

DCMS is also responsible for a number of Arm's Length Bodies within England which can be drawn on to support and add value to other aspects of major sporting events, such as international promotion or legacy and cultural programmes. Building on UK Sport's UK-wide role advising on the strategic direction of major sporting events, DCMS can draw further strategic advice from other bodies, including Visit England, Sport England and Arts Council England. The Government and UK Sport will work with these organisations to enhance collaboration and strategic investment for major sporting events across England.

If it is a requirement of the bid, DCMS will consider adopting the role of underwriter to the event, demonstrating to the International Federation that there will be no financial risk of them awarding the event to English cities. Support of this nature will be considered by DCMS ahead of a bid being submitted, if the event can demonstrate it has funding fully secured and a balanced budget, including a planned contingency budget in the event of increased security and policing costs. Under normal circumstances however, the expectation is that events should be underwritten by the NGBs or the host cities/region.

The Government may, in exceptional circumstances, also invest directly into the safe and successful delivery of an event, if the event is considered to be of the highest national significance and meets the criteria set out under Exceptional Events in the section PRIORITISATION [on page 9](#). UK Sport, in addition to their role as lottery distributors for the whole of the UK and, following a successful bid, is responsible for discharging any investment made by DCMS into major sporting events in England.

Northern Ireland

Tourism NI¹⁴ is the key government agency responsible for the development and bidding for events in Northern Ireland and looks after both Sporting and Cultural Events. At present, Tourism NI has two funding schemes for delivering events, one for international events and one for national events, as well as funding major bids for global events. Within Tourism NI there are specific staff focused on bidding for / hosting Major Global events and there are established structures to ensure all Northern Ireland bodies (including Sport NI and Arts Council for NI) are joined up in all major global event bids.

Scotland

EventScotland¹⁵ is part of VisitScotland, the Scottish Government's National Tourism Agency. EventScotland has responsibility for Scottish Government investment in sporting and cultural events. EventScotland work strategically with partners to develop a portfolio of events that delivers impact for Scotland and runs a suite of funding programmes and support to deliver this portfolio.

Wales

The Major Events Unit sits within the Tourism & Marketing Division of the Welsh Government's Economy, Science & Transport Department. It is responsible for leading and coordinating the delivery of the major events strategy which was published in 2010¹⁶. The Unit is not directly involved in the operational delivery of events but works with a wide range of partners and stakeholders across the public, private and third sectors in Wales, the UK and internationally with the aim of developing a balanced and sustainable portfolio of supported sporting and cultural events.

¹⁴ NITB Major Events Strategy: www.nitb.com/events

¹⁵ EventScotland Major Events Strategy: <http://www.eventscotland.org/scotland-the-perfect-stage/the-national-events-strategy/>

¹⁶ Welsh Government Major Events Strategy: <http://wales.gov.uk/docs/dra/publications/Tourism/100928eventstrateng.pdf>

Legacy Planning and Delivery

Introduction

One of the lessons learned from the London 2012 Olympic and Paralympic Games is that it is never too early to start considering and planning for an event's long term benefits. Indeed, the fact that the bid team had included legacy plans in the pitch to the IOC in Singapore in 2005 is believed to have contributed to the Games being awarded to London in the first place. A robust legacy plan can become an important factor in winning a major sporting event bid.

The legacy of London 2012 has had a significant impact on the way the UK delivers sports events and how best to approach planning an event. It is important, therefore, to look at how programmes established to deliver an ongoing and sustainable legacy from London 2012 can benefit other major sporting events. This section also looks at the considerations that event organisers should consider when making a bid, to increase the likelihood that an event will be successful, deliver long-term benefits and continue to build on the London 2012 legacy.

The extent to which major sporting events can generate significant long-term benefits will vary depending on the size and nature of the event, but impacts in the following areas could be considered:

- Sports participation (and health/physical activity) - at the very least NGBs should consider and prepare for an increase in popularity of their sport following a major event
- Wider economic impacts (including tourism)
- Buildings and infrastructure (if appropriate)
- Community projects

DCMS and UK Sport can help bid teams to engage with the responsible Government Departments and other organisations in order to benefit from existing London 2012 legacy programmes and develop plans to achieve long term benefits. Advice can be provided as to how to tailor and deliver a legacy programme to meet an event's specific legacy ambitions.

The following sections also set out some of the bodies that operate at a UK-Wide and Home Nation level to support event organisers and NGBs. Consideration should also be given to other local and regional bodies and programmes, for example within Local Authorities that can support a successful legacy programme.

Additional Support

UK Wide: UK Sport, Department of Health

England: Sport England¹⁷ Public Health England¹⁸

Northern Ireland: Sport NI¹⁹

Scotland: Sport Scotland²⁰

Wales: Sport Wales²¹

¹⁷ <https://www.sportengland.org/>

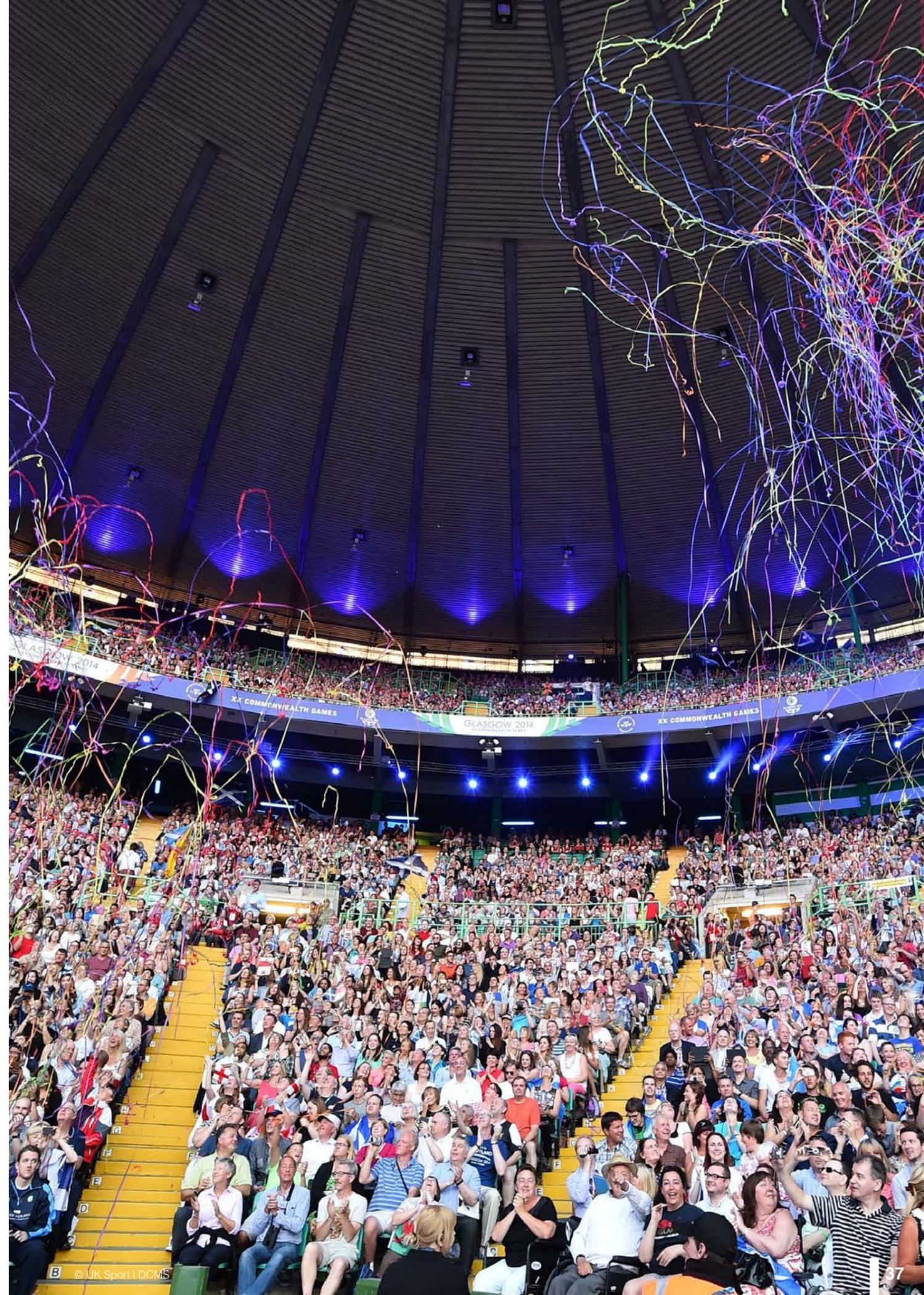
¹⁸ <https://www.gov.uk/government/organisations/public-health-england>

¹⁹ <http://www.sportni.net/>

²⁰ <http://www.sportscotland.org.uk/>

²¹ <http://sportwales.org.uk/>

²² <https://www.sportengland.org/funding/our-different-funds/major-events-engagement-fund/>



Legacy Planning and Delivery (Cont.)

Participation, Health and Wellbeing

Getting more people active is one of the top priorities of DCMS and the Department of Health. Regular physical activity can improve health and wellbeing, which can include preventing heart disease, reducing the risk of type 2 diabetes and having positive effects on psychological wellbeing. A Sport England report shows a £900m in cost to healthcare providers in 2009/10 from diseases which can be prevented by increased physical activity²³.

Major sporting events have the potential to drive participation in sport and physical activity, which can not only benefit public health, but help grow sport and increase the nation's chances of creating future stars. However, an increase will not happen automatically. It is important that event organisers and NGBs look for opportunities to promote the sport and provide opportunities for taking part, planning for these from the earliest stages.

A good participation programme will engage communities throughout the build-up to, and during, the event itself. It will also ensure that existing sporting structures are ready to welcome new joiners. Such programmes need not be costly to run, and where it is appropriate, the programme can incorporate and enhance existing NGB or Local Authority led participation projects.

Accessibility and inclusion should be considered throughout the planning and delivery of a participation programme, ensuring the benefits of the sport reach the widest audience and expand traditional audiences, including the promotion of women's sport and disability sport at all levels and outreach across a breadth of diverse communities.

Sport's power to inspire and promote good health should also be considered when appointing commercial or corporate sponsorship for an event. The Department of Health can provide advice on specific health and wellbeing considerations based on an event's commercial arrangements, in particular for Government supported events that are wide reaching and likely to generate potential awareness among children, to ensure positive messages (such as healthy eating and an active lifestyle) are taken into account.

In addition, event organisers should consider as standard access to medical services (both routine and in emergencies) is provided for everyone taking part in or viewing events. The Department of Health can advise as to how this can be achieved at a level suitable to your event.

²³ <https://www.sportengland.org/research/benefits-of-sport/health-benefits-of-sport/case-study-engaging-inactive-people/>

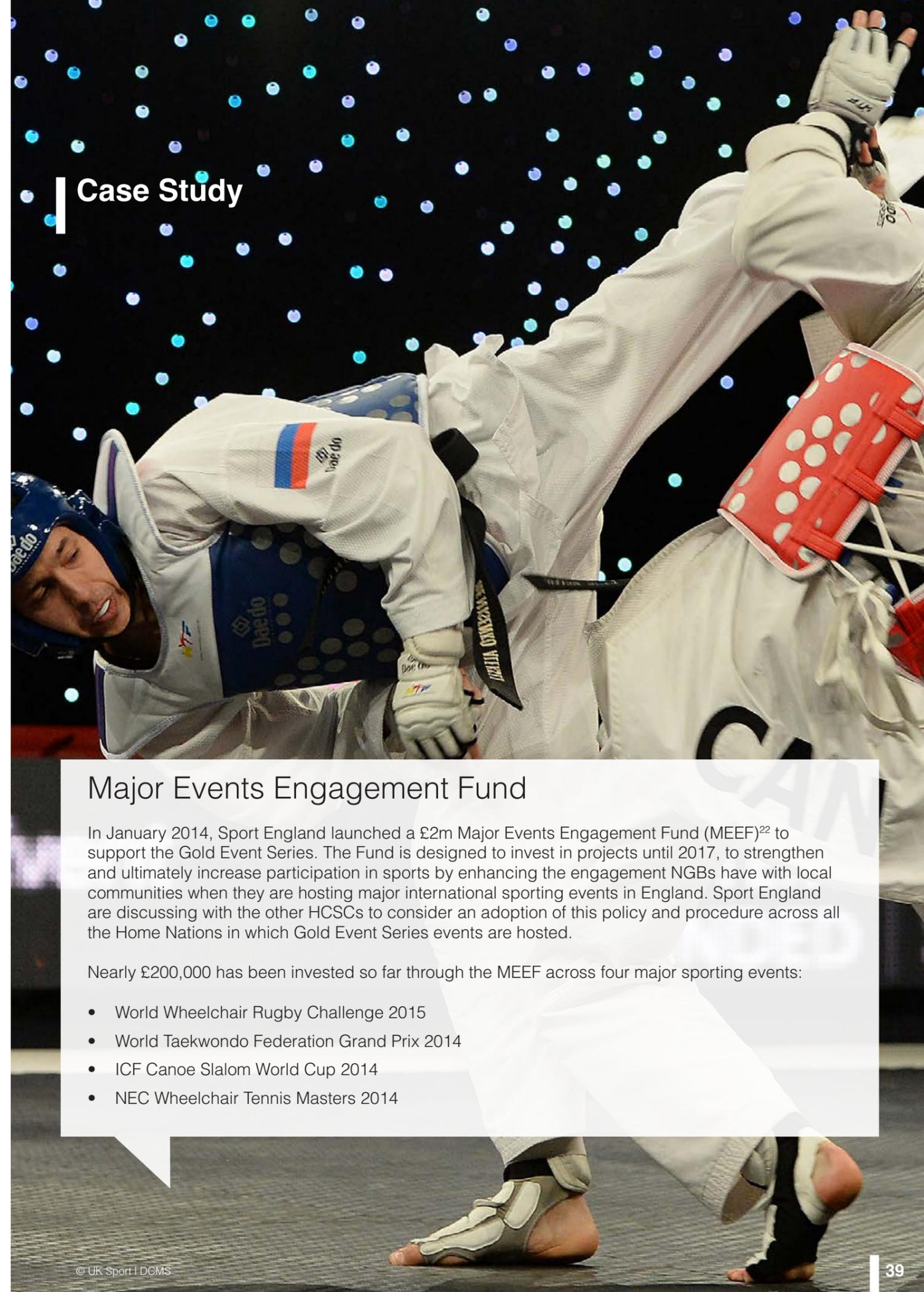
Case Study

Major Events Engagement Fund

In January 2014, Sport England launched a £2m Major Events Engagement Fund (MEEF)²² to support the Gold Event Series. The Fund is designed to invest in projects until 2017, to strengthen and ultimately increase participation in sports by enhancing the engagement NGBs have with local communities when they are hosting major international sporting events in England. Sport England are discussing with the other HCSCs to consider an adoption of this policy and procedure across all the Home Nations in which Gold Event Series events are hosted.

Nearly £200,000 has been invested so far through the MEEF across four major sporting events:

- World Wheelchair Rugby Challenge 2015
- World Taekwondo Federation Grand Prix 2014
- ICF Canoe Slalom World Cup 2014
- NEC Wheelchair Tennis Masters 2014



Legacy Planning and Delivery (Cont.)

Volunteering

The volunteering programme was one of the standout success stories of both the London 2012 Games and Glasgow 2014 Commonwealth Games. It is crucial that all major sporting events have a strong volunteering strategy that embraces existing volunteers and welcomes new volunteers to grow the sport beyond the event.

At a UK-wide level, UK Sport can provide advice on the delivering a volunteering programme for an event and is working closely with Join In on supporting the recruitment and retention of event volunteers. There are also dedicated agencies in the Home Nations that can provide advice on opportunities for volunteers at a grassroots level. These agencies can help NGBs to consider the following areas in developing a volunteering strategy:

- **Recruitment:** Volunteers may be recruited entirely from within existing sport structures and can provide a specialist function specific to the sport. Increasingly major event organisers will need to draw from the wider public to provide more general functions, such as meet-and-greet and way finding.
- **Training:** Ensuring volunteers are appropriately trained to deliver a volunteering programme of the highest standard, enhance visitor experiences and ensure the event is run safely.
- **Deployment:** The effective and successful deployment of volunteers is essential to an individual's experience as a volunteer, the successful running of an event and the experience that attendees get from being at the event.
- **Retention:** Once an event is delivered, new volunteers must not be lost. If an event is to have a sustainable legacy of participation, then it is fundamental that NGBs anticipate increased participation and build-in additional capacity within clubs. Support can be provided to ensure that there are opportunities for new volunteers to be embraced into grassroots sport.

Additional Support

UK Wide: Join In

England: Sport England

Northern Ireland: Volunteer Now²⁴

Scotland: Scottish Government and Volunteer Scotland²⁵

Wales: Wales Council for Voluntary Action²⁶

²⁴ <http://www.volunteernow.co.uk/>

²⁵ <http://www.volunteerscotland.net/>

²⁶ <http://www.wcva.org.uk/>



Join In

Join In is an official London 2012 legacy project, established to help grow participation in sport and physical activity in the UK by getting more volunteers into community sport. Join In is a registered charity funded primarily by government and commercial partners.

Join In is most active in the recruitment and retention of volunteers and also has expertise in volunteer training and deployment.

Recruitment: In the six months from June to November 2014 10,000 volunteering opportunities were promoted on the Join In website (joininuk.org). These ranged from supporting sports clubs looking for individual volunteers with specific skills, such as fundraising or accountancy, through to recruiting the 400 volunteers needed for the EuroHockey

Championships 2015 on the Queen Elizabeth Olympic Park. Join In also promotes selected opportunities to its audience of over 50,000 on social media and larger opportunities such as EuroHockey through eCRM communications to its database of volunteers and through Be Inspired where it edits the volunteering section.

Retention: Join In has become the 'home of the Games Makers' and counts a large number of them amongst its audience. The Join In Local Leaders programme recruited 250 volunteers to act as advocates for volunteering in their local community in 2014 of which 80% of applicants are Games Makers or London 2012 volunteers. One of the roles of Local Leaders is to carry out Thank You Visits with the clubs and groups they connect with locally, recognising the contribution that volunteers make. Join In also supports the retention of volunteers through its national campaigns that showcase the value of volunteers.

Legacy Planning and Delivery (Cont.)

Sustainability

Event organisers should not see sustainability as an add-on, but rather as business-as-usual. Big or small, it is possible to make events more sustainable and major sporting events are increasingly leading the way on delivering sustainability projects.

Event Organisers need to develop an achievable plan and make sure all stakeholders, including the NGBs and venue owners, buy into the plans. The benefits of a well-executed plan can include cost savings, reduced environmental impacts, spectator well-being and improved spectator experience. In developing their plans, event organisers should consider aspects such as:

- Location
- Transport
- Facilities
- Resource Management – including minimising waste, recycling, reducing energy use and the extent to which printed material is required
- Accessibility
- Procurement – including elements such as catering and supply chain impacts

Event organisers should look to incorporate or reference the best practice criteria of the relevant Government Buying Standards²⁷ (such as Food and Catering services) published by Defra (the Department of Environment, Food and Rural Affairs) through a balanced scorecard approach to help achieve wider value for money and sustainable outcomes for their event. Event organisers should also aim to adopt the Flexible Framework within their organisation to ensure sustainable development is embedded among staff and that there is ownership of sustainability issues from the senior level downwards.

Communication is also a significant aspect of any activity, to ensure everyone from participants, spectators, and contractors are aware of what is being done to make their event more sustainable

There is also a sustainable event management standard available (ISO2012 1) that provides a framework in which to consider sustainable aspects of events, based on the processes and procedures developed in the run-up to London 2012. Defra is currently working with BSI Group in the production of a free guide – funded by BIS (the Department for Business, Innovation and Skills) - relating to ISO 20121 accreditation. Defra will be looking to incorporate into that publication their own messages around managing aspects of sustainability at an event. This publication is scheduled to be available around March 2015. HMRC (Her Majesty's Revenue and Customs) is leading the way across Government Departments in working towards ISO 20121 accreditation and hope to complete the process in 2015.

Additional Support

UK Wide: Defra

England: Defra

Northern Ireland: NI Government

Scotland: Resource Efficient Scotland²⁸

Wales: Welsh Government

²⁷ <https://www.gov.uk/government/collections/sustainable-procurement-the-government-buying-standards-gbs>

²⁸ <http://www.resourceefficientscotland.com/>

Case Study

WRAP – Zero waste events

WRAP's Zero waste events vision was launched off the back of London 2012, challenging all events to send no waste to landfills by 2020. Since London 2012, WRAP has worked with the organising committees of the Glasgow 2014 Commonwealth Games and the 2014 Ryder Cup at Gleneagles to transfer learnings and evidence for improving recycling and waste prevention as part of wider sustainability activities.

WRAP supported Zero Waste Scotland to advise Glasgow 2014 on a sustainable waste management plan. As a result, Glasgow 2014 achieved a recycling rate of 49% with 47% of this being organic (food waste). This is consistent with the London 2012 percentage of 44% food waste and 52% recycling rate. Overall, 86% of waste was diverted from landfill.

WRAP has also shared its expertise overseas at the Rio 2016 Olympic and Paralympic Games and is currently working with Rio 2016 to reduce the waste arising from the event food caterers at the Rio Games. This work builds on the successful UK Hospitality & Food Services Agreement that WRAP developed with the catering and events sector.



Legacy Planning and Delivery (Cont.)

Culture

While it may not be feasible or proportionate to run a cultural festival alongside all major sporting events, a well-structured arts and culture programme can provide numerous benefits such as:

- Promoting the sport and event to wider audiences;
- Complementing community engagement and sport participation programmes;
- Creating a tourism experience and a “sense of place”, with the aim of encouraging visitors to a region and give them a reason to stay longer; and
- Inspiring new artists and offering unique opportunities for talented emerging artists, writers and performers to exhibit their work to a diverse audience.

The cultural programme should be treated as an integral part of an event and be part of the planning. Consideration should also be given to the long-term benefits of cultural events and, if relevant, how these will be achieved and measured. Local and national arts bodies may also be able to advise whether there are opportunities to link a sporting event with existing arts and culture programmes.

Additional Support

England: Arts Council England²⁹

Northern Ireland: Arts Council for NI³⁰

Scotland: Creative Scotland³¹

Wales: Arts Council of Wales³²

²⁹ <http://www.artscouncil.org.uk/>

³⁰ <http://www.artscouncil-ni.org/>

³¹ <http://www.creativescotland.com/>

³² <http://www.artswales.org.uk/>

Case Study



Arts Council England and the 2013 Rugby League World Cup Dance Programme

Arts Council England is the DCMS Arm's Length Body responsible for investing public and National Lottery funding into arts and culture projects in England and was responsible, alongside the BBC, for developing the Cultural Olympiad programme for London 2012. Arts Council England has committed to continuing the legacy of the London 2012 and to use large national moments including major sporting events to promote Arts and Culture programmes.

Arts Council England has awarded a range of grants to cultural projects linked to major sporting events, including the Rugby League World Cup 2013 dance programme, a million pound project, which was supported by Arts Council England's Grants for the Arts programme, with an aim to strengthen the links between sport and dance.

The Programme recruited more than 3,000 dancers from a wide range of backgrounds to take part in dance activity across the UK, including for the tournament itself. The dancers, many of whom had never danced before, were awarded the once-in-a-lifetime opportunity to perform at World Cup venues across the country to entertain audiences and promote the ethos of team spirit inherent in Rugby League.

The community project was complemented by an elite programme of dance led by world class choreographer James Wilton who performed at the Opening Ceremony and Final.

As well as supporting the event programme itself, Arts Council England has provided further funding to continue the dance programme legacy through the RFL's Rugby League Cares charity.

In addition, Arts Council England also supports the Cultural Destinations Fund, which can be accessed to support events and tourism with the positioning of culture as a prominent part of the local visitor offer.

Legacy Planning and Delivery (Cont.)

Tourism

A well-delivered tourism strategy for an event can ensure visitors arrive not only for the event, but continue to visit the local area as a result. Local and/or national tourist authorities can work with an event organiser to consider the scope and aims of a tourism strategy around a major sporting event.

Typically, the following considerations should be made:

- **Scale of the event:** what are the estimated numbers of participants, officials, media and supporters?
- **Location:** Where an event is held will define the support an event receives. Where a regional tourist body exists, national tourist bodies can work alongside these agencies to supplement local tourism themes with a broader nationwide messaging, as appropriate.
- **Timing:** What defines the height of the season or off-season is never uniform and is dependent on whether the host venue is, for example, a city-centre, rural or seaside location.
- **PR (including broadcast coverage and media coverage):** An event with a strong local or national brand or potentially unique PR hook associated to its location can help to sell an event to an international audience. Consideration will also be given to the broad media interest in the event and opportunities to provide picture postcard moments of a specific area to an international market
- **Overseas Markets:** Events that host top sportspeople or teams from key tourist markets can maximise exposure overseas and help to market the event and tourism in these markets.

Additional Support

UK Wide: Visit Britain³³

England: VisitEngland³⁴

Northern Ireland: Tourism NI

Scotland: VisitScotland

Wales: Visit Wales³⁵

³³ <http://www.visitbritain.com/en/EN/>

³⁴ <http://www.visitengland.com/>

³⁵ <http://www.visitwales.com/>

Case Study

Visit England & Rugby World Cup 2015

VisitEngland is the DCMS Arm's Length Body responsible for promoting tourism in England and can provide support to events of all levels to encourage visitors to the area. For the very top level events, VisitEngland support can offer an extended proactive PR and social media strategy, including development of specific and dedicated destination content, media visits to the location of the tournament and content for their quarterly and rolling content plans. They can also offer support from overseas representatives to provide targeted promotional opportunities in specific territories.

Hosting the Rugby World Cup 2015, the third largest sporting event in the world after the Olympic and Paralympic Games and FIFA World Cup, provides a tremendous tourism opportunity. Thirteen venues have been confirmed, twelve of which are based in England and one in Wales.

The tournament is taking place in the "shoulder season" after the most popular holiday-taking months of July and August and will be spread over a 44 day period. There will be several days between each team's fixtures, which means supporters, friends, family and media from home and abroad have the luxury of time to explore host destinations and wider, throughout England.

VisitEngland has committed to working with England Rugby 2015 and the host destination organisations, venues and Local Authorities to deliver the best possible experience for all visitors including spectators, media and teams. VisitEngland's integrated marketing strategy is designed to ensure that the tourism opportunities are exploited to the maximum to encourage longer stays, resulting in greater tourism spend in the destinations.

This includes the provision of editorial destination guides, imagery, video and B-roll to media and broadcasters, official travel agents and tournament sponsors and innovative social media and PR campaigns which will take place during the course of 2015.



Legacy Planning and Delivery (Cont.)

Wider Economic Opportunities

As well as driving tourism, major sporting events staged in the UK can create high value business opportunities and provide a platform for business, networking and showcasing British industries to overseas markets.

In a global sports market, major sporting events can provide a catalyst for UK businesses to expand their expertise and promote themselves to overseas markets, boosting the domestic economy. London 2012 created over £3.5bn of contract wins for British companies from high value opportunities (HVOs) on overseas projects.

All events can add value. On a UK-wide level, UK Trade & Investment (UKTI) can provide advice on how a UK company can find work overseas as a result of supporting major sporting events, in particular by selling expertise and event experience to global sport projects. There are also bodies at a Home Nation-level that can develop business strategies specific to an event which will promote local and national businesses, products and skills.

The following aspects will be considered when assessing opportunities:

- **International Markets:** Does the event have a significant audience in key international markets?
- **Scale:** The bigger the event, the bigger the opportunities to attract high net worth value audiences
- **Host City:** What unique opportunities or industries does the Host City support? Is there a wide geographical range of venues with different opportunities that can be supported by Local or National bodies or UKTI's regional teams?

At the very largest events UKTI and local/national business partners can consider whether there are opportunities for bespoke business to promote opportunities to international business visitors, including individual business/trade events around key dates in the tournament.

Additional Support

UK Wide: UKTI³⁶, GREAT³⁷

England: UKTI

Northern Ireland: Invest NI³⁸, Tourism Ireland³⁹

Scotland: VisitScotland, Scottish Development International⁴⁰

Wales: Welsh Government (Business Wales)⁴¹

³⁶ <https://www.gov.uk/government/organisations/uk-trade-investment>

³⁷ <https://www.gov.uk/britainisgreat>

³⁸ <https://www.investni.com/>

³⁹ <http://www.tourismireland.com/>

⁴⁰ <http://www.sdi.co.uk/>

⁴¹ <http://www.wales.com/en/content/cms/English/Business/Business.aspx>

Case Study

GREAT

The GREAT Britain campaign is the Government's most ambitious international marketing campaign ever and showcases the very best of what Britain has to offer in order to encourage the world to visit, study and do business with the UK.

The campaign combines the international promotional efforts of UKTI, VisitBritain, British Council and FCO. GREAT aims to deliver significant and long-term increases in trade, tourism, education and inward investment to support the prosperity and growth agenda.

Hosting major sporting events in the UK has made a proven contribution towards the objectives of the GREAT campaign's core partners. Where appropriate, the campaign can be a platform to help support bids for major sporting events and to promote the events internationally once they are secured.

Links for Further Information

DCMS	<p>https://www.gov.uk/government/organisations/department-for-culture-media-sport</p> <p>London 2012 Meta-Evaluation: https://www.gov.uk/government/collections/london-2012-meta-evaluation</p> <p>2010 Sport Satellite Account for the UK: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/405081/Sport_Satellite_Account_for_the_UK_2010.pdf</p>
UK Sport	<p>http://www.uk sport.gov.uk/</p> <p>Major Events: http://uksport.gov.uk/gold-event-series</p> <p>UK Sport's Major Events Investment Guide: http://www.uk sport.gov.uk/~media/a7a6aa92b4f44898b1ab83a4979cb2fb.ashx?la=en</p> <p>eventIMPACTS: http://www.eventimpacts.com</p>

UK Organisations

UKTI	https://www.gov.uk/government/organisations/uk-trade-investment
Visit Britain	http://www.visitbritain.com/en/EN
GREAT	https://www.gov.uk/britainisgreat
Join In	https://www.joininuk.org

England

Arts Council England	http://www.artscouncil.org.uk
Sport England	<p>https://www.sportengland.org</p> <p>Be Inspired: http://www.sportengland.org/sport-you/be-inspired</p> <p>Major Events Engagement Fund: https://www.sportengland.org/funding/our-different-funds/major-events-engagement-fund</p>
Visit England	http://www.visitengland.com

Northern Ireland

Tourism NI	<p>http://nitb.com</p> <p>Major Events Strategy: www.nitb.com/events</p>
Sport NI	http://www.sportni.net
Volunteer Now	http://www.volunteernow.co.uk
Arts Council for NI	http://www.artscouncil-ni.org
Invest NI	https://www.investni.com
Tourism Ireland	http://www.tourismireland.com

Scotland

Event Scotland	<p>http://www.eventscotland.org</p> <p>Major Events Strategy: http://www.eventscotland.org/scotland-the-perfect-stage/the-national-events-strategy</p>
Visit Scotland	http://www.visitscotland.com
Sport Scotland	http://www.sportscotland.org.uk
Volunteer Scotland	http://www.volunteerscotland.net
Resource Efficient Scotland	http://www.resourceefficientscotland.com
Creative Scotland	http://www.creativescotland.com
Scottish Development International	http://www.sdi.co.uk

Wales

Major Events Team, Welsh Government	<p>http://gov.wales/topics/tourism/marketing/1/majorevents/?lang=en</p> <p>Major Events Strategy: http://wales.gov.uk/docs/drah/publications/Tourism/100928eventstrateng.pdf</p>
Sport Wales	http://sportwales.org.uk
Wales Council for Voluntary Action	http://www.wcva.org.uk
Arts Council of Wales	http://www.artswales.org.uk
Visit Wales	http://www.visitwales.com
Business Wales	http://www.wales.com/en/content/cms/English/Business/Business.aspx



Department
for Culture
Media & Sport