

Gold Framework

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





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This publication is available at

www.gov.uk/government/publications/gold-framework-2023-edition.

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100 Parliament Street

London SW1A 2BQ.

Tel: 020 7211 6000

ISBN 978-1-916594-00-5

E02892265 08/23

Printed on paper containing 40% recycled fibre content minimum

Printed in the UK by HH Associates Ltd. on behalf of the Controller
of His Majesty's Stationery Office

Contents

Foreword on behalf of UK Government	4
Foreword on behalf of UK Sport	6
Introduction	8
Objectives	12
Roles and responsibilities	14
Investment programmes and eligibility	20
Prioritisation	24
Financial support	35
Investment requirements	35
Investment considerations	40
Key elements of an application	41
Developing an application	43
Supporting a bid	64
Supporting the staging of an event	74
Capturing learnings	80
Stages of event delivery	83





Foreword on behalf of UK Government



Super Saturday at the 2012 Olympic and Paralympic Games, the drama of the super over in the 2019 Cricket World Cup, and the excitement and joy of the Lionesses' win at Wembley in the 2022 UEFA Women's Championship Final. Electric sporting moments that will live long in the nation's collective memory and that we were privileged to see here in the UK. There is nothing quite like the drama of following any sporting tournament – the highs and lows, the twists and turns, and the unity and pride felt by so many.

All of us will have strong memories linked to either playing or watching sport. That is why the government has committed to maintain our world-leading reputation for hosting major and mega sporting events: to continue creating those iconic moments in our lives, and to maximise the very significant benefits that hosting major and mega sporting events can bring to people and communities across the UK.

We know that major events generate an economic boost for the UK, bringing in business, creating jobs, driving investment and attracting visitors from around the world to host cities and the surrounding areas. People choose to come for the event, but stay for the culture that the UK has to offer, providing a boost to local areas.

Major sporting events – particularly the largest ‘mega’ events – also deliver against a wide range of government priorities. They bring sport to different communities and demographics, and through targeted legacy plans can improve facilities, improve opportunities to increase participation in sport and physical activity, and make a real difference to the public’s day-to-day lives. Last year the spectacular Birmingham 2022 Commonwealth Games showed us that the event was about much more than awe-inspiring sporting success, delivering a ‘Games for Everyone’ and benefits across the city, region and the UK, including volunteering and a community engagement programme, a 6 month cultural programme, a comprehensive Business and Tourism Programme and a youth and learning programme.

We have also seen how events can help to connect all parts of the UK. We are stronger when we are working together, and there have been excellent events such as the 2019 Cricket World Cup and 2020 UEFA Men's European Championship matches taking place across the UK.

These events boost our standing on the world stage, giving our best sportspeople the chance to compete in front of a home crowd and our expert workforce the opportunity to deliver groundbreaking championships. They help us to demonstrate the best that this country has to offer in other areas – not least our excellent facilities, our digital infrastructure, and our world-leading broadcasting sector.

This government will continue providing support to major and mega sporting events, so that we develop an ambitious and varied pipeline of events over the next decade and beyond, which truly represents the diverse, creative, extraordinary population of our country. This can only be achieved through partnership – between UK Government, UK Sport, national governing bodies of sport, and all others involved in the delivery of an event – and harnessing the expert knowledge and skills of those involved. The Gold Framework exists to ensure we do so successfully.

As we update it to take into account recent developments in this ever-changing sector, it provides the opportunity to reaffirm the government's commitment to maintain our world-leading track record for hosting major events. I know that I am one of millions who will look forward to more epic sporting moments on these shores in the years ahead.

The Rt Hon Stuart Andrew MP

Minister for Sport, Gambling and Civil Society

Foreword on behalf of UK Sport



On behalf of UK Sport, I am delighted to present the latest version of the Gold Framework which outlines the support that UK Sport, in partnership with the UK Government, can provide to event organisers to maximise the impact of the events we host here in the UK.

Major sporting events are in the DNA of our nation. From the Olympic and Paralympic Games, to European Football Championship Finals, to World Cups in rugby union, rugby league and netball; so many of us remember where we were for those moments that gripped the British public, inspiring people across the country and cementing their place in our national folklore.

2022 was one of our most memorable years yet as the UK hosted a record breaking women's European Football Championships, a groundbreaking Rugby League World Cup in locations across England, a thrilling Gymnastics World Championships in Liverpool, and Birmingham played host to an historic Commonwealth Games.

It is no coincidence that these events gave rise to some astonishing performances from British athletes. The events hosted in the UK saw British athletes claim 315 medals including that memorable victory for the Lionesses at Wembley, the England Wheelchair Rugby League Team storming to victory in Manchester and the numerous extraordinary performances by athletes from all 4 home nations at the Commonwealth Games. As a former athlete, I know how much of a difference it can make to have a home crowd willing you on. That visceral support can provide an extra dimension to help an athlete reach their ambitions. And, for our athletes, performing on home soil with a home crowd cheering them across the finish line, makes sporting success just that bit more special.

It is not just our athletes who benefit when we host major sporting events here in the UK. We know that sport means more to the British people when it happens at home. More than 4 in 5 Britons are proud that the UK hosts major sporting events and 70% agree that watching or attending major sporting events positively impacts their happiness. We also know that major sporting events boost economic growth, with the 2022 calendar of sporting events delivering a combined economic benefit of £1 billion to UK plc¹.

¹ <https://www.uksport.gov.uk/news/2023/01/12/new-report-reveals-economic-and-social-benefits-of-the-uk-hosting-sporting-events>

<https://www.google.com/url?q=https://www.gov.uk/government/publications/evaluation-of-the-birmingham-2022-commonwealth-games-interim-evaluation-report&sa=D&source=docs&ust=1686560769025334&usg=AOvVaw0hUby4I-HHy3mBEe1fNY81>

That is why continuing to host the most impactful sporting events in the UK is at the heart of UK Sport's strategic plan which sets us on a mission *to create the greatest decade of extraordinary sporting moments; reaching, inspiring and uniting the nation.* Events are integral to this ambition because we know that they bring people together, reach new audiences and uplift communities.

A crucial dimension to the UK's success in hosting the world's biggest sporting events is the ability of our sporting eco system to collaborate and work together towards a common goal. I want to take this opportunity to pay tribute to our colleagues in national governing bodies, in host cities and regions and in government who all play such a critical role in bringing major sporting events to the UK.

With this in mind, I am delighted that this updated version of the Gold Framework will ensure this collaboration can continue as it sets out an up to date blueprint for the support, assistance and advice available. I am also really encouraged that this document breaks new ground in demonstrating the support that is on offer to event organisers to aid them in ensuring their major events deliver the greatest possible impact for communities. The document also sets out the new areas of support in areas such as environmental sustainability and equality, diversity and inclusion, as well as defining how events have added purpose through long-lasting social impact programmes

This document is an important step forward as we work together across the sporting system in the UK to ensure that sporting events can continue to be at the heart of our national life for many years to come.

Dame Katherine Grainger

Chair, UK Sport

Introduction

Originally published in 2015, the Gold Framework sets out how the Department for Culture, Media and Sport (DCMS) and UK Sport work jointly to support the feasibility assessment process for the bidding for, and staging of, major and mega sporting events at a UK level.

While the UK proudly stages high profile sporting events and matches on an almost daily basis, the framework concerns major sporting events that are not resident in the UK (i.e. itinerant events) and that typically involve a decision-making process from an international federation or rights-holder on where an event will be staged. The framework informs which events could be supported, and what resources and investment are available to help secure and stage these events.

Classification of events (used in this document)*

Mega event: events considered the most important global events in each sport, which are delivered to world-leading standards that promote the UK as a host nation. Events of significant scale and delivery complexity.

Major event: World Championships or equivalent events in Olympic, Paralympic and Commonwealth sports, and/or events which support the qualification, classification and preparation of British Athletes before an Olympic or Paralympic Games.

National event: events which protect and develop national competition structures that play a critical role in the growth, health of a sport and its performance strategy.

* – Further more detailed definition criteria are found on page 23.



The framework is intended to complement the UK's multi-tiered approach to major sporting events, and is not seeking to dictate which events can be hosted by other organisations within this structure.

The framework sets out:

- the landscape for major and mega sporting events across the UK, and the role of DCMS, UK Sport and key partners responsible for delivery
- the principles behind DCMS's and UK Sport's identification of hosting targets, and what support is available at a UK level
- how the UK Government's major events programme operates jointly between DCMS and UK Sport, covering all major sporting events receiving financial, strategic or technical support
- the typical lifecycle of an event and the support available at the UK level at each stage
- the expectations of events that are in receipt of any UK Government support

Sport is estimated to be worth over £39 billion a year to the UK's economy², and major sporting events play a significant role in delivering continued growth across many of our key sectors.

Over 130 major international sporting events have been secured for the UK following the London 2012 Olympic and Paralympic Games, including 47 World and European Championships, and the 2014 and 2022 Commonwealth Games, all with the opportunity to promote positive impacts, including economically³.

Events hosted in the UK have continued to generate significant impact – including, for example, the 2015 Rugby World Cup which contributed £1.1bn to the UK's gross domestic product (GDP)⁴ and the 2019 UCI Road World Championships which generated £17.8m for the Yorkshire region⁵. In 2022, the UEFA Women's European Championships 2022 brought an estimated £81 million⁶ benefit to host cities, and the interim report on the 2022 Birmingham Commonwealth Games shows the event contributed at least £870 million GVA to the UK economy, primarily in and around the West Midlands. Furthermore, UK Sport-funded events in 2022 provided a 6:1 return on investment, demonstrating positive economic, societal, reputational, sports performance and environmental impacts.

2 <https://www.sportengland.org/about-us/economic-development>

3 <https://www.uksport.gov.uk/news/2023/01/12/new-report-reveals-economic-and-social-benefits-of-the-uk-hosting-sporting-events>

4 <https://www.rugbyworldcup.com/news/163399>

5 <https://www.harrogate.gov.uk/downloads/file/508/uci-road-world-championships-impact-study>

6 <https://www.uefa.com/insideuefa/news/027a-164415be92b2-36f88ae7c9ec-1000--uefa-women-s-euro-2022-positive-impact-and-future-legacy-reveal/>

Successfully delivering the world's top sporting events 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 UK Government recognises how major sporting events encourage, enable and extend international visits to the UK, and create investment and business opportunities. A 2021 study by UK Sport, EY and the City of London Corporation outlined that major and mega sporting events can deliver substantial economic impact in soft power, trade and investment benefits⁷.

DCMS and UK Sport are committed to ensuring that the UK remains a regular host of major events. In the ever-changing landscape of new event rights-holders developing their offers, the UK needs to continue to build on its strong system of venues, expertise, fans and sporting stars to remain competitive through the 2020s and beyond. An essential part of this is for cities, governments and NGBs of sports to continue to collaborate and work together as event hosting partners.

“ Sport is estimated to be worth over £39 billion a year to the UK’s economy, and major sporting events play a significant role in delivering continued growth across many of our key sectors ”

7 <https://www.uksport.gov.uk/news/2021/11/30/soft-power-trade-and-investment-report>



Objectives

The UK Government seeks to host major events in order to achieve its objectives across a number of different areas. These objectives are drawn from the strategic plans of UK Sport, DCMS, the UK Government and other key stakeholders.

- **UK Government sport strategy:** Get Active: A strategy for the future of sport and physical activity, sets out the government's approach to sport and physical activity, including how major and mega sporting events are central to delivering the strategy's key ambitions:
 - driving participation and reducing inactivity
 - strengthening the integrity of sport
 - making sport more sustainable
- **UK Sport: Powering Success. Inspiring Impact.**
 - UK Sport has recently defined the organisation's strategic plan for 2021 – 2031⁸. The strategic plan sets out to '*create the greatest decade of extraordinary sporting moments; reaching inspiring and uniting the nation*' and the hosting of mega and major events is considered a critical driver to help achieve the strategy's key ambitions.
 - UK Sport's Major Events Investment Guide also captures a series of key objectives for event hosting in the UK including, but not limited, to promoting economic growth, maximising the UK's hosting reputation, and securing key sporting and performance benefits⁹.
- **Increasing our standing on the world stage**
 - **Global Britain**¹⁰: reinvesting in our relationships, championing the rules-based international order and demonstrating that the UK is open, outward-looking and confident on the world stage.
- **Sustainability**
 - **Net Zero**¹¹: decarbonising all sectors of the UK economy to meet our net zero target by 2050.
- **Delivering for all UK citizens:**
 - recognising and celebrating common sporting assets and working together across all parts of the UK.

8 <https://www.uksport.gov.uk/-/media/uks-strategic-landing-images/uk-sport-strategic-plan-2021-31.ashx>

9 <https://www.uksport.gov.uk/-/media/files/our-work/governance/uk-sport-major-events-investment-guide.ashx>

10 <https://www.gov.uk/government/publications/global-britain-in-a-competitive-age-the-integrated-review-of-security-defence-development-and-foreign-policy>

11 <https://www.gov.uk/government/publications/net-zero-strategy>

- **spreading the benefits to different groups and across the whole of the UK:** ensuring that investment and opportunity is spread more equally across the UK, and to people from different communities and demographics.
- **accessibility and inclusion:** Ensuring that events can reach and are available to the widest range of people and communities. Ensuring that events are inclusive and welcoming to a diverse cross-section of society, across an event's audiences, workforce, participants and host communities.

- **Growth**

- **Strengthening and developing** the sport and events sectors after the impacts of the COVID-19 pandemic.
- **Employment:** providing the opportunity for citizens to support, volunteer and grow their skill set through major sporting events.
- **Investment:** through associated legacy and social impact plans into schemes, infrastructure and grassroots facilities – increasing participation and audiences.

The support provided by DCMS, UK Sport and wider government is in collaboration with a variety of event delivery partners. Host cities, devolved administrations and National Governing Bodies will have their own strategic plans and objectives. The UK Government recognises the importance of ensuring that stakeholders work collaboratively to deliver impactful events which align to the strategic objectives of all event partners.



Roles and responsibilities

A multi-agency partnership of stakeholders is essential for successfully securing and delivering major sporting events in the UK. The stakeholders involved are set out below; roles and responsibilities may vary slightly depending on the event.

Department for Culture, Media and Sport

DCMS is the lead UK Government department for UK-level support of major sporting events, and can work with event organisers on the delivery of government guarantees. In addition, DCMS can work with the devolved administrations, where needed, on UK-wide matters. DCMS is responsible for the provision of support, including funding, within England; and can also provide financial assistance to support activities and projects related to sport events across the whole of the UK via UK Sport and other mechanisms.

This function is delivered through the Major Sporting Events and Delivery Unit in DCMS, which has built and maintained an expert network of contacts across government, to support the staging of events in the UK.

Through DCMS, the UK Government takes a joined-up approach and facilitates cross-government communication and strategic planning, ensuring coordination across relevant departments. DCMS also assists in matters that can impact on events, such as the provision of guarantees, where it is deemed necessary and proportionate for a successful bid.

A UK Government working group of relevant departments (listed in the roles and responsibilities section) meets regularly to discuss support for current and future events. For the largest events, separate delivery and (where appropriate) governance structures will be put in place to provide cross-government support, including on unexpected disruption or impacts. Where specific guarantees are requested, the UK Government will work with the relevant NGB and international federation to ensure these guarantees accurately reflect the UK's ability to deliver a successful tournament.

UK Sport

UK Sport is the UK Government's arm's length body responsible for investing into Olympic and Paralympic sport in the UK. In the context of major sporting events, UK Sport is the UK Government's specialist agency and invests National Lottery funding to support the hosting of events. It also acts on behalf of DCMS and the UK Government to invest government funding into events, and provide assurance processes for these larger investments.

UK Sport provides 3 main types of support:

1. **Strategic:** UK Sport works with NGBs, local authorities, host cities, international federations and rights-holders to provide strategic oversight and programming of the UK's hosting ambitions, through a targeted bidding process. The Major Events team at UK Sport works with the sport industry to provide wider strategic support in areas including research, innovation, social impacts, and sustainability.
2. **Technical:** UK Sport provides technical and operational support to event deliverers, using best practice from across the UK's programme of sports events to increase efficiencies and support the development of events.
3. **Financial:** UK Sport invests National Lottery funds into three core programmes (Pinnacle, Performance and National) and government funds (on behalf of DCMS) into larger mega events. UK Sport provides an ongoing assurance process for public investment over the lifecycle of an event, and works with NGBs and other industry organisations to evolve future event business models.

UK Sport's support to stakeholders wishing to pursue hosting an event in the UK is provided by the Major Events Team and led by a major events consultant (or equivalent). UK Sport will facilitate and coordinate reporting to DCMS where necessary, and work with the Major Sporting Events and Delivery Unit to monitor progress and/or flag future reporting requirements.

Devolved administrations (DAs)

Sport is a devolved matter, with responsible agencies in Scotland, Wales and Northern Ireland (SW&NI). DCMS and UK Sport's strategic UK-level support will continue to complement and support the ambitions of bodies in SW&NI to identify and secure events across the whole of the UK.

The UK Government will also continue to support sporting bodies, where needed, in UK-wide matters, including the delivery of government guarantees, although separate guarantees may be needed in SW&NI respectively.

A UK Event Coordination Group, comprising all DAs and event agencies, meets regularly to discuss issues and share experiences.

● **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 (ALBs) within England, which can be drawn on to support and add value to other aspects of major sporting events, such as international promotion, legacy and cultural programmes.
- Alongside UK Sport, DCMS can draw further strategic advice from other bodies such as Visit England, Arts Council England, and Sport England, for example, where they can support event legacy programmes in England.

● **Northern Ireland**

- All events of a cross-cutting nature sit within the responsibility of the NI Executive. At present Tourism NI offers funding schemes which assist in delivering national or international events. Tourism NI also coordinates NI hosting and delivery of major global events. Due to an ongoing review of the future handling of events in NI this may be subject to change.

● **Scotland**

- EventScotland is part of VisitScotland, the Scottish Government's national tourism organisation. EventScotland has responsibility for Scottish Government investment in sporting, business, and cultural events.
- EventScotland works strategically with partners to develop a portfolio of events that deliver for Scotland, and runs a suite of funding programmes and support to deliver this portfolio through its national events strategy, *Scotland: the Perfect Stage*¹².
- Major and mega events requiring significant Scottish Government investment are subject to enhanced assurance from the Scottish Government's Major Events Unit.

12 <http://www.eventscotland.org/assets/show/4658>

● Wales

- Event Wales¹³ sits within the Welsh Government's Economy, Treasury and Constitution group. It is responsible for leading and coordinating the delivery of the National Events Strategy for Wales 2022 to 2030¹⁴, which outlines the Welsh Government's strategic priorities on events.
- Event Wales is not normally 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 abroad. Its aim is to develop a balanced and sustainable portfolio of supported sporting, cultural and business events which support sustainable economic growth and raises Wales' international profile and reputation.

National Governing Bodies of sport (NGBs)

A National Governing Body of sport is an organisation that governs and administers a sport on a national basis. Where there is an opportunity to host a major event in their sport, NGBs will typically (though not in every case) initiate the identification of a major event hosting target, select a local authority to partner with, and submit a bid to the international rights-holder. This approach ensures that sport and sporting organisations are at the heart of the UK's strategy for major sporting events¹⁵. UK Sport engages formally with NGBs twice a year to support this process.

Local authorities

Local authorities are critical partners in funding and delivering world-class sporting events across the UK. The UK has a diverse geographical spread of world-class facilities for hosting international events and there is an appetite for hosting events in every region.

Many local authorities will have their own major events strategies, and in some cases may take the lead in identifying a major event hosting target, as well as a key role in designing an event's impact and purpose for the local host communities. Local authorities seeking support for such events will need to engage with UK Sport at an early stage to consider feasibility – and should have discussed with the NGB. UK Sport will continue to work to consider the geographical spread of events across the country.

Rights-holders

Rights-holders, as the organisations that own and control events, include international federations and/or global event owners. In some circumstances, UK Sport will work directly with rights-holders to evolve an event proposition, ensuring that it aligns fully with both UK Sport and UK Government priorities.

13 <https://businesswales.gov.wales/tourism/event-wales>

14 <https://gov.wales/national-events-strategy-wales-2022-2030>

15 <https://www.uksport.gov.uk/about-us/strategic-plan>

Summary of roles and responsibilities

UK Sport and DCMS work together throughout all investment programmes. UK Sport works across all three investment programmes, where UK Sport and DCMS typically work together on Mega events.

Stage	Support	UK Sport	DCMS/UK government
Feasibility	Technical	✓	
	Financial	✓	
	Strategic	✓	✓ (against applicable priorities)
Bid	Bid coordination between partners	✓	✓ (where applicable)
	Bid advice and development	✓	
	Bidding and event funding	✓	✓
	UK Government guarantees		✓
	Political support		✓
	International legacy development	✓	
Delivery	Staging advice	✓	
	Assurance	✓	
	UK Government event delivery support		✓
	Social impact	✓	✓ (where applicable)
	Promotional support	✓	✓ (where applicable)
	Research	✓	✓ (where applicable)
Evaluation	Knowledge transfer	✓	



Investment programmes and eligibility

Major sporting events provide unforgettable moments, inspire the nation and bolster our standing on the world stage – they can be a catalyst to deliver real sporting and wider change. UK Sport and UK Government investment is structured across both mega and major events, in two different investment funds. Each investment fund is designed to achieve and secure a series of outcomes and impacts which are defined within this document.

Investment programmes

There are two tracks of funding available to sporting events hosted in the UK. All investment (whether provided by UK Sport or the UK Government) will be subject to the prioritisation exercise outlined in the following section.

- Funding provided directly from UK Sport through the investment of National Lottery funding into the bidding and staging of strategically important events (split into the two programmes: Performance and Pinnacle). UK Sport investment is provided following an evaluation of the strategic and delivery implications of hosting the event, assessment through a funding application to the UK Sport Major Events Panel, and sign-off by the UK Sport Board.
- Funding provided directly from the UK Government, which is only available for the largest and most significant mega events. Government funding will typically be awarded through applications made around a fiscal event, such as a Budget or Spending Review, and given the need to weigh up against other spending priorities, engagement with UK Sport and DCMS is essential.



Table of investment programmes

Programme	What type of event does this programme cover?	What events are eligible on this programme?	How are events prioritised for investment?	What is the application process?	Who should I contact for further discussions?
Pinnacle Events Programme	Mega event	Events considered the most important global events in each sport, which are delivered to world-leading standards that promote UK values as a host nation.	Assessment of scale and alignment to current government priorities	Securing the approval of UK Government funding from HM Treasury through a fiscal event	UK Sport
Pinnacle Events Programme	Major event	Events considered the most important global events in each sport, which are delivered to world-leading standards that promote UK values as a host nation.	Pinnacle Events Assessment Criteria	Major Events Panel	UK Sport
Performance Events Programme	Major event	Events which enable Olympic & Paralympic Games qualification, classification and preparation for British athletes, to functional standards focused on athlete services.	Performance Events Prioritisation Framework	Major Events Panel	UK Sport



The UK Government invests public funds and resources into events which sit within one of two UK Sport investment programmes. In its strategic plan¹⁶ UK Sport sets out that it will continue to invest National Lottery funding into these investment programmes from 2021 to 2029, and the UK Government may also provide direct additional funding through fiscal events.

More detailed information on the above programmes can be found in the UK Sport Events Investment Guide¹⁷.

From time to time, UK Sport will look to set up short term investment programmes in response to key requirements from the sector (as determined by UK Sport). Most recently, the National Events Programme was an example of this, set up to support the sector after the height of the COVID-19 pandemic and was focussed on providing support to domestic events which protect and develop national competition structures that play a critical role in the growth, health of a sport and its performance strategy.

Eligible types of events for investment

All prospective event hosting partners seeking support are expected to engage with UK Sport at the earliest opportunity. DCMS and UK Sport will expect that event hosts, such as local authorities or devolved administrations, have had early engagement with, and support from, the relevant NGB. Alongside this, support will typically be considered for events which have shared their initial plans for feasibility, and concluded their funding application, prior to submitting a

16 <https://www.uksport.gov.uk/about-us/strategic-plan>

17 <https://www.uksport.gov.uk/our-work/investing-in-events/our-investments>

bid. Financial support will be considered following scrutiny of financial and logistical viability at this stage.

Event scale definitions

Below are the standard definitions used to determine which investment programme an event is best aligned to.

Mega events (Pinnacle)

- must represent the pinnacle of the sport at world or European level;
- must be itinerant (i.e. it is not permanently hosted in the UK);
- will have significant staging costs (usually in excess of £10 million);
- will attract in excess of 100,000 spectators;
- may require partial or full underwriting by the public sector;
- may require government guarantees;
- will entail significant delivery complexity, for example establishment of a special purpose vehicle (SPV); and
- must be a key hosting target for the NGB(s) and/or host city (where relevant).

Major events (Pinnacle)

- world championships in Olympic, Paralympic and Commonwealth Games sports;
- world championships in potential Olympic, Paralympic and Commonwealth Games sports;
- world championships ‘equivalents’ in Olympic, Paralympic and Commonwealth Games sports; or
- European Championships in Olympic, Paralympic and Commonwealth Games sports of scale (as referred to in UK Sport major events investment guide).

Major events (Performance)

- world championships that are not prioritised as part of the Pinnacle programme;
- European championships;
- top-tier/premium world circuits or world circuit finals;
- world junior championships;
- top-tier world leagues; or
- events in Commonwealth Games sports in a pre-Games sporting year.

Prioritisation

UK Sport and DCMS use clear prioritisation criteria to determine whether an event is eligible for investment from the UK Government (for either National Lottery or Exchequer fund investment). The following sections outline the criteria that DCMS and UK Sport consider when looking at prospective event investment.

Hosting target list

UK Sport engages the UK Event Coordination Group (which comprises the home nation event agencies, ALBs and government representatives), NGBs and local authorities to maintain a longlist of coordinated hosting targets. This list is updated every six months and is shared annually with the sector to facilitate event hosting partnerships. The list aims to ensure an ongoing 10-year major events strategic programming list.

The hosting target list is developed by UK Sport and endorsed by DCMS. There is significant overlap between DCMS and UK Sport objectives, but there may be occasions where an event is included which falls outside UK Sport's typical remit, but which DCMS and the UK Government consider to have significant national impact. In addition, this list may include events which are not eligible for UK Sport or UK Government investment, but are a key hosting ambition of a principal stakeholder (such as those listed in the roles and responsibilities section).





UK Sport assesses and prioritises all events on the list of hosting targets in line with the organisation's investment guide for the two investment programmes (Pinnacle and Performance). UK Sport's Major Event Investment Guide outlines further information regarding the prioritisation framework.

Strategic objectives of investment

UK Sport has a set amount of funding to distribute to major events hosted in the UK which qualify for funding through its investment programmes. Each of UK Sport's two investment programmes has clear strategic objectives, which are outlined in the UK Sport investment guide.

Where an event may require further investment from DCMS, a bid should clearly demonstrate how it delivers against key UK Government priorities set out in the developing an application section.

UK Sport leads a process of prioritisation to confirm which events will deliver most effectively against its objectives. This will include consideration of the event's potential economic and social impacts, the opportunities that the event may deliver in communities across the UK, elite performance opportunities, and the UK's standing internationally.

In addition, UK Sport and DCMS will consider how an event fits with the entire pipeline of events to ensure that the UK has a well-balanced programme of events that deliver the maximum impact against Government and sporting priorities.

Pinnacle Events Programme (mega events)

- The UK's Mega Events Policy Framework¹⁸ is designed to identify long-term mega event hosting targets for the UK, reduce the likelihood of bidding and delivery conflict, and enhance collaboration and co-hosting opportunities in a devolved UK landscape, whilst delivering on key UK Government objectives.
- Each mega event on the UK's hosting target list is evaluated against a framework which covers key UK Government priorities and hosting ambitions.

Mega events will typically require the UK Government or a devolved administration to provide bespoke financial support for events of this scale. National Lottery investment from UK Sport can also be requested to support mega events, however typically the funding requirements for mega events are often beyond UK Sport's resources. Support for such events will be considered on a case-by-case basis, taking into account the following criteria:

- **Scale:** the event represents the pinnacle of the sport at world or European level, is not considered as permanently resident in the UK, and may be significantly complex to deliver.
- **Finance:** the event is likely to have staging costs in excess of £10 million, potentially requiring UK Government guarantees, or potentially a partial/full underwrite for the largest, highest priority mega events.
- **Affordability:** the event would represent good value for the taxpayer, presenting a strong cost-benefit analysis and seeking good value for the exchequer as a whole.
- **Opportunity:** the event is a one-off which, once hosted, would not be expected to return to the UK in the near future. The UK would also look to consider opportunities presented by the changing circumstances of other event hosts.
- **Economic growth:** as well as expecting to attract in excess of 100,000 spectators, hosting the event would deliver significant economic benefits.
- **Social impact:** the event would deliver impacts to benefit communities around the country, including driving up levels of activity and participation.
- **Geographic reach:** the event should look to reach different areas, audiences and demographics across the country and, where possible, look to deliver across multiple parts of the UK.

18 <https://www.uksport.gov.uk/our-work/investing-in-events>



Case study: Pinnacle Events Programme

UEFA Women's European Championship 2022 – England (mega event)

The UEFA Women's European Championship 2022 was held in 9 host cities across England in July 2022. The tournament was designed in order to boost the already growing sport of women's football, and as a catalyst to drive participation for women and girls across the country.

The tournament broke multiple records, attracting a record global audience of 365 million across 31 matches, and the highest-ever attendance at a UEFA EURO final (men's or women's) of 87,192.

The success of the tournament has continued since the final match, with more than 416,000 new opportunities for women and girls to participate in grassroots football delivered in the 9 host cities, and a 17% increase in female players in affiliated teams. The host cities also benefited from an £81 million boost in economic activity throughout the tournament.



Case study: Pinnacle Events Programme

2022 Commonwealth Games – Birmingham (mega event)

The Birmingham Commonwealth Games 2022 was the biggest multi-sport event to be held in England for a decade, with £778 million of public funding. The Games were designed as ‘a Games for Everyone’, with every community able to enjoy the events, opportunities and benefits the Games provided.

It was a Games of firsts, with more medals awarded to women than men, the biggest integrated para programme in Commonwealth Games history, delivery in a record 4.5 years rather than 7, and a record 1.5 million tickets sold. Birmingham 2022 had bold legacy ambitions, aiming to be the most sustainable Games yet and leveraging over £85 million of additional funding for legacy programmes, including £38 million of investment into a physical activity and wellbeing legacy programme.

The interim independent evaluation¹⁹ in 2023 found that the Birmingham Commonwealth Games 2022 contributed £870.7 million GVA to the UK economy, with 9,000 full-time equivalent jobs at the peak of the Games. The full evaluation, covering the extensive legacy programmes, will be published in early 2024.

¹⁹ <https://www.gov.uk/government/publications/evaluation-of-the-birmingham-2022-commonwealth-games-interim-evaluation-report>

Pinnacle Events Programme (major events)

Major events on the Pinnacle Events Programme will deliver against the following objectives:

- ability to create extraordinary moments
- reach, inspire and unite more people every day
- strengthen the UK's place in the world
- drive economic impact

UK Sport investment will be prioritised for events which are considered to have the greatest potential to deliver against these objectives.





Case study: Pinnacle Events Programme

2023 World Artistic Gymnastics Championships – Liverpool (major event)

The FIG (Fédération Internationale de Gymnastique) World Artistic Gymnastics Championships were held at the M&S Bank Arena in Liverpool in October/November 2022. The UK had previously hosted the world championships in Glasgow in 2015, which was hailed as the “best ever” by the international federation at the time; Liverpool looked to build on that legacy by innovating and showing leadership across a range of ethical impact areas.

The organisers and British Gymnastics used the event as a platform to deliver a world-first ‘Safe Sport’ Conference, championing athlete welfare within the sport. Spectator experience was a key focus, with the international federation president noting that the event “transformed gymnastics from sport to entertainment”. The event also pioneered new accessibility considerations, including British Sign Language (BSL) translation for those in the arena.

Sporting achievements were also notable, especially for the British Team, which had its best ever World Championships performance. The only nation to qualify two full teams for the Paris 2024 Olympic Games, as well as winning a number of individual medals (including two golds).

The event also demonstrated Liverpool’s credentials as a world-class destination for sport, showcasing the area and its people on the global stage, and generating in excess of £5.5 million economic benefit to the region.

Case study: Pinnacle Events Programme

2017 Badminton World Championships – Glasgow (major event)

The Badminton World Championships, was held at the Emirates Arena in Glasgow in August 2017. It engaged 400 volunteers and nearly 30,000 spectators. As well as BBC coverage the event had extensive reach, with over 100 international media in attendance alongside 40 domestic press, photographers and broadcasters.

The event delivered engagement programmes across schools and clubs – encouraging entry level participation and extending the reach of the sport. The programmes established 26 new badminton classes across Scotland engaging 400 attendees and engaged over 9000 primary school children and over 430 primary teachers who attended training.

This event was funded by UK Sport as part of its Pinnacle Events Programme, distributing National Lottery Funds alongside other partner funding.

Performance Events Programme

Major events on the Performance Events Programme will deliver against the following objectives:

- provide qualification opportunities
- provide classification opportunities
- provide preparation opportunities

UK Sport investment will be considered and prioritised to those events which have the greatest potential to deliver against these objectives.





VOLVO
World Triathlon
Para Series
ABERTAWE | SWANSEA
2022

V O L



**Case study:
Performance Events
Programme**

**2022 World Triathlon
Para Series –
Swansea (major event)**

The World Triathlon Para Series took place in August 2022, welcoming 98 athletes to the SA1 Waterfront in Swansea.

The event provided crucial preparation and qualification benefits to British athletes on home soil, ahead of the 2024 Paralympic Games in Paris.

Similar events in the lead-up to the 2020 Olympic and Paralympic Games provided crucial qualification, classification or preparation opportunities for Team GB and Paralympics GB athletes, many of whom went on to win medals in Tokyo.

National Events Programme

UK Sport recently provided a third investment fund for national-level events. This programme was designed to respond to the impact of the coronavirus (COVID-19) pandemic on domestic events. The case study below is an example of an event which benefited from the programme.

Future funds in this programme will be defined by UK Sport's prioritisation metrics.



Case study: National Events Programme

2022 British Taekwondo Fight Night – Manchester (domestic event)

The National Events Programme provided funding for key infrastructure to improve the delivery of British Taekwondo's 'Fight Night' event, an important part of British Taekwondo's performance pathway.

The funding for a new lighting rig enabled British Taekwondo to deliver a higher-quality broadcast through online streaming of the event, driving up engagement through the Taekwondo community and raising awareness of the sport to potential new participants.

Financial support

Where UK Government invests directly into the delivery of an event, UK Sport is responsible for managing any investment (either funds from the National Lottery or direct from DCMS) into the event, unless exceptional circumstances apply.

UK Sport, supported by DCMS, will not consider retrospective funding applications for events that have already been secured by the NGB without prior dialogue.

Investment requirements

Before investment is granted, prospective event hosting partners need to ensure they meet the following conditions of investment. This applies to investment from both UK Sport and UK Government.

UK Sport or the UK Government may wish to include additional conditions of investment for particular events, depending on any relevant specifics of the event or application.

Further details on the principles which are specific to UK Sport investment are found in the UK Sport Investment Guide²⁰.

The UK Government will only provide funding to appropriate and credible organisations which meet the standards set out in the Code for Sports Governance²¹.

- The UK Government will consider investment proposals from NGBs, local authorities, commercial bodies and Special Purpose Vehicles (SPVs) associated with the bidding for, and staging of, major events.
- The UK Government will require the organisation into which it is investing to comply with the Code for Sports Governance at the appropriate tier.
- The UK Government will reserve the right to appoint an appropriate representative within the governance structure of a major event. This will typically be as an observer on the Board of the event, however this could be as a nominated Board Member.
- In exceptional circumstances, investment may be considered if the above requirements are not achieved, but there is an agreed governance action plan and timeframe in place to achieve the relevant requirements.

²⁰ <https://www.uksport.gov.uk/-/media/files/our-work/governance/uk-sport-major-events-investment-guide.ashx>

²¹ <https://www.sportengland.org/campaigns-and-our-work/code-sports-governance>

The UK Government will only invest when it has been fully engaged from the start of the feasibility and/or bidding process, and once it has agreed the approach to event delivery.

- There must be early discussion with UK Government and UK Sport about the approach to event feasibility, bidding and delivery, and no bid should be submitted without prior engagement with UK Government and UK Sport.
- Government funding would usually be considered through:
 - a) a UK Government fiscal event (i.e. a Budget or Spending Review); and/or
 - b) a UK Sport Major Events Panel process.
- Where a formal or public expression of interest has been made without prior engagement, the UK Government reserves the right not to retrospectively fund or invest in an event.
- The UK Government may engage directly with international federations if a bid is submitted that does not meet some or all of the investment criteria.
- It is recognised that unplanned opportunities can arise and that flexibility is needed in order to consider and accommodate those opportunities. However, UK Sport will always ensure that events are underpinned by robust financial and delivery plans, to protect the UK's hosting reputation.

The UK Government will only support an investment which follows the principles set out in the Managing Public Money guidance²² and which represents good value for the taxpayer.

- A value for money assessment will be carried out to ensure that the organisation's procurement, projects and processes are systematically evaluated to provide confidence about suitability, effectiveness, prudence, quality and good value judged for the government as a whole. This will include wider benefits of the event such as the social impact.

The UK Government will only invest where there is an appropriate, transparent and binding underwriting solution in place.

- The underwriter of last resort for an event will often be the NGB, host city or other relevant stakeholder. The UK Government must be confident in the underwriting solution in order to provide investment into the event.
- There are some situations where the UK Government may be asked to provide an event underwrite or other financial guarantees; if this is required by the international federation or where other potential underwrite options have been exhausted. These instances are for our largest, highest priority mega events. If this is the case, both DCMS and UK Sport must be engaged by the NGB at the earliest stage of development, and must be before a bid is submitted.

²² <https://www.gov.uk/government/publications/managing-public-money>

Over 130 major international sporting events

have been secured for the UK
following the London 2012
Olympic and Paralympic Games



- Any NGB requesting a UK Government underwrite or investment should expect and help to facilitate a rigorous process of financial oversight to be undertaken by DCMS and UK Sport over the lifecycle of the event.
- The UK Government will not consider an underwrite or investment into events that fail to appropriately consider and manage risk. Government must be engaged in discussions regarding event insurance and the approach to risk management and mitigation. Any risk assessment should consider the impact of major disruption to an event, as seen during the COVID-19 pandemic.

UK Government investment will need to demonstrate financial need and impact, and the event's overall impact on a variety of outcomes.

- All events requesting UK Government investment will need to demonstrate financial need through the production of an agreed event budget that robustly forecasts and benchmarks income and expenditure. Applicants will be required to use UK Sport funding documentation, and a UK Sport major events consultant will be assigned to work with the NGB to progress a funding application to the UK Government.
- The UK Government will not provide financial support to events that it believes have the potential to be financially self-sustainable, and reserves the right to reclaim any investment that is not required.
- As part of this process, resources of other potential event funding partners will be considered, and an assessment will be made on the reasonableness of providing financial support. Where government investment is sought, bid partners will be required to demonstrate an appropriate level of transparency on financial information to the UK Government. It is anticipated that all event hosting partners will provide an appropriate level of investment into the budget, in terms of cash or budget-relieving value-in-kind support.
- Other agencies will be expected to invest into ancillary projects that use the platform of events to drive other public sector agendas. This includes a commitment to work with the devolved administrations sporting event agencies, Sports Councils (Sport England, Sport NI, Sport Wales and Sport Scotland) and NGBs to deliver sport development activity.
- Events will not be supported unless there is sufficient evidence that the event represents good value for money or other positive impacts (such as social or economic benefits).
- For Pinnacle events, where government investment is being sought, the impact section outlines the benefits that the UK Government looks for in addition to economic impact and sporting performance benefits for our elite athletes. Events need to have meaningful plans to generate a positive social impact. UK Sport can provide guidance on the expectations of events, depending on which investment fund they align to.
- Once funding is secured, DCMS and UK Sport will work closely with the bidding organisation for the release of funds in line with a grant agreement.

DCMS may discharge some or all of its responsibilities to UK Sport to manage and deliver (typically for the largest event investments).

- Through UK Sport's role as the lead technical agency for major/mega sporting events in the UK, UK Government investment (i.e. investment which has been secured at a fiscal event or equivalent) can be distributed to UK Sport for onward distribution to the Grant Recipient. In that role, UK Sport would be responsible for the assurance of that investment and reporting to DCMS as necessary and as agreed.
- UK Sport will always ensure that the interests of the UK Government are prioritised when managing a major event.
- UK Government and UK Sport personnel may be nominated to either Director or Observer positions on event boards or organising committees.

UK Government will only invest into events that commit to delivering on core partnership requirements, in particular to those that support the wider pipeline and promote and ensure future success.

- Prospective events should commit to sharing knowledge and resources with other funded events to ensure the progressive development of the delivery of even.
- Prospective events are required to provide post-event data, using a tool such as eventIMPACTS, to measure the impact of the event across different criteria (such as economic benefit, social impact).
- A commitment from events to support any programme wide promotional campaign for other UK Sport funded events, and to recognise and advocate public sector interests (where required).
- A commitment to provide branding and hospitality opportunities for The National Lottery and other partners in line with the required levels.

Investment considerations

Establishing support

When UK Sport is considering financial support, a major events consultant (or equivalent) will support the NGB through the process, providing expert advice and guidance. The major events consultant will be able to confirm which of the two above funding processes are most applicable.

When considering whether the UK Government will support an event, DCMS may ask UK Sport to provide an expert assessment of the bid, which will be used to inform Ministers as to whether support is appropriate. Where there is a financial burden or risk to the UK Government, DCMS after doing their own assessment, will seek authority from HM Treasury to proceed if it requires new spending or spend from within existing budgets above the DCMS delegated limit.

Bid costs

UK Sport will consider providing National Lottery funding towards the bidding costs of major sporting events. 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. It is unusual for the government to directly invest in the bid costs for an event, but it is possible for the largest of events.

Staging costs

UK Sport will consider investment into the staging costs of major sporting events as detailed in the Investment Guide. UK Government funding can also go directly to the staging costs of mega sporting events. Investment support may also be sought from SW&NI.



Key elements of an application

Strategic value

It is important to evidence how an event will have wider strategic value to host stakeholders and fits into a long term, strategic plan for the applicants (in particular for the host NGB and host city). This includes looking not only at the economic return on investment, but also a robust legacy programme, spread and impact across the UK. UK Sport can support applicants to develop an ‘events strategy’ which clearly sets out the role of the event(s) in achieving long term strategic outcomes (this should be done prior to a funding application).

Feasibility

It is also important to evidence the feasibility of the event and provide a robust headline assessment that the event is affordable and deliverable. In some cases it will be straightforward, particularly when the event has been hosted in the UK before. In some cases, and particularly for Pinnacle events, a feasibility study may be required.

If it is required, UK Sport will work with the NGBs to commission, and potentially finance, the feasibility study. The study may incorporate a preferred venue recommendation and provide the foundations for a subsequent business plan, funding submission and technical bid document. For larger events (for example, at mega-event scale), UK Sport would deliver the feasibility assessment itself on behalf of the UK Government.

Venue identification

Reach, and the breadth of hosts across the UK, is a key focus for UK Sport and DCMS when considering where major and mega events will be hosted in the UK in order to unlock the potential to reach different demographics across the country.

For most major sporting events, UK Sport will work with the relevant NGB to identify a venue partner for its bid. The hosting target list ensures that NGBs and potential host locations are aware of potential opportunities.

In some cases, NGBs may be able to identify a preferred host location very easily. In other cases, NGBs may wish to run an internal process within the UK to identify a preferred location with which to bid. UK Sport can either consider 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.

The UK has many great sporting locations and venues, from international arenas to iconic backdrops for outdoor events. There are occasions when a number of potential locations share the desire to host the same event and two or more locations within the UK could bid against each other. In these situations:

- As UK Government and UK Sport recognise that the UK is at its strongest when working collaboratively, it is our preference to explore whether it is possible to broker a solution that results in a single (or shared) bid from the UK. The UK Event Coordination Group group meets regularly with the aim of improving 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 this situation, we will need to be comfortable that any supported bids are financially and logically viable, and that the presence of multiple bids 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.
- DCMS and UK Sport reserve the right to provide support to a single bid should that be in the national interest. There may be exceptional occasions where there are substantial differences between bids from within the UK, in terms of financial support, facilities, viability or winnability.

Budget and business plan

NGBs will be required to provide an event budget and business plan for submission to UK Sport that demonstrates the need for financial support. This documentation will form part of the funding application. A major events consultant from UK Sport will assist in the development of the documentation.

Underwrite

As set out above in the investment requirements, it is a requirement that an event proposed for investment has an **appropriate, transparent and binding underwriting solution in place**.

Under normal circumstances, the expectation is that events should be underwritten by the NGB or host city/region. UK Sport, in consultation with NGBs, has created additional mechanisms to lighten the underwrite burden for NGBs and/or host cities.

If it is a requirement of the bid, the UK Government may 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 the UK. Support of this nature requires approval from HM Treasury after a robust and thorough assessment, and is typically for our largest and prioritised mega events. It will only be considered by DCMS ahead of the bid being submitted and is subject to having a clear business case, and a robust and fully funded budget in place.

Developing an application

Once an event has proceeded through the eligibility and prioritisation process above, a funding application can be initiated.

UK Sport will provide support to funding applicants, through a major events consultant (or equivalent), to develop an event's core elements which would support the delivery of events in the UK. Whilst UK Sport and UK Government colleagues can support, it is the responsibility of applicants to lead and own a funding application.

The different aspects that should be considered as the event application is being developed are set out below. When developing an application a UK Sport major event consultant (or equivalent) can provide support in each of these areas.

Get Active: A strategy for the future of sport and physical activity (2023) – outcomes

As outlined in *Sporting Future – A New Strategy for an Active Nation* (2015), – and the updated *Get Active: A strategy for the future of sport and physical activity*, there are five key outcomes which sit at the core of all UK Government investment into sport: physical wellbeing, mental wellbeing, individual development, social and community development, and economic development. Attainment of these outcomes should drive all future funding into sport and should be at the forefront of impact planning.

Participation

Ensuring individuals across the country, regardless of background, are able to have access to participation opportunities and get active, is one of the top priorities of the UK Government. Regular physical activity can improve health and wellbeing and play a key role in preventing heart disease, reducing the risk of developing type 2 diabetes by 30-40% and having a positive effect on mental wellbeing by reducing stress and anxiety and increasing confidence and self-esteem. Physical inactivity costs the UK an estimated £7.4bn each year²³.

Major sporting events and connected investment into the local community have the potential to provide targeted interventions that drive participation in sport and physical activity. This benefits wider public health and helps to grow individual sports. An increase in participation will not happen automatically as a result of staging an event; event hosting partners need to strategically plan activities to promote participation in their sport, appealing to a wide range of groups, by providing an attractive and well-developed offer, with investment into suitable facilities for both the event and beyond.

23 <https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>



A good participation programme should be clear about what it wants to achieve and identify these objectives through engagement with the local communities during the build up to, during and following the event. It will need to ensure the type and format of activities provided, and the supporting workforce, understand the needs of the target audience. This will include ensuring that there is a flexible approach to attracting those people who are not regularly active. It will also need to ensure that existing sporting structures and facilities are ready to welcome new participants, this could mean putting in additional investment where appropriate and needed. Such programmes need not be costly to run and, where appropriate, the programme can incorporate and enhance existing NGB or local authority-led projects.

Sustainability of the sector

The COVID-19 pandemic exacerbated the challenges the sport sector faces in effectively meeting the needs of the people it serves, in terms of its finances, integrity and environmental sustainability. Get Active: A strategy for the future of sport and physical activity outlines and sets the UK Government's direction for the sport sector, offering support where it is needed, and stepping in where the sport sector cannot do something itself.

To tackle inactivity, we need a thriving sector that is stronger financially and more resilient. As part of this, NGBs can use major sporting events to help drive participation in sport and also to increase commercial appeal and reach new audiences. We need a sector that people have confidence in and a sector that represents them, one where they feel that they belong. We are committed to using levers like major sporting events to ensure as many people as possible can benefit from the positive outcomes sport and physical activity can offer.

“ Sport can generate long-term impacts at both an individual and community level. A good social impact plan should consider how any activities planned might link to wider opportunities ”

Social impact, purpose and legacy

Sport can generate long-term impacts at both an individual and community level. A good social impact plan should consider how any activities planned might link to wider opportunities; for example, opportunities around education, employment and social cohesion. An event’s purpose and its ability to generate impact, and create sustained positive change, is a strong consideration for the UK Government and UK Sport when considering support. In the majority of situations (particularly for larger events), a proportionate social impact programme will be a formal and required criterion when the government is deciding which events it will support.

A key lesson from previous major sporting events is that it is never too early to begin considering and planning for an event’s long-term benefits. In addition, a proportionate and robust social impact plan is often an important factor in a competitive bidding process.

The phrase “tournament legacy” implies an impact that occurs only following the delivery of the event itself. This should not be the case; an event should plan to deliver meaningful social impact before the event has started. Planning should continue throughout the lifecycle of the event, and should support key operational elements such as volunteering strategies and logistics. Event organisers should also assess how to measure the impact of an event after it has concluded.

Impacts of major sporting events

The extent to which major sporting events can generate significant long-term benefits will vary depending on the size and nature of the event. While the following impacts are ones that should be considered, and are provided for illustrative purposes, it should not be considered a comprehensive list. Good impact programmes should focus on the needs of the communities where the events are held.

Social outcomes	Environmental outcomes	Economic outcomes	Sporting outcomes
Improved physical wellbeing	Improved facilities and infrastructure for active travel	Creation of employment opportunities	Broadening sporting opportunities (e.g. women's & girls' access, disability and inclusive sport)
Improved mental wellbeing, social cohesion and civic pride	Increased biodiversity and green spaces	Increased levels of tourism	Improved facilities and infrastructure for participation
Development of interpersonal and life skills	Tackle environmental issues in staging events (e.g. river clean ups)	Increased profile of host city/cities	Diversifying sport fan & playing base
Closer links between sport and wider culture (e.g. dance, music, arts)	Raised awareness of environmental sustainability issues to spectators (and highlight role they can play) and champion best practice	Increased demand for local businesses	Increased sport participation
Volunteering opportunities	Amplifying current practices within the sport sector to meet Net Zero and accelerate efforts.	Increased international trade and inward investment	Increased visibility across sports

DCMS and UK Sport can provide support to potential events by providing:

- guidance directly to potential or current event organisers to help navigate the best way to create an event with purpose and impact at its heart.
- introductions to existing networks to the UK Government, or other organisations in order to benefit from existing legacy, engagement initiatives, impact programmes and development plans which can help achieve long-term benefits. Consideration should also be given to other local and regional bodies and programmes, such as local authorities, which can support the implementation of social impact and legacy activity.
- support in the early definition of impact programmes, through guidance documentation or staff resources, from the UK Sport Major Events Team or the UK Sport Social Impact Team.
- support via a UK Sport major events consultant to aid the definition of an event's impact programme, working with all event partners.
- ongoing support via the UK Sport Major Events or Social Impact teams throughout implementation of social impact plans.

A strong social impact programme will make clear what its objectives are, and how organisers intend to achieve them. The level of impact will be different for different events, however event organisers should consider how their social impact programme is relevant to both the local area and the sport, and align with their existing plans and activities where relevant.





Case study: Rugby League World Cup 2021 (RLWC 2021), held in 2022

As part of their wide-ranging social impact programme, the RLWC partnered with Community Integrated Care to deliver a range of accessible volunteering opportunities for people who have care and support needs, aimed at promoting independence. The programme gave over 500 participants the chance to enjoy a range of aspirational roles built around their personal goals, it supported people to discover and fulfil their potential, as well as championing inclusion and awareness, and leaving a legacy within communities.

Community Integrated Care created diverse and inclusive volunteering opportunities in the build-up to the tournament, and offered participants the chance to apply their skills and experience in exciting, person-centred volunteering roles. Individuals volunteered alongside their families or support workers. The Power Squad, RLWC2021's volunteering team, helped to deliver the biggest and best Rugby League World Cup ever.

Making events as accessible as possible

The government has been clear about its commitment to spreading wealth, investment and benefits to communities all around the UK.

This commitment is reflected in our approach to hosting major sporting events.

Events should also be accessible to the widest range of people possible. Consideration should be given to:

- the location of host cities
- the geographic targeting of the social impact/legacy programme
- pricing and ticket schemes, and
- the specific aims of the social impact/legacy programme.

The Levelling Up White Paper²⁴ sets out more detail on how the government intends to spread opportunity more equally across the UK.



²⁴ <https://www.gov.uk/government/publications/levelling-up-the-united-kingdom>

Volunteering

Volunteering, and the opportunity for people to engage directly with an event through volunteering opportunities, has been one of the standout success stories of many events hosted in the UK, including London 2012, Glasgow 2014, the World Athletics and World Para Athletics Championships 2017, the Rugby League World Cup 2021, the Women's European Football Championships 2022 and the Birmingham 2022 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. In 2022 alone, over 23,000 people volunteered for events in the UK²⁵.

Volunteering in sport can help people start a habit of social action, creating a benefit both to themselves and their communities. An event's volunteering plans should look beyond the event itself and signpost other opportunities to volunteers who want to continue giving back.

At a UK-wide level, UK Sport can provide advice on delivering a volunteering programme for an event. There are also dedicated agencies in SW&NI that can provide advice on opportunities



25 <https://www.uksport.gov.uk/news/2023/01/12/new-report-reveals-economic-and-social-benefits-of-the-uk-hosting-sporting-events>

for volunteers at a grassroots level. These agencies can help NGBs to consider the following areas in developing a volunteering strategy:

- **Recruitment** – finding the right balance for each event, retaining volunteers and engaging with new volunteers.
 - **Training** – ensuring volunteers are appropriately trained to deliver their role to the highest standard.
 - **Deployment** – the effective deployment of volunteers during the event, not only at the event itself but also at programmes around the event (such as cultural or tourism programmes)
 - **Experience** – ensuring volunteers have a meaningful experience, understanding their impact and embedding best practice.
 - **Retention** – once an event is delivered, new volunteers should remain engaged. Volunteers can support increased participation and capacity in grassroot clubs after an event has finished, as well as continuing to volunteer for future major events both sporting and more broadly.

Environmental sustainability

The UK is legally committed to achieving net zero emissions by 2050 and sport has a key role to play in this. Following a successful year hosting the COP26 Presidency, there is strong ambition in driving environmental sustainability. Major sporting events can play a crucial role in championing sustainability outcomes. These events enable change through new initiatives and partnerships, sharing experience and knowledge, and encouraging visitors and participants to consider the impact of their behaviour. UK Sport has worked in partnership with the sector over recent years to understand how events can be delivered more responsibly in relation to the environment and reduce their environmental footprint, and has recently published a strategy setting out these ambitions.

In 2022, UK Sport updated its guidance on Building Sustainability into Major Event Delivery²⁶, which provides advice to the sector on:

- **Leadership** – how events have a clear vision and strong business case, with sustainability at its heart.
 - **Action** – how events can design and execute a sustainability action plan.
 - **Communication and engagement** – how events can successfully communicate and engage with the public to achieve strategic goals.
 - **Collecting data, measurement and reporting** – how events can gather robust data to support accurate reporting.

26 <https://www.uksport.gov.uk/-/media/files/events/Event%20Sustainability%20Resources/UK%20Sport%20-%20Building%20Sustainability%20Into%20Major%20Event%20Delivery%20-%20Feb%202022>

UK Sport published its Environmental Sustainability Strategy²⁷ in 2023, which includes a goal for high-performance sport to have a net positive impact on the environment by 2040. This ambition builds on a goal of reducing the negative environmental impact of UK Sport's own activities and operations, to achieve net zero by 2030.

Event organisers should see sustainability as part of their business as usual, and develop achievable plans to make sure all stakeholders, including the NGB and venue, buy into them. The benefits of a well-executed plan include cost savings, reduced environmental impacts, spectator well-being and improved spectator experience.

In developing their plans, event hosting partners should consider aspects such as:

- energy management
- waste management
- procurement and supply chain
- catering
- travel and transport
- events within the event (advocacy)
- biodiversity
- overall carbon footprint, and reduction approaches

In addition to the central guidance provided by UK Sport, the UK Government also provides support through the following resources:

- Greening Government Commitments. Event organisers should refer to the Greening Government Commitments²⁸ guidance, which set out targets for UK Government departments and their agencies to:
 - reduce water consumption;
 - reduce their greenhouse gas emissions; and
 - minimise waste and promote resource efficiency.
- Government Buying Standards. In relation to procurement, event organisers should look to incorporate the best practice criteria from the relevant Government Buying Standards²⁹, through a balanced scorecard approach to help achieve wider value for money and sustainable outcomes for the event.

27 <https://www.uksport.gov.uk/news/2023/03/28/uk-sport-launches-environmental-sustainability-strategy>.

28 <https://www.gov.uk/government/collections/greening-government-commitments>

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



- Sustainable procurement: Event organisers should aim to adopt the Flexible Framework³⁰ within their organisation, to deliver sustainable procurement. Organisations can carry out a self-assessment to ensure sustainability is a consideration in the organisation and that there are clear owners of sustainability initiatives in the entire team staff.

Event organisers should explore existing sustainability frameworks that are already being used by their international federation and/or host city partners, such as the ISO 20121 Standard, which provides international best practice on how to host and manage a sustainable event.

In addition, organisations can use sustainable event management standards which are designed to help them improve the sustainability of their event-related activities, products and services.

UK Sport, through a major events consultant, will be able to provide additional support and advice to define an event's sustainability plan, subject to the investment expectations at the time.

³⁰ <https://www.gov.uk/government/publications/sustainable-procurement-in-government-guidance-to-the-flexible-framework>



Women's and girls' sport

UK Sport and DCMS work to ensure that the major events pipeline represents a well-balanced series of events in terms of delivering on government and sporting priorities including, but not limited to, diversity, sport, scale and geographical reach. As part of any application for UK Government funding, the impact of the event on women's and girls' sport – including access, participation rates, and visibility of women's and girls' sport and participation – must be taken into account.

Consideration should also be given to delivering an event and associated legacy and social impact programme that is inclusive and accessible for women and girls. This applies to all events, regardless of whether the athletes participating are male or female. Events should look at how to deliver a positive impact for women's and girls' sport, with particular focus on those who are the least active.

Disability sport

As part of an application, it is important to consider how disability sport is incorporated into the event, legacy and social impact programmes, and associated promotional activities. This helps to promote the visibility of disability sports, and ensures that events are accessible and aspirational to as wide a range of spectators as possible. Event organisers of non-disability sport events should consider how the event can be used to promote disability sports and participation opportunities.

During the delivery phase of an event, planning should include making the event as accessible as possible for all spectators, to ensure the widest possible audience is able to enjoy the event.

Showcasing the whole of the UK

A major sporting event hosted across all parts of the UK will help to showcase the best that the country has to offer, and will be delivered through collaboration between the relevant government bodies and sporting organisations. Any event application for funding for a joint bid should demonstrate its reach across England, Scotland, Wales and Northern Ireland, and how it delivers on the priorities in each (as outlined in the relevant sporting body's strategy).

Case study: UEFA European Championships 2028

The joint UK and Ireland bid for EURO 2028 has brought together the five governments and Football Associations, alongside UK Sport, to collectively work on a bid. This has naturally helped to develop working relations that will be beneficial for other future joint ventures.

The bid dossier outlines the plans for a tournament hosted across the UK and Ireland, showcasing the various nations and regions and ensuring that the benefits – before, during and after the tournament – are shared.



Soft power, trade and investment

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.

At a UK-wide level, the Department for Business and Trade (DBT) can provide advice and support for UK companies to pursue export opportunities following on from their support for major sporting events in this country, in particular by selling expertise and event experience to overseas major events and global sports projects. There are also bodies that can develop business strategies specific to an event promoting 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:** How can the event attract high net worth value audiences? The bigger the event, the bigger the opportunities.
- **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 DBT's regional teams?

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

Broadcast and the news media

Event organisers should undertake early engagement with broadcasters and other news media outlets when considering prospective events, to ensure that the highest levels of partnerships, opportunity and innovation can be explored early for all types of journalism, working within any existing parameters set by event owners and/or international federations. UK Sport can introduce prospective event organisers to relevant bodies in this area, including across all forms of news media.

Case study: Broadcast coverage

The Rugby League World Cup 2021 (hosted in 2022) partnered with the BBC to provide extensive coverage of the tournament. All 61 Games from the men's, women's and wheelchair tournaments were broadcast live, with 31 games being broadcast on either BBC1 or BBC2.

The BBC further supported the tournament through extensive coverage on BBC Sounds and BBC Radio, as well as 2 documentaries associated with the tournament.

Event organisers and the BBC engaged over a number of years, starting during the bid phase, to explore this unique and hugely impactful broadcast partnership. By the end of the event, approximately 30 million people watched the event on the BBC, including a peak audience of 1.3m for the Wheelchair Final, where England beat France to the World Championship title.

This is just one example of the impact of a meaningful partnership between broadcasters and event organisers. Further examples include Channel 4's broadcast partnership with a series of Paralympic sports, further amplifying the positive change and impact generated.



International impact – International Partnership Programme (IPP)

It is recognised that major sporting events have the power to inspire positive change, internationally as well as in the UK, through an event's 'impact' programme.

The International Partnerships Programme (IPP) presents a unique opportunity for major events to deliver an international impact. A pioneering UK Sport initiative, IPP helps NGBs build strategic relations with their respective international federations and member federations through collaborative partnerships and projects. A dedicated UK Sport International Relations Adviser can assist bid teams in developing an international partnership programme that complements an international federation's own development strategy and initiatives.

The adviser will be able to support the scope and scale of activities within a proposed programme and advise on target country or region, partner selection and budgeting. Independent research commissioned by UK Sport on the value of international sport development programmes linked to major events revealed that:

- These initiatives are highly valued by international federations and can help shape strategic priorities and development objectives.
- UK Sport programme design and delivery are regarded as effective, with evidence of innovative practices taking place and new approaches introduced to ensure sustainability.
- These initiatives improve the UK's visibility internationally, strengthening its reputation amongst the international sporting community.
- There are positive outcomes for partners involved; for example, national federations in-country strongly value the UK's expertise, approach, and opportunities to learn from and share knowledge.
- UK Sport's International Relations team brings significant expertise and can support the design and delivery of impactful international partnership programmes.

Investment

On a case-by-case basis, and subject to agreement with the NGB and international federation, UK Sport may invest dedicated international relations funding into the international partnership programme. The bidding NGB and international federation would be expected to also contribute to the programme budget and/or resourcing.

Advice during planning and delivery

UK Sport's International Relations team provide technical expertise, support the planning, delivery and evaluation of an IPP, in partnership with the NGB, international federation and other partners such as national federations. UK Sport also facilitate discussion with other government departments and help leverage relationships in other nations. Support is also available to advise on the required budget, management and outcome of the programme.

UK Sport has significant experience in helping deliver international partnership programmes linked to successful UK major event bids:

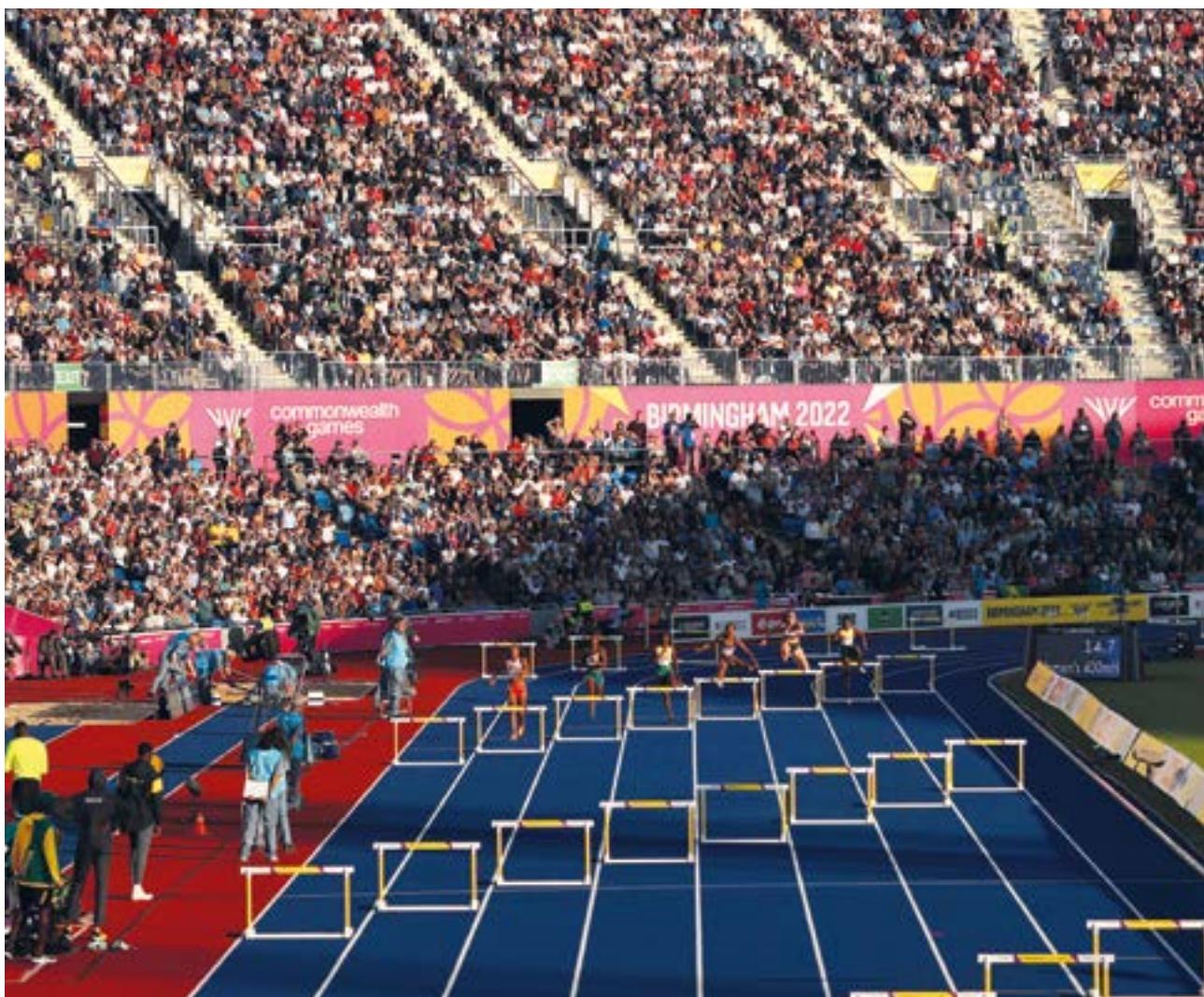
- **London 2012's International Inspiration Programme:** In partnership with UNICEF and the British Council, UK Sport was the lead agency responsible for delivering the first ever international legacy programme linked to an Olympic and Paralympic Games. The programme inspired more than 25 million children in 20 countries to take up sport, trained 250,000 teachers and tutors in PE, and influenced more than 55 sport policies.
- **2019 Netball World Cup:** NET2019 was a partnership between the International Netball Federation (INF), England Netball, UK Sport and the National Associations of Zambia and Argentina, which built the capacity of each national association and upskilled its coaching workforce.
- **2019 Taekwondo World Championships:** The Taekwondo Development Programme in Nepal worked with the Nepal Taekwondo Federation, World Taekwondo and GB Taekwondo to deliver a coach education programme, with some additional player development in Para Taekwondo.
- **2021 Rugby League World Cup:** Working in partnership with International Rugby League (IRL), the RLWC2021 International Development Programme supported the growth and development of Rugby League in 13 nations around the world.
- **2022 Birmingham Commonwealth Games:** UK Sport supported the delivery of GAPS, the Commonwealth Games Federation's legacy programme, which aimed to increase the participation and profile of para-athletes from underrepresented countries at B2022 and future Commonwealth Games, and ensure that the social impact of the Games is realised throughout the Commonwealth.

Culture

A well-structured arts and culture programme alongside an event can provide numerous benefits, including:

- promoting the sport and event to wider audiences
- complementing community engagement, volunteering and sport participation programmes
- creating a tourism experience with the aim of encouraging visitors to stay for longer and invest in local economies.
- offering a unique opportunity for talented artists, writers and performers to exhibit their work to a diverse audience

Any cultural programme should be treated as an integral part of an event. Consideration should be given to the long-term benefits of cultural events, and how they will be measured.



Tourism

A well-planned and delivered tourism strategy can ensure visitors arrive not only for the event, but choose to extend their stay and spend more in the local area. Sporting events also fuel the visitor economy outside the main peak holiday season, supporting more year-round job opportunities. They offer host cities the opportunity to refine their global image as destinations and attract future economic activity for their region. Local and national tourism authorities can work with an event organiser to consider the scope and aims of a tourism strategy around a major sporting event.

Major event organisers should seek the support of the relevant tourism bodies at the earliest opportunity, to identify any areas and opportunities for collaboration and ensure tourism messaging is ingrained in the event's wider communications plans.

Governance and integrity

Protecting the integrity and image of sport is of paramount importance to the UK Government and UK Sport. Domestically, the UK has strong frameworks in place to protect the integrity of sport, which should be adhered to to avoid complacency, and ensure good governance and appropriate decision-making structures are in place.

In 2016, UK Sport and Sport England published the first Code for Sports Governance, which required funded bodies to drive greater diversity on their boards. Since its publication, the structures outlined in the Code have become the norm.

Following a substantial consultation, an updated Code for Sports Governance³¹ was published in 2021. This version seeks to strengthen the approach and ensure that bodies in receipt of substantial public funding better reflect society as a whole across a range of protected characteristics, regional and socio-economic factors.

While good governance is not limited to major sporting events, there are certain areas where event organisers and rights-holders are strongly placed to set standards, such as event bidding procedures, procurement and local organising committee governance.

When considering whether to support bids for major sporting events, DCMS and UK Sport will consider the following factors and may attach conditions to any support provided to ensure that the highest standards are met.

Transparency

The UK is a member of the Open Government Partnership³² and expects all bodies delivering major sporting events, in particular those receiving public or lottery funding, to adopt transparency principles. This includes, but is not limited to, public disclosure of senior salaries,

31 <https://www.sportengland.org/campaigns-and-our-work/code-sports-governance>

32 <http://www.opengovpartnership.org/>

gifts and hospitality registers and open policies regarding the bidding and voting process for major sporting events.

Anti-doping

Event hosting partners must use the opportunity to promote and protect clean sport and fair competition. The UK has a strong, specialist and World Anti-Doping Code-compliant national anti-doping organisation in UK Anti-Doping (UKAD), which can advise and deliver on prevention, deterrence and detection programmes designed specifically for major sporting events. Funded by the UK Government, UKAD ensures sports bodies in the UK are compliant with the World Anti-Doping Code through implementation and management of the UK national anti-doping policy. An NGB that wishes to receive an investment of public money must be compliant with the UK national anti-doping policy.

Event manipulation, betting integrity and match-fixing

Match-fixing and related betting corruption undermine the ethos, reputation and commercial viabilities of sport. They have the potential to damage the reputations of NGBs and international federations, and that of the UK as a safe environment within which to host major sporting events. It is important that all participants of sporting events are educated on the dangers of match-fixing and betting integrity issues, supported by robust processes to manage any issues along with clear betting rules and codes of conduct.

The Gambling Commission's *Betting Integrity Programme*, which includes the Sports Betting Intelligence Unit³³, can advise and offer support on managing the potential risks of match-fixing or other betting integrity issues before, during and after an event. The Gambling Commission's close links with the Council of Europe enables it to collaborate with European counterparts to monitor potential integrity threats to major sporting events hosted within the UK.³⁴

Innovative events

The UK continues to be an innovative event host and to maximise the use of new technology in the consumption and delivery of events. UK Sport will work with event delivery stakeholders to explore any applicable innovations for the event (e.g. event delivery, spectator engagement and experience etc) and with DCMS, are able to explore introductions to further experts in the technology sector for prospective event organisers (as appropriate).

³³ <http://www.gamblingcommission.gov.uk/news-action-and-statistics/Match-fixing-and-sports-integrity/Sports-Betting-Intelligence-Unit.aspx>

³⁴ <https://www.coe.int/en/web/sport/network-of-national-platforms-group-of-copenhagen->

Supporting a bid

Since the 2015 version of the Gold Framework, UK Sport has supported NGBs and local authorities through a series of bidding processes – from traditional bidding processes through to alternative models of constructive dialogue with rights-holders – in order for the UK to secure the hosting rights of an event. A typical event identified as a strategic hosting target can be considered for a broad range of support at bid stage. If the event is not considered a strategic hosting target, DCMS and UK Sport reserve the right to provide aspects of support to event hosting partners on a case-by-case basis.

Bid development and submission

Typically, the cost of bidding support will be provided by UK Sport or from a bid budget which UK Sport may contribute to, alongside contributions from NGB or city partners where appropriate. Funding from DCMS may sometimes be made available to support event bids, typically for mega events. This would be secured through the usual processes as outlined in the investment section.

The following services would be delivered in partnership with the bid team, including the relevant NGB, local and national partners.

Technical bidding advice

A UK Sport major events consultant will support an NGB in all areas of bid development. The consultant can help to plan and manage the bid campaign, provide ongoing 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 external bid specialists to advise on strategy.

Assembling a campaign team

For pinnacle event bids, UK Sport can provide links to industry experts who could form a high-quality campaign team, bringing the blend of skills needed to win the bid. Specialist advice can be provided in areas including strategy, bid narrative, domestic and international public relations, international relations, creative design, presentations and bid videos.

Knowledge transfer

NGBs will be provided with access to previous resources developed in the course of preparing bids for other major sporting events to help iterate bid proposals and learn from best practice. Non-confidential documentation from the bid will be added to this library to support future bids.

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

Messages of support

If it is a specific requirement of the international federation, or if it is agreed that it would strengthen a bid to host a major sporting event, DCMS can source messages (letters or videos) of support from the Secretary of State for Culture, Media and Sport and/or the Minister for Sport to include in bid books. Event organisers should contact DCMS at least four weeks in advance of needing the letter. For the very biggest sporting events, the UK Government may be asked for a letter of support from the Prime Minister. Where relevant, events may also seek letters from ministers in the devolved administrations.

Ministerial presence at bid presentations

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

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

On rare occasions, the bidding or delivery of an event can span parliamentary terms where there is a possibility of a change in UK Government. Where UK Government support is necessary for an event, DCMS (with Cabinet Office support, where relevant) can seek confirmation from opposition parties that they will support the bid and delivery of an event, should they form a new government.

International support

For some events, promotion and exposure of the bid outside of the UK can increase its potential success. DCMS can liaise with the FCDO to identify if potential support is possible from posts in international territories. DCMS will also work with FCDO and other Government departments, where necessary, to build interest and promote an event in the run-up to delivery. This includes providing materials for posts and supporting with advice for dignitary visits.

Joint bids from across the UK

Where feasible, bids may be considered that take place across more than one of England, Scotland, Wales and Northern Ireland. Any bid should take into consideration the priorities of each participating country.

Cross-government liaison

DCMS is also able to offer support to prospective bids and will liaise across government departments.

Roles and responsibilities of key departments:

- **Cabinet Office** – supports establishing a C3 (command, control, and communications) dedicated structure for an event and coordinates emergency responses if required.
- **Department for Business and Trade** – economic opportunities and promotion of UK business, advice and support on commercial sponsorship.
- **Department for Energy Security and Net Zero** – in-tournament time disruption to energy or fuel supply.
- **Department for Environment, Food and Rural Affairs** – environmental sustainability and in-tournament support on emergency responses relating to a range of areas including water supply, food contamination, nuclear or other areas within its remit.
- **Department of Health and Social Care** – health (including outbreak of communicable disease) and wellbeing, access to medical services (routine and emergencies), health-related impacts of extreme weather.
- **Department for Levelling Up, Housing and Communities** – local authority engagement, local area preparedness and emergency response, levelling up.
- **Department for Science, Innovation and Technology** – any issues related to new tech or innovation across sport. **The Intellectual Property Office**, an executive agency of DSIT, is responsible for intellectual property protection.
- **Department for Transport (DfT)** – transport planning, British Transport Police (BTP) funding, in-tournament support for transport incidents, including aviation issues.
- **Foreign, Commonwealth and Development Office** – international support and publicity and international dignitary management
- **HM Treasury** – taxation, foreign exchange, public spending control
- **HM Revenue and Customs** – customs, taxation
- **Home Office (including Border Force and UK Visas and Immigration)** – security, policing, visas, border controls. This includes liaising with the police's **National Counter Terrorism Security Office**, which supports the 'protect and prepare' strands of the government's counter-terrorism strategy.
- **Ofcom** – telecoms access.
- **National Cyber Security Centre** – law enforcement, guidance and mitigation for significant cyber incidents and cyber security.

Government guarantees

The following section sets out how the UK approaches guarantees, and provides examples of what types of concessions and exemptions may be available for the largest events.

Some events may require the UK Government to make binding commitments to the international federation as part of a bid. This support is normally critical to enable a bid to proceed, and makes an important statement to the international federation with regards to the UK's desire and capacity to host the event.

Events which require such UK Government guarantees are typically the biggest in terms of scale and cost. Support will be considered on a case-by-case basis, both in terms of making the guarantees as part of a bid and delivering the guarantees once an event is secured. This support will also be in line with the liabilities guidance set out in Annex 5.4 of Managing Public Money³⁵. For events which are not on DCMS/UK Sport's hosting target list, the UK Government will explore any potential support, where appropriate.

When considering and working through an event bid, DCMS should be notified in good time of any requests for government guarantees. Ideally, this should be at a minimum of 8 weeks to allow sufficient time for government departments to consider this in full and go through their internal clearance processes. This also gives DCMS time to work with departments to discuss any challenging areas within a specific government guarantee.

DCMS acts as the single point of contact across all UK Government departments for NGBs seeking support in the following areas.

Anti-doping

The international federation's hosting contract for staging a major event may stipulate the level of anti-doping provision required at the event. The UK Government expects that all events held in the UK comply with the World Anti-Doping Code as a minimum. Where specific guarantees are required at bid stage, DCMS and UK Anti-Doping (UKAD) can provide advice on the support and facilities available to meet these requirements.

Border control

The Home Office (Border Force) will discuss with DCMS potential requirements at the border, including the provision of special arrangements at ports of entry (such as dedicated arrival lanes). Border Force will work with UK Visas and Immigration, the 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.

35 <https://www.gov.uk/government/publications/managing-public-money>

Counter-terrorism

For all events staged in the UK, proportionate protective security should be considered as business as usual and at the earliest opportunity during the planning process. It is recommended that a risk assessment is completed to understand the threats, risks and protective security measures to be adopted. The National Counter Terrorism Security Office (NaCTSO) ensures close working between government and Counter Terrorism Policing, and provides advice and guidance to support this process on its website, ProtectUK³⁶. The Home Office will also be able to support event organisers in applying any relevant legislation relating to practical mitigations against terrorist threats for events.

Customs

International federations may require the import and re-export of necessary event hosting equipment 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 or VAT using a simplified declaration procedure, subject to the relevant conditions being met.

The ATA (Temporary Admission) carnet procedure, 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 or 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.

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

Event-specific legislation

The UK already has a strong legislative framework in which the UK Government can support the successful delivery of events. The country has delivered many world-class events, including the 2019 Cricket World Cup, 2019 UCI Road World Championships and the women's UEFA European Championships (Euro 2022), without the need for specific primary legislation to ensure success.

Some of the very largest events, including multi-sports events such as the Olympic and Paralympic Games, and the Commonwealth Games, may require primary legislation to support delivery, including on issues such as ambush marketing and VAT exemption on ticket sales (currently

³⁶ <https://www.protectuk.police.uk/>

only permitted for non-profit events). Government is able to pass secondary legislation, where needed, to support events, and will continue to consider where any future primary legislation may be needed. Where an international federation requires specific protections, concessions or dispensations, judgement will be made on a case-by-case basis, and is discretionary to the relevant UK Government department responsible for the policy.

In addition to the operational support that the DfT provides for events (as covered in the command, control and communication (C3) section), in exceptional cases (such as the largest multi-sport events), legislation may be needed to provide the Transport Secretary (usually through a Transport Plan), with the necessary safeguards to guarantee the safe and reliable delivery of transport operations during the event. Depending on the location of the event, responsibility for transport arrangements can be passed to the major event organiser to coordinate with DfT, local partners and sector operators.

Secondary legislation: major sporting events – power to provide for tax exemptions

The 2014 Finance Act introduced a power which allowed the government to make future income tax and corporation tax provision for major sporting events using secondary legislation. This measure makes the process of providing tax exemptions and making other provisions simpler, quicker and more flexible.



Primary legislation: Birmingham Commonwealth Games Act 2020

Primary legislation was passed through Parliament to allow for a successful Games including time-limited measures designed to:

- prohibit the unauthorised sales of Games tickets
- ensure the effective flow of traffic around Games locations
- robustly protect Commercial rights
- ensure that the government's funding of the Games complied with financial propriety rules

Intellectual property (IP) protection

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

The Intellectual Property Office (IPO), an agency of the Department for Science, Innovation and Technology will process applications to register a Trade Mark in the UK.

Where an enhanced level of protection is deemed necessary for securing a bid, DCMS, DSIT and the IPO will consider guaranteeing additional protection and discuss targeted enforcement with Trading Standards and the Police. Such protection would normally require additional primary legislation, and will only be considered in exceptional cases for the largest events.

Safety

Spectator safety is an integral part of the integrated safety management of an event, and should be considered from the outset when considering security and policing measures.

The UK has a proud record of delivering safe events, and has its own regulator and expert adviser on spectator safety, the Sports Grounds Safety Authority (SGSA). SGSA³⁷ has developed guidance (Guide to Safety at Sports Grounds 6th Edition³⁸ and SG03: Event Safety Management³⁹) which should be followed at all times when preparing for and delivering international sporting events. The SGSA will make electronic access to these documents available free of charge to bidders upon request.

Bids should include evidence of consultation with the SGSA on approaches to spectator safety, particularly (though not exclusively) where tournament venues include sports grounds, and/or new or modified spectator accommodation. Bids should include, at a minimum, a clear safety

37 www.sgsa.org.uk

38 <https://sgsa.org.uk/greenguide/>

39 <https://sgsa.org.uk/safetymanagement/>

management and security matrix that identifies roles and responsibilities. Messaging should reinforce that those bidding to host an international event have a responsibility to ensure safety is considered from the outset.

Security and policing

For most events staged in the UK, we expect safety and security to be provided as part of business as usual. In most cases, the event organiser will work with the police to devise a suitable security plan for the event. The Home Office, National Police Chiefs Council and British Transport Police should be engaged with those discussions (as well as relevant police forces across the UK).



In some instances, security guarantees may include matters that are cross-departmental. DCMS can support in ensuring that guarantees cover the necessary policy areas. For the largest or most prolific events that can not be policed from existing resources, a specific budget may be required. This should be raised at the earliest opportunity with DCMS, which will lead on securing these funds.

Where scale, complexity or context requires it (for example, the delivery of a UK-wide or multi-host city event) the Home Office can provide advice on the development of a security concept for England and Wales. Where guarantees might be necessary in order to submit a bid, the Home Office can work with the relevant security agencies to provide an appropriate response.

As the Home Office is not responsible for policing and public safety in Scotland or Northern Ireland, event organisers may also need to undertake separate engagement and secure separate guarantees. It is important that all this consultation takes place before a bid is considered, so the full scale and costings can be taken into account.

Whilst a safety and security guarantee is typically for the Home Office to sign off, event organisers should also consult with DHSC, the UK Health and Security Agency, and the relevant Safety Advisory Group(s). It should also be noted that for wider security provisions – such as background screening checks or rights protection enforcement – costs are to be absorbed by the event organisers and/or by the central event budget.

Stewarding

Significant numbers of stewards are required to meet the security, safety and customer care needs of major sporting events. Stewards may be volunteers, directly employed by sports grounds, or sourced through external agencies.

In scoping the stewarding requirement for a major sporting event, bidders should review the latest guidance from the Security Industry Authority and/or SGSA to ensure they are aware of the regulatory framework under which stewards operate when carrying out licensable activities, as defined by the Private Security Industry Act 2001.

Events that are likely to have a significant reliance on external agencies should also be mindful of the risks associated with this approach, for example that such agencies are unable to supply the required number of suitable personnel with consequences for public safety, and develop appropriate contingency plans at an early stage of planning the event.

Taxation

Taxation guarantees are typically required in 2 areas: the personal taxation of non-resident individuals involved in the tournament, and corporation tax requirements for international federations. Where full exemptions are required, DCMS will progress discussions with HM Treasury and HM Revenue and Customs (HMRC) to consider the economic case for any concessions.

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 access a telecommunications and connectivity environment suitable for the international promotion for their tournament.

Ofcom is the UK Government's telecoms regulator and is responsible for the management of the radio spectrum. Many bespoke major events venues in the UK will already have specific telecommunications networks that can be accessed by major sporting events rights-holders. Ofcom can exceptionally offer the largest major sporting events an enhanced service to restrict sales of spectrum licences around event venues, but this is normally not required.

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 – UKVI) to determine what level of support can be provided to the visa process, subject to overall security requirements, and in line with legislative requirements. Any requests for a single point of contact or streamlined process should be directed to DCMS in the first instance.

Any restrictions on travel will be outlined on the visa and immigration section on GOV.UK⁴⁰, and event organisers should engage with DCMS on expected visitors as early as possible.

All immigration legislation must meet our international obligations. Each visa application is assessed on its own merit on a case-by-case basis. Without exception, visitors for any event who are visa nationals will continue to require visas to enter the UK, in order to maintain national security, the integrity of the UK's immigration control, and ensure the peaceful celebration of the event.

Participants, coaches and sport federation officials will normally be able to apply for, and be issued, multi-visit visas which are valid for 6 months. This is subject to meeting the requirements of the immigration rules for the visit visa category they apply under. For events of an exceptional nature, including the largest events, the UK Government will discuss with the UKVI the temporary visa arrangements for specified individuals involved in the organisation and participation of the event. For such events, DCMS will work with UKVI to establish a process which allows for visa application fees to be billed to a designated third party (normally an organising committee) rather than the accredited individual themselves.

From October 2023, those visiting the UK or transiting through the UK who do not currently need a visa for short stays and do not have any other immigration status prior to travelling, require an Electronic Travel Authorisation (ETA).

40 <https://www.gov.uk/browse/visas-immigration>

Supporting the staging of an event

Once the right to host an event has been successfully secured, there is a wide range of support that can be offered to enable its successful staging.

We have established the UK as a world-leading host of innovative and inspirational major sporting events. UK Sport will provide access to specialist support and advice to ensure that events hosted in the UK are staged to the best possible standard.

UK Sport

Typically, the costs for this support will be provided by UK Sport directly, alongside additional contributions from the NGB, the host city and/or a private investor/commercial partners.

Support will be considered in the following areas.

Accessibility and inclusion

Accessibility and inclusion should be considered throughout the planning and delivery of a participation programme, ensuring the benefits of sport reach the widest possible audience, especially those from underrepresented groups.

UK Sport can work with event organisers and signpost them to further information as to how an event can demonstrate accessibility and inclusion for spectators, volunteers, participants, and paid staff, seeking guidance from the Code for Sport Governance as necessary.

The social impact, purpose and legacy section of this document outlines how events should ensure social impact and legacy outcomes are prioritised through the event. This should always be done with accessibility for all in mind. UK Sport can continue to provide support to events throughout the development and planning of an event's social impact programme.

Events should be accessible for all sectors of society, including lower-income families. Organisers should consider whether options like ticket schemes for lower-income families, or schools in areas of higher deprivation, would be proportionate.

Branding

A high-quality look and feel is essential to maintaining the UK's reputation as a leading event host. Where possible, UK Sport can explore supplementing existing activity through the provision of additional branding materials. Where UK Government funding has been invested into an event, this should be reflected in the branding, typically via the inclusion of a government branding at relevant sites and in official documentation.

Equipment

While much of the equipment required to host an event will be sport-specific and typically provided through a NGB or international federation supplier, there are a number of generic event hosting items which UK Sport can provide through its central equipment store. Plans should be put in place as early as possible to coordinate the sustainable disposal of assets; the NGB might keep equipment for future use, donate to local causes, or add it to UK Sport's equipment store for use by other events.

Event marketing and communications advice

Where available, UK Sport resources can be used to support marketing steering groups. UK Sport will also help to build links between events with the aim of delivering mutually beneficial cross-sport promotional opportunities.

UK Sport will also be able to offer advice on suppliers and updates to industry regulation and best practice.

Promotional support

UK Sport is happy to discuss with secured events what promotional support may be available and/or appropriate. Event organisers should also ensure that they coordinate with DCMS on government communications, to secure supportive statements from ministers and to dock into wider governmental strategic communications planning.

Research

NGBs will be provided with key information from research studies, and data from previous events which offer event organisers an insight into their target markets.

Specialist event-staging advice

In some instances, additional external support may be offered by specialist organisations and consultants. UK Sport will provide links to these industry experts, who will be able to advise the event on particular areas of event staging, such as marketing, sports presentation and readiness training.

The Sport Economy team at the Department for Business and Trade can also assist in identifying and making introductions to UK companies with previous experience of supplying products and services to major sporting events.

Technical event staging advice

UK Sport will provide a Major Event Consultant (or equivalent) to advise the event hosting partners on all areas of event staging. The consultant will be available to the event for its entire lifecycle, from initial feasibility and bidding to the staging of the event.

They will provide an assurance function for UK Sport on any public investment and will attend management board/steering groups offering support to the event across a wide range of areas such as hospitality management, spectator experience and research. They will also be able to offer practical advice on suppliers and updates to industry regulation and best practice.

UK Government event delivery support

Any guarantees that are provided by the UK Government through the bidding process (as outlined in the government guarantees section) will need to be managed and delivered throughout the course of the event planning and delivery process.

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 UK Government departments, and if needed will arrange for a working group to be established to provide a consistent level of engagement with the event hosting partners.

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

Anti-doping

For major sporting events UKAD can, under contract, implement a comprehensive athlete-centred Anti-Doping programme to enhance the reputation of a sporting event, with a primary focus for the provision of first-class education and testing services. UKAD offers major events services designed to protect sport and major sporting events taking place in the UK. It is dedicated to protecting a culture of clean sport through education and intelligence-led testing. UKAD can provide advice on developing a bespoke major event Anti-Doping programme that best protects the integrity of the event.

UKAD's education programme protects the spirit of sport and focuses on prevention, with the aim of providing innovative learning opportunities and information awareness programmes, helping athletes and support personnel to comply with the rules, and be able to compete, coach and train clean.

Implementing a risk-based comprehensive testing programme is key to protecting the integrity of a major event. UKAD will designate an internal expert to assist in the planning and development of an innovative and intelligence-led testing programme, reflecting the current risks and landscape of the sport and event. This will include UKAD's experienced Doping Control Personnel to collect urine and/or blood samples both in and out of competition, coordinating secure sample transportation and sample analysis with a WADA-accredited laboratory.

UKAD's in-house legal team can also provide results management guidance as required and the communications team can provide support if needed.

Betting integrity

The Gambling Commission works closely with betting operators, law enforcement and sport to provide support in tackling match-fixing and betting integrity issues, at both national level and international tournaments hosted by the UK. An advice pack for event organisers can be found on the Gambling Commission's website⁴¹. Bespoke support to help address betting integrity issues can also be provided to tournament organisers for events hosted in the UK.

Command, control and communication (C3)

All events organisers are advised to have a C3 plan in place for their event which, should there be a significant incident, sets out:

- the roles and responsibilities of those involved (making clear the scope and boundaries of responsibility, particularly between responders and those responsible for the event);
- the arrangements for collecting and disseminating information to decision makers and central government and its crisis coordination structure; and
- the arrangements to coordinate communications to ensure consistent messaging at all levels.

For all events where DCMS has provided funding or support into the delivery, the Major Sporting Events and Delivery Unit will consider and, if needed, implement a proportionate C3 reporting structure in order to provide sufficient government oversight.

⁴¹ <https://www.gamblingcommission.gov.uk/licensees-and-businesses/guide/protecting-betting-integrity>



Dignitary management function

A focused ministerial presence at events can help 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 hosting partners 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 the UK Government's interests.

Where senior foreign dignitaries, in particular Heads of State, are in attendance, the FCDO's Protocol Directorate may also provide a role in coordinating their visits, in line with existing protocol and security measures.

Readiness testing

Event organisers are encouraged at an early stage to consider and plan for potential risks and impacts to their event, including major disruption as seen during the COVID-19 pandemic. In addition, event organisers should carry out readiness and testing exercises (for example, at the venues) so that any potential issues can be addressed and resolved ahead of time. Most events will pass without a significant incident, and in normal circumstances the responsibility for C3 structures is for the event organisers and local emergency planners and responders. However, for the largest events, in particular those with significant public investment, the UK Government may seek assurances that C3 structures are in place, and the interface with the UK Government is clear and tested.

For such major events in England, DCMS will provide the interface with the UK Government on all matters from planning through to delivery. For the largest events, there is likely to be a requirement on event organisers to report to the UK Government on progress and any issues arising, starting in the days leading up to the event, through to its successful delivery. This should be reflected in the C3 plan. Additionally, DCMS are able to facilitate access to other departments such as Cabinet Office, Department for Transport and the Home Office as required.

For events in Scotland, Wales and Northern Ireland, event organisers are advised to consult with their respective devolved administrations around what reporting requirements might be needed, including any requirements to keep the UK Government informed of any issues relating to reserved matters.

Safety

The SGSA can provide strategic safety advice throughout the bidding, preparation and hosting of major events to ensure safety is fully integrated into operations.

Transport

It is essential that suitable transport infrastructure and links are available to support the delivery of major sporting events. DfT can work with event organisers producing the event Transport Plan to ensure engagement with the relevant stakeholders, such as other government departments, local transport operators, airports and aviation operators, train operating companies, Network Rail and the British Transport Police (BTP), to understand the impact of the event on the transport network and any non-business as usual funding requirements. This includes establishing transport demand for the event, for both overseas and domestic participants, spectators and 'VVIPs'. DCMS will work with organisers and DfT if there is any industrial action planned over the event duration, to look at suitable adjustments, mitigations or communications regarding travel plans.

Visas

UK Visas and Immigration provides guidance for event managers ('*Visa information for the UK: A guide for UK sporting event managers*'), which can be shared directly with event organisers.

Capturing learnings

Research support

Major sporting events drive significant socio-economic impacts for the UK. As part of its commitment to demonstrate the power of major events, UK Sport will work with event hosting partners to coordinate and deliver a research programme which evidences these impacts, the benefits to the country, alongside demonstrating the value of the investment made by UK Government.

Event organisers must consider from an early stage how the impact of an event will be measured throughout the time before, during and after the event has concluded. This is a critical factor in securing any government investment for an event, where monitoring and evaluation of the proposed outcomes is crucial to demonstrating value for money.

Research options include post-event impact analysis as well as studies to identify future trends and impact areas. The approach to research will typically be determined by the specific requirements and outcomes sought.

UK Sport will be able to support implementation by utilising its links with the academic research sector and wider sporting environment. UK Sport may be able to provide financial support to help contribute to the costs of research.

eventIMPACTS

The research website eventIMPACTS⁴² is a multi-agency partnership, including home nation event agencies, with the system maintained by UK Sport. eventIMPACTS has standardised the way that impacts from major sporting events are measured and has become a reference point for UK Sport in undertaking impact evaluation. The system has the ability to measure event impacts across attendance, economic, environmental, social and media.

42 <http://www.eventimpacts.com/>

Value of Events 2022

In 2022, UK Sport commissioned a report on the value of hosting events ('*Value of Events 2022 – The Value to the UK of hosting major sporting events*'⁴³). This report captured the impact across five key areas – economic, societal, reputational, sport and environmental sustainability – from a number of events in 2022.

The report was the first of its kind in assessing the value and return on investment for major sporting events, and highlighted the powerful opportunity events have to provide a platform to showcase the UK to a global audience as well as promoting pride throughout host communities. The report was coordinated by UK Sport, but used input from across a number of stakeholders to clearly evidence and demonstrate the impact which major events can have in the UK.

Knowledge transfer

To ensure that we keep building skill levels across UK major sporting events, support and opportunities will be provided for event hosting partners to learn from their peers through knowledge transfer initiatives.

Event Managers conference

UK Sport coordinates a regular programme for NGBs and event hosting partners to provide them with training, best practice and updates in areas across major sporting events. The programme provides professional development that aims to improve the delivery of future events.

Event Leaders Programme

Launched in 2021, the Event Leaders Programme is an opportunity for a cohort of event management professionals to be part of a valuable curriculum of modules which are designed to support the development of event management and senior leadership skills.

Event Partners Day

UK Sport coordinates an annual conference of representatives of the event industry's principal stakeholders (such as NGBs and representatives of cities), which provides an opportunity for key discussions on current and future events, as well as releasing an updated version of the UK's hosting target list.

⁴³ <https://www.uksport.gov.uk/news/2023/01/12/new-report-reveals-economic-and-social-benefits-of-the-uk-hosting-sporting-events>



Focused workshops and webinars

UK Sport coordinates and delivers workshops on specific topics to support upcoming events being hosted in the UK. Topics are identified on industry trends and developments, alongside areas identified by event hosting partners.

Observer tours

UK Sport will support NGBs by coordinating and delivering observer tours at major sporting events. These tours will provide event hosting partners with behind-the-scenes insight into the delivery structure and requirements associated with each individual event. When there is a benefit to the UK events industry, UK Sport also works with international federations to deliver observer programmes on their behalf.

Stages of event delivery

If an event application is paused then UK Sport can work with you on the potential next steps

Eligibility: for your event to be eligible, you must meet the investment principles; governance; integrity standards expected.

Prioritisation: each investment programme has a set of priorities to deliver – does your event help to deliver these?

Feasibility: you must have completed feasibility studies (including venue identification) that indicate your event is winnable and feasible.

Funding application: your funding application to your chosen investment programme must be successful – UK Sport can work with you on increasing the likelihood of success.

Bidding process: your bid to the International Federation or event Rights Holder must be successful – UK Sport can work with you on increasing the likelihood of success.

Delivery and staging: once you have approved funding, and successfully won the hosting rights to the event, UKS will work with you on the staging and delivery of the event itself.

Capturing and sharing learnings: post-event evaluation is vital, UK Sport can help with organising knowledge transfer sessions.

Links for further information

UK Government

Department for Business and Trade <https://www.gov.uk/government/organisations/department-for-business-and-trade>

Department for Culture, Media and Sport <https://www.gov.uk/government/organisations/department-for-culture-media-and-sport>

Department for Energy Security and Net Zero <https://www.gov.uk/government/organisations/department-for-energy-security-and-net-zero>

Department for Environment, Food and Rural Affairs <https://www.gov.uk/government/organisations/department-for-environment-food-rural-affairs>

Department for Health and Social Care <https://www.gov.uk/government/organisations/department-of-health-and-social-care>

Department for Levelling Up, Housing and Communities <https://www.gov.uk/government/organisations/department-for-levelling-up-housing-and-communities>

Department for Science, Innovation and Technology <https://www.gov.uk/government/organisations/department-for-science-innovation-and-technology>

Department for Transport <https://www.gov.uk/government/organisations/department-for-transport>

Foreign, Commonwealth and Development Office <https://www.gov.uk/government/organisations/foreign-commonwealth-office>

HM Treasury <https://www.gov.uk/government/organisations/hm-treasury>

HM Revenue and Customs <https://www.gov.uk/government/organisations/hm-revenue-customs>

Home Office <https://www.gov.uk/government/organisations/home-office>

British Transport Police <https://www.btp.police.uk/>

Ofcom <https://www.ofcom.org.uk/>

National Cyber Security Centre <https://www.ncsc.gov.uk/>

UK organisations

GREAT Britain campaign <http://www.greatbritaincampaign.com/>

National Counter Terrorism Security Office (NaCTSO) <https://www.protectuk.police.uk/>

UKAD <https://www.ukad.org.uk/about/services>

UK Sport <http://www.inksport.gov.uk/>

Visit Britain <https://www.visitbritain.com/gb/en>

England

Arts Council England <http://www.artscouncil.org.uk/>

Sport England <https://www.sportengland.org/>

Visit England <https://www.visitengland.com/>

Northern Ireland

Tourism NI <https://tourismni.com/>

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 <https://www.tourismireland.com/>

Scotland

EventScotland <http://www.eventscotland.org/>

Visit Scotland <https://www.visitscotland.com/>

sportscotland <https://sportscotland.org.uk/>

Volunteer Scotland <https://www.volunteerscotland.net/>

Business Energy Scotland <https://businessenergyscotland.org/>

Creative Scotland <http://www.creativescotland.com/>

Scottish Development International <https://www.sdi.co.uk/>

Wales

Major Events Team, Welsh Government <https://www.gov.wales/arts-culture-sport>

Sport Wales <http://sportwales.org.uk/>

Wales Council for Voluntary Action <https://www.wcva.org.uk/>

Arts Council of Wales <https://arts.wales/>

Visit Wales <http://www.visitwales.com/>

Business Wales <https://businesswales.gov.wales/>

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