

*From Process to Project*

**Maximising the Social Benefits of Hosting Sports Events**

A report prepared by



for



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<b><i>From Process to Project:</i></b> <b>Maximising Social Benefits of Hosting Sport Events</b>
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**Abstract**

This report aims to move beyond the questions of whether social benefits of sport events can be achieved and to look at how host cities can actually maximise the potential benefits of both large and small events. Section one of the report provides an outline of the current literature on event typology, sport and social policy and event impact analyses. Section two focuses on how to create and maximise social impact through the use of the different types of events. By examining the opportunities that each varied type of event offers a better understanding of the potential each event carries with it can be achieved. This leads to the development of a simple strategic model that can be used by both organising committees and governments to see how together they can plan the most successful event that reaches their integrated social objectives. As further supplementation several events are highlighted as Best Practice examples for illustrating how these governments maximised the potential of hosting sporting events. This report is a first step in what will be a continual improvement on the knowledge and practical experience of maximising the potential of hosting sport events.

<b><i>Fra Proces til Projekt :</i></b> <b>Maksimering af de sociale fordele af at afholde sport events</b>
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***Idrættens Analyseinstitut***

Denne rapport undersøger hvorvidt sport events kan skabe sociale fordele og undersøger, hvordan værtsbyer kan maksimere de potentielle fordele udsprunget af både større og mindre sport events.

Første del af rapporten gennemgår den aktuelle litteratur om events og effektanalyser af disse. Den stigende sammenkobling mellem sport og social politik belyses også i dette afsnit. Anden del fokuserer på, hvordan der kan skabes afledte sociale effekter gennem afholdelsen af forskellige typer af events og hvorledes disse effekter kan maksimeres. Ved at undersøge mulighederne i forskellige typer af events kan der opnås bedre forståelse af de potentialer disse events indeholder.

Dette har ført til udviklingen af en simpel strategisk model, der kan bruges af både organisationskomiteer og regeringer til at vise, hvordan de sammen kan planlægge det mest succesfulde events, der også opfylder samfundets sociale målsætninger.

Rapporten indeholder også beskrivelser af events, der er fremhævet som "best practise" eksempler. Disse illustrerer, hvordan regeringer har maksimeret potentialet i at arrangere og være vært for sport events. Denne rapport er således første skridt, i hvad der vil fortsætte som en løbende forbedring og opdatering af den viden og praktiske ekspertise, der findes om maksimering af potentialerne i forbindelse med afholdelsen af sport events.

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## Introduction

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'From Process to Project' aims to provide an understanding of how long term social policy programmes can be turned into innovative and energised projects through the use of sport events. The following two sections will give an overview of the report followed by a brief methodology.

### 1. Overview

In July of 2005, five of the worlds most well-known cities faced off in one of the biggest international competitions of today; they were competing to see who would host the 2012 Olympic Games. To understand why the Olympic Games attract bids from cities around the world, it is essential to understand the benefits of hosting such a major event. Even though each city may have different objectives, their aims commonly extend beyond showcasing competitive sport. The Olympic Games allow cities to reach many other goals such as urban regeneration, increased economic revenue, or increased global media attention. Whatever the cities objectives may be, it is believed that the Olympic Games can make their dreams come true.

Studies have supported the notion that hosting a major event like the Olympic Games can leave a positive and lasting legacy for the host city or country. Beginning in 1992, following the Barcelona Olympic Games, the International Olympic Committee, (IOC), began investing in the production of detailed impact analyses following each of the Olympic Games. The majority of these impact analyses are focused on economical and tourism related effects of the Games. Due to the positive results of these analyses, it has become expected that major events can and should leave a substantial legacy.

The Olympic Games, however, only come around every four years, whereas there are millions of sport events held around the globe on a daily basis. Most of these events do not have the same global media attention, or the same investment coming from organizing committees and the local and national governments to ensure the event leaves a lasting, positive impact. Each and every event, however, does hold the power to leave a mark on the city, region, or country in which it is being hosted.

The literature suggests that whether the event is large or small, the potential for a positive impact or benefit arising from acting as host city or region is within reach. Looking to maximize these benefits, however, is where policy makers and event organizers themselves begin to struggle.

Event organizers have become very proficient over the years at maximizing the commercial opportunities associated with sports events. Many events, and sports themselves, have opted to change traditional rules of the game to please corporate partners. As the commercial benefits are being maximized by the organizing committee, perhaps it is time for other stakeholders to focus their efforts on maximizing other potential benefits. For instance, sport has always had a positive association with health and social well-being. This premise has been evident in the last few years as governments around the world look to integrate sport programmes into their social policy platforms.

Moving beyond the initial question of whether social benefits can be achieved, this report examines how host cities can actually maximize the social impact of both large and small events. The question is now being asked as to how hosting a sport event can be combined with these social policy platforms, and alternatively how social policy programmes can be re-energized by associating them with a particular event. If events, and sports themselves can be altered to increase commercial profits, can they also be altered to include and increase social benefits?

The purpose of this report is to examine these questions. Section one of the report provides an outline of the current literature on event typology, sport and social policy. The current trends in impact analyses will also be covered. Section two focuses on the opportunities different types of events create. This report introduces a model to be used by both committees and governments to see how together they can plan the most successful event that reaches their integrated social objectives. This model can be used to bring life to existing policy initiatives by linking them with specific events and turning the long term social policy processes into exciting and focused projects. As further supplementation, Canada and England are highlighted as countries with Best Practices for illustrating the positive impact of sport events and policy initiatives which are discussed in the report.

## **2. Methodology**

A systematic review of economic and tourism impact analyses for events, and a review of the current literature on social and other benefits arising from hosting sport events has led to the creation of a simple model to be used to plan and implement social objectives through events.

An initial literature search was completed using academic databases. These databases were interrogated to find documents such as journal articles, reports and books, which covered the areas sport and social policy and the impact of major sport events. The bibliographies of these articles were also reviewed for further references and additional articles were obtained when necessary. A World Wide Web search was also made with government sites proving to be very useful. The International Olympic Committee research centre in Lausanne was used as a research base. Best Practice examples were selected based on available literature that documents evidence of positive social impacts.

Certain limitations should be noted surrounding the content of this report. Social impact assessment is a relatively new component of the thinking and research surrounding major events. Virtually no empirical information and limited anecdotal information documenting the actual social impacts associated with hosting events is available. Over the next few years more detailed documentation of social impact assessments of major events will become available.



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## Theory

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This section aims to give a brief overview of the current literature surrounding event typology and impact analyses. The current trends in sport and social policy will also be covered. This review of the literature provides an understanding of how and why the link between social benefits and sport events has been created and should be maximized.

### 3. Event Typology

Before attempting any comprehensive examination of the potential impact of hosting events, the term 'event' needs to be defined and quantified. Current research and discussion surrounding this definition derives mainly from economic impact research. A typology of events derived from economic impact studies will be introduced, followed by a brief examination of how this typology can be transferred to the social realm.

#### 3.1 What Constitutes a "Major" Event?

A major, or hallmark event, according to the International Association of Scientific Experts on Tourism can be defined as an event creating one million visits, a must see reputation, with high measures of capital costs, tourism revenue or other impacts.<sup>1</sup> From a psychological or sociological point of view, a major event has been defined simply as an event that represents an out of the normal pattern for the host community and creates distortions that are difficult to predict.<sup>2</sup> It is clear that these definitions of what constitutes a 'major' event are not absolute or universal. The definition of major is relative to the size of the city. What may be major for one host city or region may not be seen as major for a larger or more developed or populated area. The term 'major' can also be linked to meaning either 'major' in terms of number of spectators, or 'major' in terms of level of competition. Research has showed that the economic impact of events differs widely if the event is competition based versus spectator based.<sup>3</sup>

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<sup>1</sup> Andersson, T., Persson, C., Sahlberg, B., Strom, L., (1999). The Impact of Mega Events. European Tourism Research Institute, Mid Sweden University. Sweden, p.p. 47-56.

<sup>2</sup> Syme, G., Shaw, B. J., Fenton, D. M., Mueller, W.S., (1989). The Planning and Evaluation of Hallmark Events. Ashgate Publishing Ltd, Aldershot, England, p.p. 274-285.

<sup>3</sup> Gratton, C., Henry, I. P., (2001). Sport in the City: The role of sport in economic and social regeneration. Routledge, London, United Kingdom.

Various predictive economic impact models have been created to help cities determine the potential economic success or impact that various different types of events can have. The initial phase in these predictive models is to categorize events. By creating a typology of events, it becomes easier for cities to compare different events and to focus on bidding for and hosting events that fit their set objectives. It should be noted that not all sport event can be categorised in the following way and some amount of flexibility should be incorporated into the use of this typology.

### *3.2 Event Typology*

The following example of event typology, which will be used in this report, was created for UK Sport through an analysis of different events that took place throughout England. Based on recent research it has been further developed and adapted since its creation.

Figure 1. Event Typology<sup>4</sup>

- **Type A** – i.e. irregular major international spectator events significant economic activity and media interest e.g. Olympic Games.
- **Type B** – i.e. major spectator events generating significant economic activity, media interest, part of an annual domestic cycle e.g. FA Cup Final.
- **Type C** – i.e. irregular one-off major spectator/competitor events generating an uncertain level of economic activity e.g. Grand Prix Athletics.
- **Type D** – i.e. major competitor events (>500) generating limited economic activity (>£20,000), part of an annual domestic cycle of sport events e.g. National Championships in most sports.
- **Type E** – i.e. minor competitor events (<500) generating marginal economic activity (i.e. <£20 000) and part of an annual domestic cycle of sport events e.g. Local sporting competitions.

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<sup>4</sup> Wilson, R. (2005). The Economic Impact of Sport Events: Critiquing the Typology. Presented at the European Association for Sport Management Seminar, Newcastle, United Kingdom.

### *3.3 Transferring the Typology to the Social Context*

If cities plan to develop an event strategy which is complimentary to both their economic and social objectives, there needs to be a clear understanding of the type of events that are suitable for their social objectives. The predictive economic tools created to help structure this strategy from a financial point of view can obviously not be used for predicting social impacts. The typology, however, can be transferred to the social realm. There is no doubt that having a categorisation system simplifies and focuses the discussion surrounding which events a host city will find desirable.

As research continues in the area of social impact of events, perhaps a specialised social typology can be created. At the moment, however, since event strategy is still primarily based on economic and tourism factors, following a typology that is in line with these factors is useful. Being able to examine whether an event will be successful from an economic stand point as well as a social stand point makes it easier for decision makers and policy planners to agree on bidding and hosting for the same type of event.

## 4. Sport and Social Policy

It is widely accepted that sport can be a powerful contributor to both individual and community development. Stemming from this belief a focus on developing and implementing sport and social policies has developed at the local, national and international level.

### 4.1 Sport Policies in Action

The health benefits of exercise are widely known and have gained increased attention as the problems of obesity and heart disease continue to rise around the world. Literature also supports, however, that sport can also lead to community benefits such as an increased capacity to make community initiatives, a reduction in delinquency, and increased social integration.<sup>5</sup> For example, the Canadian Sport Policy states that;

Studies have shown that an increased level of sport participation offers many benefits...For example; an increase in sport activity can result in better marks at schools, a decrease in cigarette smoking, reduced crime rates, and reduced use of illicit drugs.<sup>6</sup>

Additionally, sport is now being used around the world to assist in community projects, such as the Danish Cross Cultures Project Association and UEFA's joint support of opening 185 "Open Fun Football Schools" for 37 000 children between eight to fourteen years of age as part of a project to nurture peaceful coexistence in countries like Bosnia, Hergeovina, Serbia and Montenegro.<sup>7</sup> Another example of the use of sport in community projects is the United Nations naming 2005 the 'Year of Sport and Physical Education'. During the year several sport initiatives around the world have been initiated. A comment from the UN states that,

The potential of sport to effectively convey messages and influence behaviour on one hand, while improving the quality of people's lives and promoting peace on the other has been increasingly recognized in recent years. This is why the United Nations has decided to incorporate sport into its programmes and policies across the globe. For their part, some governments have begun introducing sport into their development and foreign assistance policies.<sup>8</sup>

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<sup>5</sup> Gratton, C., Henry, I. P., (2001). Sport in the City: The role of sport in economic and social regeneration. Routledge, London, United Kingdom, p.p 187-203

<sup>6</sup> Canadian Sport Policy, (2002). As endorsed by Ministers in Iqaluit, Nunavut, April 6<sup>th</sup>, 2002.

<sup>7</sup> United Nations. 2005 International Year for Sport and Physical Education. [www.un.org/sport2005/a\\_year/facts.pdf](http://www.un.org/sport2005/a_year/facts.pdf). Viewed 04.10.2005.

<sup>8</sup> United Nations. 2005 International Year for Sport and Physical Education. <http://www.un.org/sport2005/index.html>. Retrieved 18.10.2005.

The link between sport and social objectives is clear, but ensuring that this connection is continually being used in new and innovative ways will make the potential benefits even larger. The creation of specific social projects which incorporate sport is a global trend. It is evident that both parties can benefit as the relationship between sport and social policy grows. Sport can gain increased support and investment from policy makers and policy makers can reap the benefits of capitalising on sports ability to provide energy and focus to a policy plan.

#### *4.2 Governments Getting Involved*

Focusing more on governmental initiatives, sport is increasingly becoming an integral part of community and social policy programmes for governments at all levels. Although sport participation is usually the key to most sport programmes, it is becoming clear to governments that individual involvement in sport, whether it be through participation or in other ways, can be beneficial for development and community initiatives. The Scottish Government suggests that their key policy message is that the potential benefit of using sport in policy initiatives extends beyond participation. They suggest that "involvement in the organization and provision of opportunities for sport and physical recreation can assist in the development of self-esteem and a series of transferable skills – a view of volunteering as "active citizenship"."<sup>9</sup>

As the link between social policy programmes and sport participation strengthens, it becomes more evident that sport events are increasingly becoming part of the equation. Enlightened governments and local authorities around the world are seeking to attract major events to kick start the process of involvement and participation in sport to improve community and social needs. Further research and development needs to be addressed as more substantial evidence surrounding the implementation and design of programmes would allow a clarification of objectives and priorities, and would help in the design of effective local, regional, national and international initiatives.

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<sup>9</sup> Coalter, F., Allison, M., Taylor, J., (2000). The Role of Sport in Regenerating Deprived Areas. The Scottish Executive Central Research Unit, Edinburgh, Scotland. [www.scotland.gov.uk/cru/kd01/blue/rsrdua-07.htm](http://www.scotland.gov.uk/cru/kd01/blue/rsrdua-07.htm). Viewed 28.08.2005.

### *4.3 Limitations of Measuring Policy Programmes*

Evidence surrounding the social benefits outlined in this report exist, however there is no guarantee that all integrated sport and social policy programmes will be successful. For example, when dealing with the social benefit of social integration and inclusion, there is no doubt that sport has the ability to encourage people to work together, but sport can also lead to increased competitiveness. A respondent in a study which sampled Directors of Leisure Services to elicit views on potential role of sports development programmes and activities in the community, noted;

I can think of plenty of examples [of social integration], but then there are plenty of examples when they just go home afterwards... When you meet people at matches and just talk there is that coming together of people. But I can also give examples like at East End Park where a predominantly black team has been run off the pitch by the losing team and its supporters. I suppose sport can be really good just as sport can be really nasty....<sup>10</sup>

This study also highlighted the potential limitations of measuring social initiatives in an examination of programmes which focused on the reduction in delinquent behaviour. It was concluded that demonstrating that an implemented programme is responsible for a drop in crime or delinquent behaviour is difficult to prove. If nothing else, perhaps it is just the recognition that something was being done which was responsible for the reduction in perceived deviant behaviour.<sup>11</sup>

Despite the limitations, it is clear that sport is becoming an integral part of policy programmes around the world. The link between sport, community, and social policy is growing stronger, and with a focused vision of including sport events in this relationship the potential benefits of policy programmes will surely be maximized.

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<sup>10</sup> Gratton, C., Henry, I. P., (2001). *Sport in the City: The role of sport in economic and social regeneration*. Routledge, London, United Kingdom, p.p 195.

<sup>11</sup> Gratton, C., Henry, I. P., (2001).

## 5. Impact Analyses

Current literature in the area of impact analyses have focused mainly on economic and tourism impacts as a result of hosting sporting events. The following chapter reviews the literature available detailing what is meant by the term 'legacy', the distinction between types of benefits, and examples of what sorts of social impacts a sport event can have. Finally the limitations of impact analyses are discussed.

### 5.1 What is a Legacy?

The term legacy is often used when discussing major Type A events; however the definition of what a legacy actually is remains unclear. Starting in 2002, the IOC Charter started to include the idea that the Olympic Games should leave a tangible legacy for host cities. The IOC held a symposium in 2002 to discuss the matter of Olympic Legacy and concluded that the IOC recognized the importance of the concept of legacy, but found that there are several meanings for the concept. It was determined at the symposium that the term is multidisciplinary and dynamic, changes over time, and is affected by a variety of global and local factors.<sup>12</sup>

Ideally, a legacy should be about ensuring that as many sustainable benefits as possible are generated by the event for the host city, region and country. When discussing legacy, the focus is often on the 'after period' of the event, however the delivery of a proper legacy programme should be implemented well before, during and after the event. A legacy should be more than just referring to after use of buildings and structures, or creating a long list of initiatives that will not be sustainable in the long term. A legacy should be an investment in today and tomorrow. Legacy programmes can be split into several categories; i.e. sporting, social, economic, tourism, and environmental.

### 5.2 'Hard' vs. 'Soft' Impacts

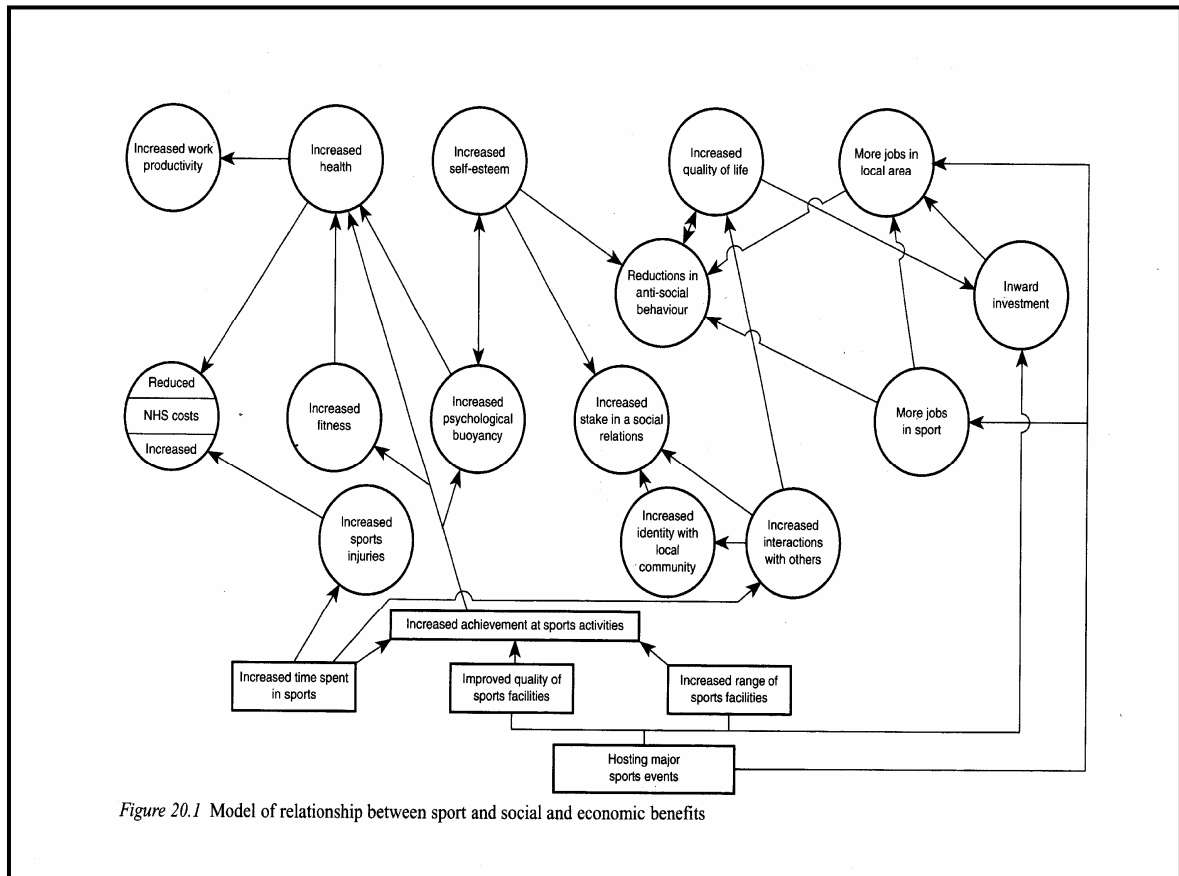
When examining the impact of sport events we can simplify the task by looking at tangible and intangible benefits, which can also be referred to as hard and soft benefits. Hard benefits include quantifiable benefits, such as the creation of facilities or economic revenue as a result of the event. Soft benefits, on the other hand, are more

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<sup>12</sup> International Olympic Committee, (2003). Conclusions and Recommendations. International Symposium on Legacy of the Olympic Games, 1984-2000. [http://multimedia.olympic.org/pdf/fr\\_report\\_633.pdf](http://multimedia.olympic.org/pdf/fr_report_633.pdf). Viewed 13.10.2005.

qualitative and abstract, such as increased national pride or community involvement. As demonstrated in the following model both hard and soft benefits are thought to arise from hosting sport events.

Figure 2. Model of Relationship between sport and social and economic benefits<sup>13</sup>



The International Olympic Committee's International Symposium on the topic of legacy concluded that;

...the effects of the legacy have many aspects and dimensions, ranging from the more commonly recognized aspects – architecture, urban planning, city marketing, sports infrastructures, economic and tourist development – to others that are just as, if not more important, but that are less recognized. In particular, it is necessary to point out the importance of so called intangible legacies, such as production of ideas and cultural values, intercultural and non-exclusionary experiences (based on gender, ethnicity, or physical abilities), popular memory, education, archives, collective effort and volunteerism, new sport practioners, notoriety on a global scale, experience and know-how, etc.<sup>14</sup>

<sup>13</sup> Gratton, C., Henry, I. P., (2001). Sport in the City: The role of sport in economic and social regeneration. Routledge, London, United Kingdom.

<sup>14</sup> International Olympic Committee, (2003). Conclusions and Recommendations. International Symposium on Legacy of the Olympic Games, 1984-2000.



Coalter, *et. al.*, argued in "The Role of Sport in Regenerating Deprived Urban Areas," that theoretical arguments have led to a strong belief in the positive impact of sports events in relation to improving social initiatives such as health promotion, diversion from crime, education and employment initiatives, community development, and social inclusion.<sup>15</sup> The Institute for Environmental Studies offers the following definition for social impact;

By social impact we mean the consequences to human populations of any public or private actions – that alter the ways in which people live, work, play, relate to one another, organize to meet their needs, and generally cope as members of society. The term also includes cultural impacts involving changes to the norms, values, and beliefs that guide and rationalize their cognition of themselves and their society.<sup>16</sup>

Mapping out and identifying what social benefits are possible for a city, region, or even a whole country is a lot more complicated, however, than measuring tangible impacts like tourism and economic growth. Soft and hard benefits often go hand in hand as well which makes the distinction between them even harder. For example, a benefit like increased job rates can be considered a hard benefit in terms of economic effect, but can also be seen as a soft benefit because it involves social issue of unemployment and access to opportunity.

There is a general lack of systematic empirical evidence relating to the social impact of hosting sport events. Further research needs to be done to examine the specific social benefits a sport event can have on a host community. Rather than waiting to see what impacts an event can have, however, it is possible to create the means for already existing social programmes or initiatives to benefit from their link to a specific event.

### *5.3 Examples of Social Impacts*

The following four social issues are examples of areas where sport events can potentially have a positive impact. It should be noted that these are not the only social benefits that can be created surrounding an event, but are mere examples of what types of policy initiatives tie in well with sport events.

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[http://multimedia.olympic.org/pdf/fr\\_report\\_633.pdf](http://multimedia.olympic.org/pdf/fr_report_633.pdf). Viewed 13.10.2005.

<sup>15</sup> Coalter, F., Allison, M., Taylor, J., (2000). The Role of Sport in Regenerating Deprived Areas. The Scottish Executive Central Research Unit, Edinburgh, Scotland.

[www.scotland.gov.uk/cru/kd01/blue/rsrdua-07.htm](http://www.scotland.gov.uk/cru/kd01/blue/rsrdua-07.htm). Viewed 28.08.2005.

<sup>16</sup> Institute for Environmental Studies, (1995). Guidelines and Principles for Social Impact Assessment. Environmental Impact Assessment Review 1995, 15(11) p.p. 43.

- Increased Civic Participation

Civic participation refers to an increased understanding and participation of the volunteer sector of a community or country. Volunteering programmes are one of the most relevant ways in which sports events can impact socially. Volunteer programmes offer opportunities for those not able or willing to participate in sport to contribute and also offer the possibility for providing a sense of social purpose and participation to individuals and groups in the community.

- Promoting Social Inclusion

Social exclusion occurs when people suffer from problems such as unemployment, discrimination, poor skills, low income, poor housing, high crime, ill health and family breakdown. Social exclusion can happen as a result of problems in one's life or can start from birth.<sup>17</sup> Becoming involved in a sport event and the feeling of community can create a sense of belonging and purpose for such excluded individuals.

- Tackling Crime and Anti-Social Behaviour

Providing increased access and opportunities for disadvantaged at risk youth and adults is thought to aid in the fight against crime and anti-social behaviour. The opportunities to create and run programmes that improve skill building, teamwork and education through sport participation have proven to be effective. These sport programmes are one way in which a link between hosting events and tackling crime can be created. Sport and physical well being can be used as tools to highlight healthy living and active lifestyle choices. High performance sport and athletic role models can also be incorporated into programmes.

- Improved Public Health

Improving education in the area of health, an increase in sport and physical activity participation and promoting a general awareness of healthy lifestyle choices are among the varied ways to improve public health. Sport events have an immediate and obvious linkage to the benefits of an active lifestyle. It is possible

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<sup>17</sup> Office of the Deputy Prime Minister, (2005). Improving Services, Improving Lives: Evidence and Key Themes. Social Inclusion Unit Interim Report. <http://www.socialexclusion.gov.uk/downloadaddoc.asp?id=752>. Viewed 13.10.2005.

to link sport events with programmes surrounding healthy and active living, education programmes surrounding proper nutrition and instruction in physical and health education.

#### *5.4 Limitations of Impact Analyses*

There are many limitations surrounding the impact analyses of major events. The positive, tangible, economic impact of hosting events is often exaggerated, or presented in such a way that the positive analysis is actually larger than the reality. When making the shift towards the intangible, social benefits, these, along with many other limitations, surface as well. There are several hidden social costs of hosting sport events such as an increase in crime rate during the games, overcrowding of cities including an over use of health services, and damage to local industry and businesses. Many say that the Sydney 2000 Olympics were the best Olympics ever, however Lenskyj in her book "The Best Olympics Ever? Social Impacts of Sydney 2000" describes the many social failures and hardships that occurred as a result of the Olympics.<sup>18</sup> It provides an alternative look at some of the negative aspects of hosting the games, such as the attacks on the homeless, and the marginalisation of minority groups like the aboriginals. Measuring soft impacts is difficult, and takes consistent monitoring and evaluation over a long period of time, and so the reality of the social effects, whether they are positive or negative, are difficult to record.

Despite these limitations, however, there needs to be a move away from discussing the theory behind social benefits of sports and events, and begin to put this theory into practice. Tangible actions need to be made to ensure that these intangible benefits are created and maximized.

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<sup>18</sup> Lenskyj, H., (2002). The Best Olympics Ever? Social Impacts of Sydney 2000. State University of New York Press, New York, United States.

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## Practice

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This section focuses on maximising the potential of social benefits through the implementation of policy programmes in a suitable fashion that fits both the social objectives and the opportunities offered by hosting different types of sport events. The section concludes with the introduction of a model to be followed for the planning and implementation of social programmes for various events.

### **6. Link Between Social Objectives and Sporting Events**

Being aware of the diverse opportunities created by different types of events will enable the creation of a strong link between social objectives and hosting events. There are several key success factors that can be found in all events, as well as certain differentiating factors, both of which should be examined for a maximal exploitation of the opportunities available.

#### *6.1 Common Ingredients for Maximal Social Impact*

Every event, both large and small, holds three key ingredients that need to be exploited in order to maximize the social impact;

- The attraction and excitement of sporting events
- The need for volunteers
- The link with both physical well being and positive role models.

These key ingredients should be exploited in the creation and exploitation of social programmes surrounding events, both large and small. In particular, the first ingredient, the attraction and excitement of sporting events, should be used to turn social policy processes into active and successful projects. All events do have certain limitations however that social policy makers need to be aware of as they link social programmes with events.

- The Focus and Excitement of Sporting Events

Sporting events create a buzz which, depending on the size of the event, will spread throughout the world, country, region or city. This energy and excitement

invokes media attention, investment, and interest from a variety of stakeholders. It is this energy that can be used as a catalyst for social programmes.

It does not matter how big or small the event is, there will be a captive audience of spectators, media, or participants. Events can then be used to bring energy to an already existing programme, or to create a new initiative. The event itself gives a point of focus in terms of time and energy.

This focus and energy that surround events should be capitalized on in an attempt to transfer the energy to the social realm. This transfer will help to maximize the outcome of the social initiative. Social policy planners who have a continual cycle of programmes that are run year after year can use an event to energize these programmes. The key here is turning social processes into energized, excited projects. For example rather than having a program that runs year after year with no particular ending a programme can be run in the build up of an event with the energy and focus on a certain event date. Rather than just being a continual cycle of programmes it becomes several different projects that have specified events which will be their focal point.

It should be noted that just because the event is focused on a particular sport the social platform does not have to be. It is the excitement of the event that gets people interested, not necessarily the sport aspect. Ensure that both sport enthusiasts and non sport enthusiasts can become involved by focusing on the energy of the event, rather than solely on the sport or competition aspect. For example a football event can include programmes that incorporate other sporting activities, as well as educational non active programmes such as a reading club.

- The Need for Volunteers

All events will have a need for volunteers. The type of event will affect the number of volunteers needed, and perhaps who will be interested in volunteering (i.e. volunteers can vary from fans of a particular sport or people that have a general interest in sport, to people who have no interest in sport but want to be part of an event).

This need for volunteers creates an opportunity that should not be missed in terms of involving targeted groups. Whether it is minority populations, at risk youth or

the elderly, opportunities for social inclusion and civic participation programmes exist and should be maximized.

Volunteers, although essential to the smooth running of the competition, can also be used in several different ways. For example, a volunteer buddy system could be developed to pair someone with an at risk youth. Throughout the lead up to the event and both during and after the event these pairs could work together. Another example could be that volunteer groups are targeted ensuring to recruit socially excluded groups, such as at risk youth or the elderly. Sport events can also be used to create a volunteer database, which can then be used for other events and programmes throughout the year.

- The Link with both Physical Wellbeing and Positive Role Models

The connection between sport and social benefits has been made clear. All sports events, by definition, will have an element of competition or sporting focus. For large events, high performance athletes will be in competition and these athletes can be used as role models or spokespeople for social platforms. For smaller events, perhaps the level of sporting ability is not as strong, however the health and well being potential of recreational physical activity is present and should be highlighted. All events can incorporate physical activity, health and well-being into their social agenda and have the examples to showcase the benefits.

One point that needs to be carefully considered for all types of events is whether the event itself, i.e. the actual sporting competition, should be left alone and not changed to focus on the social opportunities. In other words, if the social agenda starts to play too much of a role at the event itself then interest in the actual competition may be diluted or lost. People attend events to be part of a sporting event, and the focus on the competition day, or weeks, should not be saturated with the social agenda.

One could argue that commercial priorities can seem to override the sporting objectives of certain events. The commercial role in sports, however, still remains a great priority for the continual existence of sporting events. This explains why organizers sometimes do not have a choice but to adapt themselves to commercial demands. Social benefits will be maximized by focusing on the energy and attention created by the event, before and after and not focusing on changing the sporting event itself. During the event itself, social programmes can be present, but they can not and should not take focus away from the sporting aspect itself.

## 6.2 Choosing the Right Event

Knowing that all events have the same key ingredients for maximizing social benefits, the decision of what type of event to hold still remains an issue. Examining the particular aspects of different types of events allows for a clear image of what benefits certain events have over others when it comes to ensuring that social objectives are met. This section will examine the five different types of events and the opportunities they present, which are summarised in Figure 3: Summary Chart of Event Opportunities.

The diverse opportunities created by the different types of events are based mainly on the following questions;

1. *What is the Time Frame for the event?* This refers to the time frame between the bidding phase and the event itself. How long will it be possible to use the event as a target for social issues?
2. *What is the Reach/Appeal of the event?* Who is paying attention to the event? What is the media appeal? What is the geographic appeal in terms of where are the spectators coming from and which levels of government will be involved? What public is interested in the event?
3. *Who are the Primary Stakeholders for the event?* Who is organised in the planning and implementation of the event? Who holds responsibility for ensuring that the social agenda remains a priority?
4. *What is the Financial Investment for the event?* Who is paying how much for this event to take place?

The answer to these questions will give a clear idea of which areas of an event can be capitalized on to encourage maximal social impact. Since every country and every event differs there is no concrete answer to the ways in which different events can be adapted or used to maximize social impacts, however using the opportunities presented by each different events in a way that fits with the hosts social objectives will help to ensure that the potential is maximised. There are several limitations associated with each event as well and this will be covered in point five of each section.

**Type A Events;** Irregular major international spectator events with significant economic activity and media interest

E.g. Olympic Games, Football World Cup.

### 1. *Time Frame*

- Type A events have a long period of time between the bidding process and the actual event, over seven years in the case of the Olympics, and this time can be used to develop and implement a strong social platform. The public's anticipation of the forthcoming event and their memories of the event itself will help to create a platform by which lasting initiatives can be implemented.
- The actual event takes place over a matter of days or weeks and includes an arts and culture aspect, which leaves plenty of time and opportunity for the social agenda to take the spotlight outside of the actual competitions.

### 2. *Reach/Appeal*

- The media appeal for this type of event is huge. The world's eyes will be on the host city from the first announcement of the host city until the closing ceremonies and beyond.
- Media attention will not be sport specific. News will appear about the host city in all sections of media, which provides opportunities for social stories to fit in nicely.
- Often there is negative coverage of host cities after the event due to unused facilities etc., social platform can be used to supplement the media with positive legacies.
- In the case of the Olympic Games spectators and TV audiences will not all be sport fanatics but will be interested in the global appeal of peace and togetherness that the Olympic Movement creates. This Olympic ideal is certainly something that can be used to maximise social initiatives.

### 3. *Stakeholders*

- The stakeholders for Type A events will include the following groups;
  - Government at all levels
  - International Governing Bodies (i.e. IOC, International Sport Federations)
  - International Sponsors

All of these stakeholders will have a vested interest in maximising their investment and involvement in such a high profile event. Their support in the development, delivery and evaluation of social programmes will be crucial to maximising the benefits.



#### 4. *Investment*

- These events carry with them large scale urban regeneration projects and improvements in physical infrastructure. The economic investment is huge for these types of events and the social platform may only play a minor role, however it can be a powerful one. The stakeholders will be looking at methods of capitalising on their financial investment, and inclusion in social policy programmes can be used as a method of them receiving more for their investment.

#### 5. *Limitations*

- Since the time frame is so long it is easy to lose momentum in policy planning. Once the energy and focus is lost for a programme it will be hard to recapture the momentum.
- There is a change in leadership between the bidding committee and the organizing committee which creates the risk that social agenda's are lost or never implemented.
- The organizing committee is focused primarily on ensuring that infrastructure and economic plans are brought to fruition and so social programmes risk being sidelined.

**Type B Events;** Major spectator events that generate significant economic activity, media interest, and are part of an annual domestic cycle

E.g. FA Cup Final, Tour de France.

1. *Time Frame*

- These events take place every year in the same country, and often in the same location. This regularity gives an opportunity that does not exist with Type A events. Although the lead up to the event is not as long, the regularity of the event allows for consistent social programmes to develop over time and can follow the event throughout several years. Each year the event can be used as a highlight or refocus point.

2. *Reach/Appeal*

- Type B events may not have the same global appeal; however they still do carry a more specified international appeal for both spectators and media.
- Media interest will remain high for this type of event.

3. *Stakeholders*

- The stakeholders will tend to be more nationally specific, however they included the same sorts of organisations as Type A events;
  - Government at all levels
  - National Sports Governing Bodies
  - National Sponsors

4. *Investment*

- Investment physical infrastructure is minimal compared to Type A events which leave more room for the stakeholders' investment into social programmes. Again this can be a long term investment since the event occurs on a yearly basis.

5. *Limitations*

- Compared to large international events these types of events tend to be much more sport specific. This means that people's interest will be less on the global ideal's that go along with an event like the Olympic Games, and more on the actual sporting competition. It may be harder to get people interested and committed to the social agenda.

**Type C Events;** Irregular one-off major spectator/competitor events which generate an uncertain level of economic activity

E.g. Grand Prix Athletics, Commonwealth Games.

1. *Time Frame*

- These events have a shorter bidding and implementation process that will not be followed with as much media scrutiny as Type A events. This decrease in International media coverage, however, can be beneficial for host cities wishing to highlight social issues that they may not want global coverage of.

2. *Reach/Appeal*

- Type C events, which may be considered smaller events, can still be quite major for smaller, less developed areas and will attract media and public attention.
- These events will carry an international appeal, although the appeal will be more specified than a general global appeal.
- Media attention may be high for sporting glories, but not as high in other areas of news.
- Spectators will be a mixture of sport enthusiasts and general public interested in international event.
- Greater number of spectators will be national rather than travelling internationally simply for the event.

3. *Stakeholders*

- Stakeholders will again be at an international level; however the organisations will not hold as much international power as the IOC or FIFA.
  - Government at all levels
  - International Sports Governing Bodies
  - International Sponsors

4. *Investment*

- The investment in physical infrastructure is not as big, if it exists at all, and therefore more attention can be placed on social benefits rather than focusing on economical revenue and the need to build new physical infrastructure.

5. *Limitations*

- Since the investment and interest in this type of event is not as big as a Type A, and the length of time available for organising the event itself is shorter, it may be difficult to have as much money and time dedicated to developing a social platform.

**Type D Events;** Major competitor events (>500 competitors) generating limited economic activity (>£20,000), part of an annual domestic cycle of sport events

E.g. National Championships in most sports.

1. *Time Frame*

- Similar to Type B events this type of event will be part of an annual domestic cycle which allows opportunities for yearly focus to be placed on social initiatives.
- These types of events will circulate throughout the country and so the social platform over the years can reach different areas.

2. *Reach/Appeal*

- National media appeal will be high, allowing for media attention to focus on National social areas rather than having to worry about what the international media will disclose about national social issues.
- Spectators will come from around the country; however the majority will be from a local area.

3. *Stakeholders*

- The host cities involvement and investment is crucial to the hosting of these events and so they can have more say in how they want their social platforms incorporated and communicated.
- National sponsors will be involved, and local area businesses have an opportunity as well. Commercial investment not as large however and so the event can be manipulated and changed for social projects easier than larger events.

4. *Investment*

- Investment in physical structures can still be needed but will not be as big as previously mentioned types of events.
- Government and sponsor investment will be crucial for the running of the event

5. *Limitations*

- Organising committee will not have the time or resources to worry at all about social agenda.
- This type of event is more competitor focused rather than spectator focused. Will not have large crowds or interest in this type of event, although this gives an opportunity to build interest through other means.

**Type E Events;** Minor competitor events (<500) that generates marginal economic activity (i.e. <£20 000) and part of an annual domestic cycle of sport events

E.g. Local sporting competitions.

1. *Time Frame*

- Type E events are not high performance events and therefore can be held at any time, anywhere, and involve a diverse section of the community.

2. *Reach/Appeal*

- The event will create a lot of excitement around the local community
- This is the only type of event that gives the opportunity for individuals within the community to be actively involved, rather than it being exclusive to high performance athletes.

3. *Stakeholders*

- Stakeholders will include local and regional governments, local and regional sponsors, and perhaps other local groups such as sports clubs, youth groups, charity groups, etc. This is beneficial that a variety of different community based groups can be actively involved in both the organisation of the event, and also competing in the event.
- The commercial investment is small and therefore the event can be manipulated more than with larger events.

4. *Investment*

- Financial investment will be minimal; however personal investment in making the event a success can be high because of the dedication of the local community.

5. *Limitations*

- Because this is not a high performance sport competition it will not have guaranteed media coverage like some of the bigger events, which means that an extra effort in terms of communication and marketing will need to take place to promote the social agenda.

Figure 3 provides a summary of the different types of events and the opportunities the factors that can be used to create opportunities surrounding the event.

Figure 3: Summary Chart of Event Opportunities

Type of Event	Possible Regional Appeal/Media Interest	Possible Stakeholders	Examples of Events	Examples of Focus Areas for Maximizing Social Impacts
<b>Type A</b>	-International -National -Regional -Local	-Host City Organizing Committee -Host City Government (all levels) -Outside organisation (i.e. IOC) -Sponsors	-Olympic Games -FIFA World Cup	-Large amount of global media attention will be apparent in all areas of news coverage (i.e. not just sports coverage) -Long time frame for programme development and implementation (pre bid to post event) -Large varied volunteer base for minority and inclusion programmes -Large financial investment from several stakeholders -Focus on economic and physical infrastructure may take away from social objectives.
<b>Type B</b>	-International -National -Regional -Local	-Sport Association (i.e. Nat'l Federation) -Host City Government (all levels) -Sponsors	-FA Cup Final -Tour de France	-High international interest -Focus on physical infrastructure and budget not as intense so focus can be placed more on social agenda -Part of annual cycle for long term development of social platform
<b>Type C</b>	-International -National -Regional -Local	-Sport Association (i.e. Int'l/Nat'l Federation) -Host City Government (all levels) -Sponsors	-Grand Prix Athletics - Commonwealth Games	-International interest -Focus on physical infrastructure and budget not as intense so focus can be placed more on social agenda
<b>Type D</b>	-National -Regional -Local	-Nat'l Federation -Host City Government (regional and local level) -Sponsors	-National Championships in most sports	-High national interest -Focus on physical infrastructure and budget not as intense so focus can be placed more on social agenda -Part of annual cycle for long term development and linkage from year to year, will circulate throughout country though rather than be in same place every year. -Host city has more power as compared to outside organisations.
<b>Type E</b>	-Regional -Local	-Sports Club -Local government	-Local Sporting Competitions	-Not part of high performance competition schedule so events can be developed at any time, and be held anywhere. -Participants and spectators can be involved since not a high performance competition. -Inclusion of community groups such as youth clubs, charities, etc. -Focus on lower levels government programmes.

## 7. Maximising Opportunities

Knowing that the possibility for creating social change is there is only the first step in using sport events to create social benefits. Cities need to not only be prepared with a social platform, but also need to be active in putting a strategic plan in action to ensure that the possibilities are maximized. A plan of action is needed that will ensure that events and social programmes are working together to create the best possible scenario for a particular city, region or country. In Canada the 2002 Canadian Sport Policy called for a coordinated approach to maximizing the benefits of hosting events stating that;

Canada's fragmented approach to hosting sport events has created tremendous pressure on public and private funding sources, prevented the coordination of public funding for such events, and resulted in regional disparities in terms of the significant benefits hosting brings to a community.<sup>19</sup>

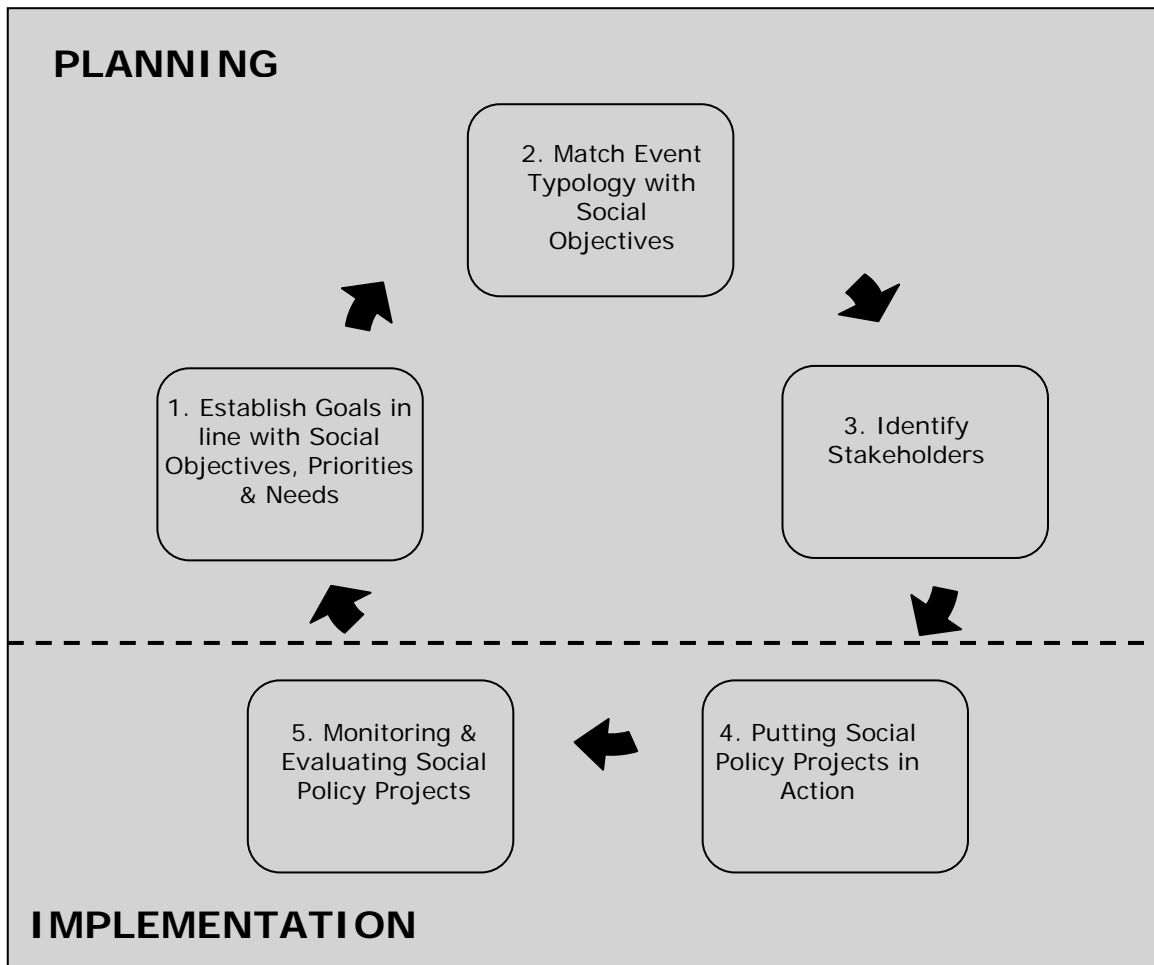
The lack of an organized approach has created a burden in this instance where the potential benefits have been underplayed and not extracted as they could have been.

As part of this report a simple model for maximising the benefits of hosting sport events has been developed. This model demonstrates how combining social policy and sport events can work. The following model can help cities ensure that the benefits from hosting sport events are being maximized. The model is a continuous strategic cycle which highlights the importance of using past events to build on maximizing the potential of future events. This cycle demonstrates that all events, both large and small, can be used in the development of an overall plan and strategy that will result in the maximization of social objectives. Events should not be seen as individual projects, but part of a larger development plan and the same social programmes can be continued through a variety of events, from small to large, over numerous years.

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<sup>19</sup> Canadian Sport Policy, (2002). As endorsed by Ministers in Iqaluit, Nunavut, April 6<sup>th</sup>, 2002.

Figure 4. Model for Maximising the Social Benefits of Hosting an Event



1. Establish Goals in line with Social Objectives, Priorities and Needs.

Before bidding for an event, it is essential that a host understands what their social policy objectives, priorities, and strategies are. All events can be used as a catalyst for social reform, to launch new programmes or bring life to existing programmes that need revival. Deciding how to use each individual event comes down to the needs and objectives of the host city. To be developed properly the social platform needs to be in line with the already existing objectives. Even if the event will be used as a platform to launch a new social programme, the programme should still be parallel to overall social policy strategy. Creating social benefits as a result of hosting an event is more likely if these benefits are in order with the social conditions, needs and agreed policies of the host area.

Creating realistic and manageable goals that are in accordance with the city's social policy plan will create a greater likelihood of success for the social objectives. Whether these goals are short or long term, they need to be manageable, measurable and



purposeful. When setting goals there needs to be a clear understanding of the negative effects an event can have as well.

## 2. Match Event Typology with Social Objectives

Looking to match social programmes with the right type of event is crucial in creating a successful social programme. Programmes that have not worked in the past will not become successful simply because a sporting event has been incorporated. Sporting events can create social benefits, but they are not miracle workers. Examine different options presented by various events to see how programmes can fit best with the delivery options of the event, (i.e. do you want to highlight a new programme, or bring energy to an old one? Different events will be best used for different implementation of social programmes).

## 3. Identify Stakeholders

There are several different people who are interested in running a successful event. However, not everyone can or will be interested in ensuring that social benefits are maximized.

- *Appointing a Social Governance Body:* Organizing committees for larger events usually have one thing in mind, and that is putting on a successful event that is delivered on time and within the budget. So if social benefits are going to be maximized it will have to be an outside source that takes on the responsibility and commitments of making it happen. This is where an independent body of governance, whether it is the government or an independent association, needs to be appointed in order to ensure that the social programme stays at the top of the agenda. Ensuring that there is an overall governing body will allow the social programme to become more than just plans that are never brought to fruition.
- *Getting everyone involved:* Despite their being only one governing body this does not mean that all stakeholders cannot be involved in the social programme. Governments can have an obvious role in using the event for their social objectives. Commercial partners can be involved as well. As discussed before commercial partners are actively involved in changing the event to increase the value of their endorsement or involvement (i.e. television partners). Some large corporations are also looking to become more actively involved in the community, with an increase in corporate social responsibility. The problem with commercial partners is that they may not be able to commit to a social programme that runs long before and after an event. That is why government involvement seems more

secure because they will have a long term investment in the region that can be built on through their involvement in the event.

Making sure that all stakeholders have a cohesive idea of the benefits that can be obtained through the event is important in ensuring that the focus and message remains consistent from the bid phase to the post event phase.

#### 4. Putting Social Policy Projects in Action

Set the plans into action, early and efficiently. The creation of a strong strategic plan ensures that the projects come to action. Depending on the type of event, different strategies can be used for maximizing the social benefits. For example Type A events can begin to build a social platform before the bidding phase has even been completed. For type E events the implementation may not be of a new programme but of creating a link between the event and an existing programme or social objective.

#### 5. Monitoring and Evaluating Social Policy Projects

This area will play the most crucial role in ensuring long term social benefits for host cities, regions or countries. It involves ongoing evaluation through measurement indicators that have been set in line with the goals. Furthermore, learning from previous events will allow future events to be even more socially beneficial. Social impact can be hard to measure and take a long time to measure accurately. It needs to be clear that the investment in monitoring and measuring the programmes is available if a social programme is going to be implemented. Otherwise the benefits will be lost future events will not be able to benefit from the lessons learnt, both positive and negative.

## **8. Best Practices**

The following examples will illustrate the how successful social programmes have been put in practice in two different countries; Canada and England. These examples illustrate the use of long term strategic planning and an integrated approach to hosting events. Social policy initiatives have been successfully linked to sporting events through the incorporation of an external independent organisation.

### **8.1 Canada**

'Canada's Games', the Vancouver 2010 Winter Olympics, are still five years away. The social plan, however, started almost ten years prior to the event, before Vancouver had even been selected as the host city, and is now in full swing leading up to the games.

The Vancouver bid committee did an initial social assessment study that outlined and highlighted the social opportunities that existed surrounding the Vancouver area. With this assessment in hand, they began to build a social programme that went hand in hand with the development of the Olympic bid and current social needs. Focusing on deprived areas, they managed to ensure that the games would help to renew these areas from a physical infrastructure point of view, as well as developing social programmes that would see these same areas undergo community regeneration.

Involving the government, outside organizations and corporate sponsors, five years before the games Vancouver is already starting to see measurable outcomes from their programmes. It is clear that both the Government (Federal (Canadian), Provincial (Vancouver), and several municipal governments) and the bidding and organizing committees themselves are committed to maximizing the social benefits of the Vancouver 2010 Winter Olympic Games.

2010 LegaciesNow was created in June 2000, ten years prior to hosting the Olympic Games. It was created in support for the bid for the Vancouver Olympics, a first in the history of a Games bid. The province of British Columbia and the Vancouver 2010 Bid Corporation wanted to start building legacies before the games, which would ensure that the legacies after the games would be even more powerful. To ensure that communities across British Columbia see the benefits of hosting the Games LegaciesNow is investing in development in key areas that contribute to sports participation and community and economic development. Their mandate started with

Sport and Recreation and then in 2004, it expanded to include committees in the areas of Arts, Literacy, Volunteers, and the Spirit of BC Community. 2010 LegaciesNow is a not for profit society positioned outside of the government and is working to provide links between NGO's, the private sector and government departments to ensure all parties are working under one banner of cooperation and innovation. 2010 LegaciesNow is working to ensure that the legacies of the Games will be innovative and will create social and community development initiatives that will benefit all Canadians.

With five years to go before the games are to be held in Vancouver, 2010 LegaciesNow is already showing positive results. Not only are they maintaining a high level of support for the games, but they are also managing to reach communities around British Columbia. Below are several examples of current programmes that are being run by 2010 LegaciesNow throughout Vancouver, British Columbia and Canada;

- B.C. students in 64 communities across the province participated in summer camps in the area of arts and or sport and recreation, thanks to the Explorations, a contribution programme by 2010 LegaciesNow providing over \$700 000 in grants to schools and school districts.
- Over 85 000 students are more active through 2010 LegaciesNow school initiative to jump up and down and dance in the classroom when the school bell rings.
- Assisting inner city youth to develop life skills by learning how to snowboard. On February 10<sup>th</sup>, 2005 Legacies Now announced a new partnership with Bell Canada to launch Chill, a unique snowboarding programme for inner city youth from the Lower Mainland. By providing access and instruction to snowboarding, Chill presents troubled youth an opportunity for success and increased self-esteem through sport.
- 2010 LegaciesNow officially launched their new Volunteer Now programme by setting a target of registering one million Canadians by 2012 through their new VolWeb.ca website. This demonstrates that they are building a volunteer plan not just for the games but for the future.

For more information regarding Vancouver 2010 please visit

<http://www.vancouver2010.com/en> or [www.2010legaciesnow.com](http://www.2010legaciesnow.com).

## 8.2 England

Having just been awarded the 2012 Olympic Games, Sport England is being praised for its integrated approach to hosting sport events. With a wide variety of events being held throughout the country, Sport England has developed an integrated plan which allows for sporting and social objectives to be met. The following are two examples of events that were used to launch social programmes which were developed by an independent company, dparticip8, and supported by Sport England.

- Manchester 2002 Commonwealth Games

The Manchester Commonwealth Games showcased an innovative approach to social programmes. Held in 2002 the Manchester games were one of the first major events to incorporate a social agenda. The games were thought to be a success due to the strength of partnerships between the organizing committee, Manchester City Council, Sport England, and the government. Manchester City Council ensured that the games were not only relevant, but were also central to the long term development plans of the city and East Manchester. The Games were sold to media and partners as more than just eleven days of sport; it was packaged in such a way that the cultural and social agenda became a large part of the overall image of the games.

A £20 million government funded programme surrounding regeneration projects which included volunteer programmes, arts, education, young people, and business projects. Sport England supported their financial investment with a Wider Opportunities Programme that worked to use the attraction of the games as a means of increasing active participation in sport.

The Manchester Commonwealth Games have been acclaimed a great success, both in terms of sporting excellence but also in terms of the changes and opportunities it created for the people of Manchester. For example the volunteer programme that was established as part of Manchester 2002 was used for the 2005 event as well. The Manchester Games created a database of over 10 000 Volunteers that are contacted monthly for various projects. These volunteers have access to various development and training opportunities; such as first aid, language and coaching development courses.

- Euro 2005 Women's Football European Championships

Sport England and the English Football Association, funded a legacy programme to maximize sport and other social benefits of Euro 2005, the Women's Football Championship. This event, with the obvious intrigue of being a women's event, focused on active participation, health and well being, social inclusion, and equity. Role models were used as an association between major sports and successful women. One of the great things about this event was that it demonstrated Sport England's long term view of maximising benefits from hosting sporting events. Some of the programmes introduced at Manchester 2002 were seen to appear again for the Euro 2005 Championships. Two hundred and fifty of these volunteers were used for Euro 2005.

The year 2005 was also named as the year of the Volunteer in England, and June was designated the month for Sport Volunteers. This was tied in nicely with the Euro 2005 event allowing the event to be a showcase and thank you for volunteers working in the area of sport.

One of the most successful initiatives of Euro 2005 was the 'Passport 2005' programme that was run by dparticip8, an independent organisation that develops and manages social programmes surrounding major events. Passport 2005 was a reward programme that provided a free ticket to Euro 2005 for active participation in a variety of different community projects. Any organisation in the community could be a delivery agent for the programme, for example youth clubs, libraries, schools, etc. The programme was very flexible, adaptable and attractive to both youth and adults. People needed to take part in an activity to collect stamps. Once six stamps were collected you received a free ticket to a Euro 2005 game. The programmes could involve any sort of activity such as healthy living, reading or community projects. 10 000 brochures were initially distributed promoting the program, with an additional 40 000 being sent out on request once the programmes got started. It has been estimated that about 75% of the 50 000 brochures resulted in a programme being implemented. The important aspect of this programme is not whether people actually use the free ticket, but that they get involved and become aware of both the event, but more importantly of the aspects of healthy living.

Another program that was implemented was a Cheerleading and Dance programme, Euro Hakka. The Hakka dance, stemming from New Zealand's famous rugby All Blacks, was the focal point of this programme. Each region in North West England was

assigned one of the eight teams' competing in the Euro event. The region was then responsible for coming up with a Hakka dance for that team. Over 1000 young girls performed these Hakka dances at half time at the final match. This initiative, geared towards young girls and instilling confidence and self esteem through dance, demonstrates that the initiatives do not have to be sport specific to the event, for example just because it is a football event does not mean that programmes need to be football oriented. It is about capitalising on the excitement of the event and not the sport itself.

An initial measurement report of the impact of Euro 2005's social legacy programmes will be available at the end of November, 2005. For more information regarding Sport England's social benefits programme surrounding events visit <http://www.sportengland.org/>.

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## Conclusions

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The potential benefits of events, which historically have been economic and tourism related, can and should now include social benefits. Planning social legacy programmes is not enough to maximize the potential of social benefits. These plans need to be put into action. The social agenda should be strong before, during and after the event to ensure the maximum benefits are realized and maintained.

### 9. Future Recommendations

Hosts should capitalising on the opportunities that sport events create, namely the need for volunteers, the attention and energy created, and the association with physical and health benefits.

Maximising the benefits can be done through following a model that will ensure that plans come to action. Social planning needs to start early, be in line with governmental social policy, be lead by a governing body and needs to be matched with a specific typology of event. The implementation, monitoring and evaluation of programmes will lead to a better understanding of how to further maximise the potential of hosting events.

Further research is essential, particularly in the area of measurement and evaluation of social programmes to ensure that the potential benefits are maximized in the future. As a recommendation to host cities and governments social policy should become integral to the event strategy. Sport event hosts should not be timid in speaking about their social plans and sharing their ideas. The potential exists, and maximising this potential is simple as long as the barrier between planning and action is crossed. Hosts will learn from sharing knowledge with others and gaining practical experience themselves.

It is recommended that host cities start by implementing an independent governing body to ensure that social plans come to fruition and are not cast aside due to financial or time restraints. This independent governing body can then work to ensure that

- A long term social policy strategy is built in line with a long term event planning strategy.



- Social programmes are capitalising on the key ingredients of an event, the need for volunteers, the energy and focus created by an event and the link with physical well being and role models.
- Long term evaluation and monitoring of programmes will be supported to ensure that future development and improvement is possible.

Creating a link with sport events will allow social programmes to move from being long term processes to becoming exciting, focused projects. The opportunities created by both large and small events should be maximized through long term planning and development.

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