

Gold Framework

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



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Introduction

Created in 2015, the Gold Framework sets out how the Department for Digital, Culture, Media and Sport (DCMS) and UK Sport work jointly to support the bidding for and staging of major sporting events at a UK-level.

The framework is aimed at major sporting events not resident in the UK and typically involving a competitive bidding process. The framework determines which events could be supported at a UK-level and what resources and investment are available to help secure and stage these events.

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

The framework sets out:

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

Sport is estimated to be worth over £35 billion a year to the UK's economy¹, and major sporting events play a significant role in delivering continued growth across many of our key sectors.

Over 90 major international sporting events have been secured for the UK following London 2012, including 37 World and European Championship and the 2022 Commonwealth Games; all of which will inspire the nation and generate a substantial economic impact. The 2015 Rugby World Cup contributed £1.1 billion to UK GDP² and the 2017 IAAF World Athletics Championships and World Para Athletics Championships generated £107 million of direct economic impact to London's economy³.

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

DCMS and UK Sport are committed to ensuring that the UK remains a world leading host, delivering events that reflect our brand values: quality, prestige, innovation and passion. In the ever-changing landscape with new event hosts developing their offer, the UK needs to continue to build on its strong system of venues, expertise, fans and sporting stars to remain competitive into the 2020s and beyond. An essential part of this is for national governing bodies, cities and government to continue to collaborate and work together as event hosting partners.

In response to the UK government's sports strategy Sporting Future – A New Strategy for an Active Nation⁴, and to ensure that the UK remains competitive on the global stage by establishing the country as a world-leading host of innovative and inspirational international sporting events, DCMS and UK Sport have jointly produced the UK's Mega Event Policy Framework⁵ and UK Sport has revised its events strategy.

The UK's Mega Event Policy Framework 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 an increasingly devolved UK landscape.

In its new strategy, UK Sport will invest almost £30 million of Lottery funding from 2017-2025 into two investment programmes:

The **Pinnacle programme** aims to support the staging of the biggest and most impactful events that showcase the best of the UK's brand values.

Investment into Pinnacle events will be measured against seven strategic objectives. These are the UK government's five key outcomes listed in Sporting Future – A New Strategy for an Active Nation: physical wellbeing, mental wellbeing, individual development, social and community development and economic development, as well as elite sporting success and broadening the reach of world-class sport across the UK.

The **Performance programme** aims to attract and host events that explicitly drive performance benefits for UK Sport supported World Class Programmes in order to enable British athletes to win medals at Olympic and Paralympic Games.

¹ <https://www.gov.uk/government/collections/sport-satellite-account-for-the-uk-statistics>

² [http://www.ey.com/Publication/vwLUAssets/ey-the-economic-impact-of-rugby-world-cup-2015/\\$FILE/ey-the-economic-impact-of-rugby-world-cup-2015.pdf](http://www.ey.com/Publication/vwLUAssets/ey-the-economic-impact-of-rugby-world-cup-2015/$FILE/ey-the-economic-impact-of-rugby-world-cup-2015.pdf)

³ http://files.londonandpartners.com/l-and-p/assets/events/london_2017-report.pdf

⁴ <https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>

⁵ <http://www.uk-sport.gov.uk/~media/website/uk-mega-events-policy-framework-docrfinal2.pdf?la=en>

Roles and Responsibilities

A multi-agency partnership of stakeholders is essential for successfully securing and delivering major sporting events in the UK. This section summarises the roles and responsibilities of the key stakeholders.

DCMS is the lead UK government department for UK-level support of major sporting events, in particular around the provision of guarantees for reserved matters. DCMS is also responsible for the provision of devolved support, including funding, within England.

The Sport Team in DCMS has built and maintained an expert network of contacts across government to support major sporting events in the UK. Through DCMS, the UK government can assist in matters that can impact on events, such as the provision of guarantees, where it is deemed necessary and proportionate for a successful bid. UK government departments and agencies that support events include:

- **Home Office (including Border Force and UK Visas and Immigration)** – security, policing, visas, border controls
- **HM Treasury** – taxation, foreign exchange
- **HM Revenue and Customs** – customs, taxation
- **Department for Business, Energy and Industrial Strategy / Intellectual Property Office** – intellectual property protection
- **Ministry of Housing, Communities & Local Government** – local authority engagement, local area preparedness and emergency response
- **Department for Environment, Food and Rural Affairs** – sustainability
- **Department for Transport** – transport issues
- **Foreign and Commonwealth Office** – international support and publicity and international dignitary management
- **Department for International Trade** – economic opportunities and promotion of UK business
- **Department of Health and Social Care** – health and wellbeing, access to medical services (routine and emergencies)
- **Ofcom** – telecoms access
- **National Cyber Security Centre** – cyber security

Led by DCMS, a UK government working group of the relevant departments meets quarterly to discuss support for current and future events. For the largest events, separate delivery/governance structures will be put in place to provide cross-government support.

UK Sport is the UK government's specialist major events agency and invests National Lottery funding to support the hosting of events. UK Sport has expanded its provision of financial support to major event bidding and hosting in the UK.

The support provided by DCMS, UK Sport and wider government at a UK-level is in collaboration with a variety of event delivery partners. The UK-level support provided through DCMS and UK Sport is intended to complement all stakeholders' major event strategies.

Devolved Governments and Home Nation support

Sport is a devolved matter, with responsible agencies in each of the Home Nations. DCMS and UK Sport's strategic UK-level support will continue to complement and support the ambitions of each of the Home Nations to identify and secure events across the whole of the UK. The UK government will also continue to support the Home Nations in UK-wide matters, including the delivery of government guarantees. A UK Event Coordination Group meets regularly with UK Sport and the UK government 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 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, Sport England and Arts Council England.

If it is a requirement of the bid, the government will consider adopting the role of underwriter to the event, demonstrating to the international federation that there will be no financial risk of them awarding the event to English cities. Support of this nature is highly exceptional and 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. Under normal circumstances, the expectation is that events should be underwritten by the national governing body or host city/region.

The government may, in exceptional circumstances, also invest directly into the safe and successful delivery of an event if the event is considered to be of high significance and meets the criteria set out in the prioritisation section of this framework. UK Sport, in addition to their role as lottery distributors for the whole of the UK, is responsible for discharging any investment made by DCMS into major sporting events in England unless exceptional circumstances apply.

Sport England, England's Sports Council has a major events engagement fund designed to support wider objectives of major event delivery. Additionally bid teams for major sporting events can apply for funding from Sport England's major event bidding fund.

Northern Ireland

Tourism NI is the key government agency responsible for the development and support of national and international events in Northern Ireland this includes both sporting and cultural events⁶. At present Tourism NI Events Unit offer two funding schemes to assist delivering events; one for international and one for national.

Tourism NI also host and deliver major global events. Within Tourism NI there are specific events staff focused on bidding and hosting these global events and lead on established structures to ensure all Northern Ireland bodies, including Sport NI and Arts Council of NI are joined up.

⁶ <https://tourismni.com/globalassets/grow-your-business/events/nitb-events-strategic-vision-to-2020.pdf>

Scotland

EventScotland is part of VisitScotland, the Scottish Government's National Tourism Agency. EventScotland has responsibility for Scottish Government investment in sporting and cultural events. EventScotland work strategically with partners to develop a portfolio of events that delivers impact for Scotland and runs a suite of funding programmes and support to deliver this portfolio through its national events strategy, Scotland the Perfect Stage⁷.

Wales

The Major Events Unit sits within the Tourism and Marketing division of the Welsh Government's Economy, Skills and Natural Resources department. It is responsible for leading and coordinating the delivery of Event Wales⁸, the major events strategy for Wales. The Unit is not directly involved in the operational delivery of events, but works with a wide range of partners and stakeholders across the public, private and third sectors in Wales, the UK and internationally to develop a balanced and sustainable portfolio of supported sporting and cultural events which supports economic growth and raises Wales' international profile and reputation.

National governing bodies (NGBs) will typically initiate the identification of a major event hosting target, select a local authority to partner with and submit a bid to the international rights holders. This approach ensures that sport and sporting organisations are placed at the heart of the UK's strategy for major sporting events⁹. On a six monthly basis, UK Sport engages with NGBs to support this process.

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 initiating the identification of a major event hosting target. Local authorities seeking UK-level support for such events need to engage with UK Sport at an early stage to consider feasibility.

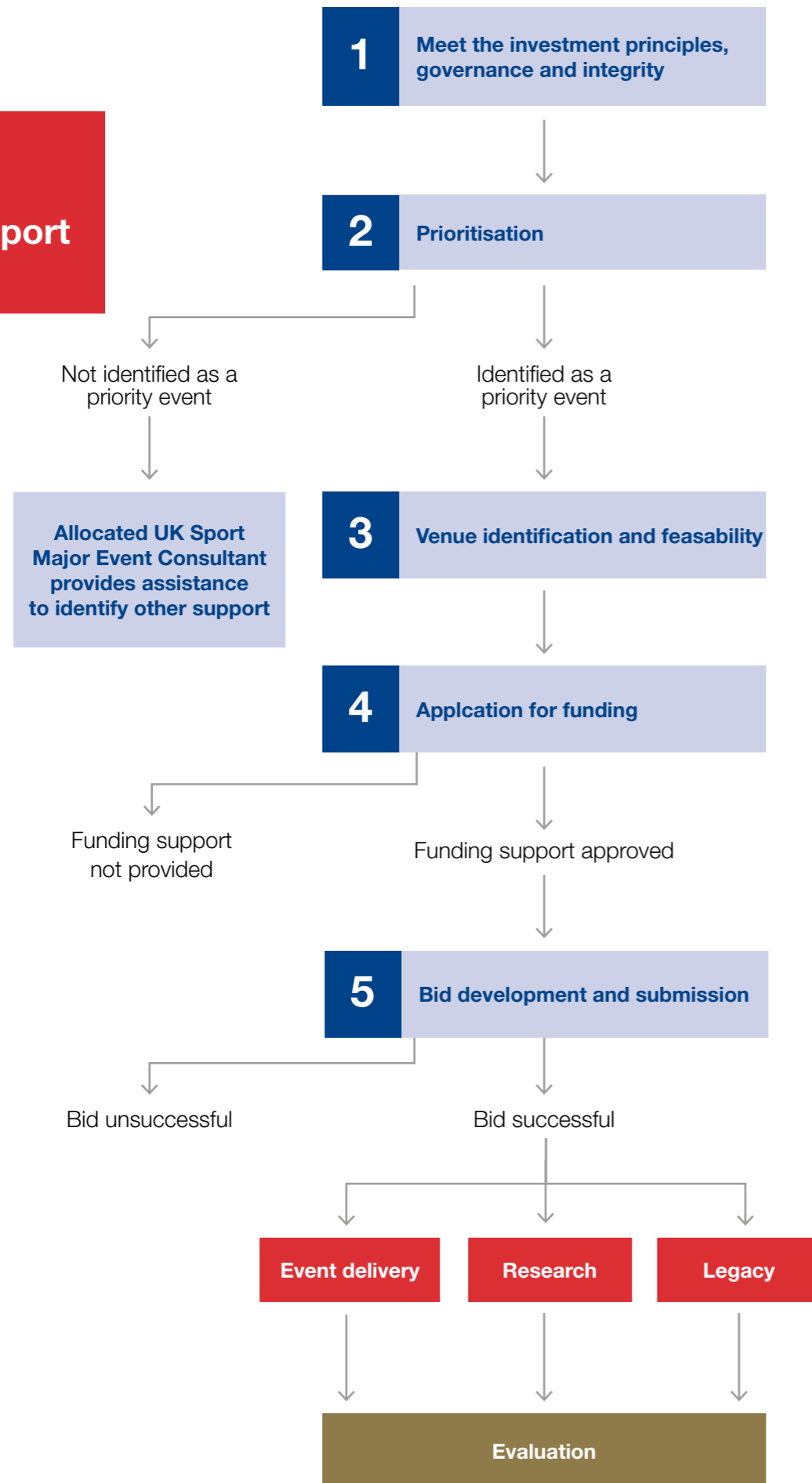


⁷ <http://www.eventscotland.org/assets/show/4658>

⁸ <http://gov.wales/docs/drah/publications/100928-event-wales-a-major-events-strategy-for-wales-2010-2020-en.pdf>

⁹ <https://www.uk-sport.gov.uk/~media/files/our-work/uk-sport-major-events-investment-guide-march-2017-final.pdf?la=en>

Process for establishing UK-level support



Investment principles

Before investment at a UK-level is granted, prospective event hosting partners need to ensure they meet the following criteria:

UK government will only invest into an appropriate and credible organisation which meets the standards set out in the Code for Sports Governance.

- UK government will consider investment proposals from national governing bodies, local authorities, commercial bodies and special purpose vehicles associated with the bidding and staging of major events.
- UK government will require the organisation into which it is investing to comply with the Code for Sports Governance at the appropriate tier.
- UK government will reserve the right to appoint an appropriate person 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.

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/or UK Sport.
- UK government will not retrospectively fund an event once a bid has been submitted. Where a formal or public expression of interest has been made without its engagement, UK government reserves the right not to invest.
- UK government reserves the right to 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 logistical plans, to protect the UK's hosting reputation.

UK government will only support an investment which is in accordance with the principles outlined in Managing Public Money¹⁰ and that is assessed to represent 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 Exchequer as a whole.

¹⁰ <https://www.gov.uk/government/publications/managing-public-money>

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

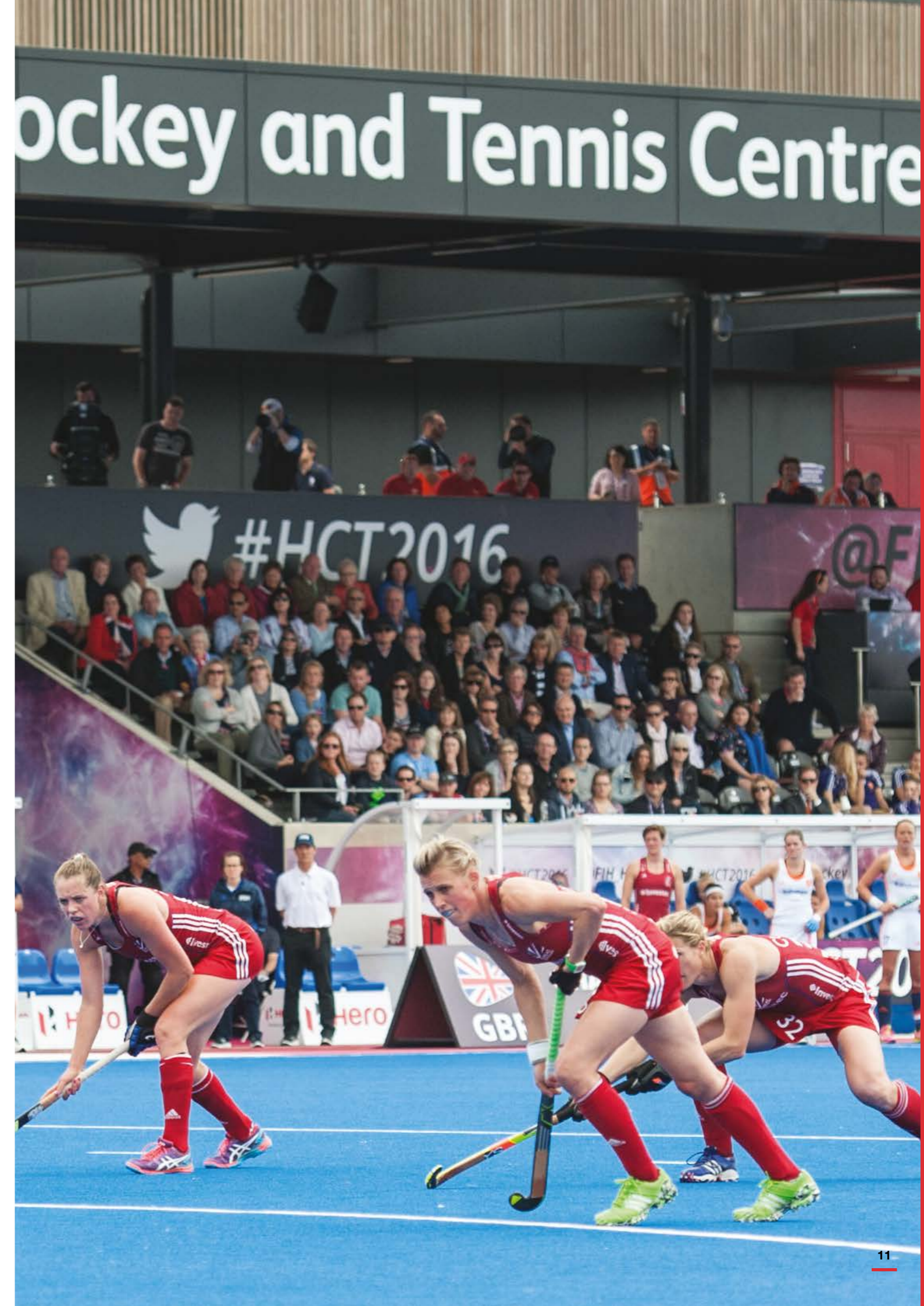
- If UK government is being asked to provide an event underwrite or other financial guarantees, both DCMS and UK Sport must be engaged by the national governing body at the earliest opportunity.
- Any national governing body (NGB) requesting a UK government underwrite or investment should expect a rigorous process of financial oversight to be undertaken by DCMS and UK Sport.
- UK government will not consider underwriting or investment into events that fail to appropriately consider and manage risk. UK government must be engaged in discussions regarding event insurance and the approach to risk management and mitigation.

UK government investment will need to demonstrate financial need and impact.

- 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. 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 clawback 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. 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.

UK government may discharge some or all of its responsibilities to UK Sport to manage and deliver.

- UK Sport will always ensure that the interests of UK government are prioritised when managing a major event.
- UK government and UK Sport personnel may be nominated to Director or Observer positions on event boards or organising committees.



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 so as to avoid complacency. UK Sport and Sport England have developed a Code for Sports Governance¹¹, with the aspiration that this will be the governance gold standard for governing sports bodies.

While good governance is not limited to major sporting events, there are certain areas where major sporting events 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.

Governance

All major sporting events receiving an investment of public money must adhere to the Code for Sports Governance. Events are required to have a balanced composition of its organising committee, independent appointments and appropriate levels of accountability, attached to a robust code of ethics. For an organising committee, the structures in place should be appropriate for the scale of the event, without compromising the checks and balances in place to maintain the highest levels of integrity.

Transparency

The UK is a member of the Open Government Partnership¹² 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, gifts and hospitality registers and open policies regarding the bidding and voting process for major sporting events.

¹¹ <http://www.uk-sport.gov.uk/resources/governance-code>

¹² <http://www.opengovpartnership.org>

¹³ <http://www.gamblingcommission.gov.uk/news-action-and-statistics/Match-fixing-and-sports-integrity/Sports-Betting-Intelligence-Unit.aspx>

Anti Doping

In hosting major sporting events, event hosting partners must use the opportunity to promote clean sport and fair competition. The UK has a strong, specialist and World Anti-Doping Code compliant national anti-doping agency in UK Anti-Doping (UKAD), who can advise and deliver on prevention and detection programmes specifically designed 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's National Anti-Doping Policy.

Event manipulation, betting integrity and match fixing

Match-fixing and related betting corruption undermines the ethos, reputation and commercial viabilities of sport and has the potential to damage the reputations of national governing bodies 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 Unit¹³, can advise and offer support on managing betting integrity issues before, during and after an event.



Prioritisation

All prospective event hosting partners seeking support are expected to engage with UK Sport at the earliest opportunity. Other potential event hosts, such as local authorities or devolved administrations, are welcome to get in touch, although DCMS and UK Sport will always want to see early engagement with, and support from, the relevant national governing body. Alongside this, support will only be considered for events who have shared their initial plans for feasibility prior to submitting a bid. Financial support will not be considered without scrutiny of financial and logistical viability at this stage.

Major event hosting target list

UK Sport engages with the UK Event Coordination Group, national governing bodies and local authorities to maintain a long list of hosting targets. This list is updated every six months, is shared with the sector as part of the facilitation of event hosting partnerships and aims to ensure an ongoing 10-year major events programming list.

The hosting target list is a shared document between UK Sport and DCMS. While there is significant overlap between DCMS and UK Sport objectives, there may be occasions where an event falls outside of UK Sport's scope but it is an event that has significant national impact for DCMS and the UK government.

UK Sport assesses and priorities all events on the list of hosting targets in line with the organisation's investment guide, which includes objectives set out in Sporting Future – A New Strategy for an Active Nation and its event strategy¹⁴.

Mega Events

The very largest events will typically require DCMS to provide bespoke financial support above and beyond UK Sport's resources. UK government support for such events will be considered on a case-by-case basis, with the following criteria considered:

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 have significant delivery complexity.

Finances: the event is likely to have staging costs in excess of £10 million, potentially requiring UK government guarantees or partial/full underwriting by the public sector.

Affordability: the event would represent good value for the taxpayer.

Opportunity: it is one-off event, which once hosted, would not be expected to return to the UK in the near future. The UK would also look to respond to opportunities presented by changing circumstance of other event hosts.

Impact: as well as expecting to attract in excess of 100,000 spectators, the event would deliver significant economic benefits from hosting the event.

After scoring of the event has been completed, the event will be considered using the Mega Events Policy Framework¹⁵.

¹⁴ <https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>

¹⁵ <http://www.uk-sport.gov.uk/~media/website/uk-mega-events-policy-framework-docfinal2.pdf?la=en>

¹⁶ <https://www.uk-sport.gov.uk/~media/files/our-work/uk-sport-major-events-investment-guide-march-2017-final.pdf?la=en>



Pinnacle programme

The types of events that are eligible to be considered are as follows:

- World Championships in Olympic, Paralympic and Commonwealth sports
- World Championships 'equivalents' in Olympic, Paralympic and Commonwealth sports

In order to identify the hosting targets within the Pinnacle events programme, investment will be prioritised to those events which are considered to have the greatest potential to deliver against a number objectives; the full list can be found in UK Sport's Investment Guide¹⁶.

Performance programme

The types of events that are eligible to be considered are as follows:

- 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

UK Sport's Investment Guide outlines the objectives Performance events need to meet.

Venue Identification

For most major sporting events, the relevant national governing body will have responsibility to identify a location for its bid to the international federation. The hosting target list ensures that national governing bodies (NGBs) and potential host locations are aware of the potential to work together and can enter into information discussions about working together as event hosting partners.

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, and there are occasions when a number of potential locations share the desire to host the same event. This situation may occur when the event in question is privately owned and multiple host locations from the UK can bid directly to the international rights holder. This situation may occur when the sport is governed by Home Nation NGBs, thereby allowing these NGBs to bid against each other. In these situations:

- As DCMS 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 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 logistically 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. Where support is provided to multiple bids, this is likely to be in the form of a commitment to support the winning bid after it has been secured.
- DCMS and UK Sport reserve the right to provide support to a single bid should that be considered to be in the national interest. There may be exceptional occasions where there are substantial difference between bids from within the UK, in terms of financial support, facilities, viability or winnability.



Feasibility

Prior to discussing funding support it is 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 national governing bodies 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.

Establishing support

Once it has been established what level of support an event might require, there is an existing process for considering and confirming the financial package.

When UK Sport is considered financial support, a Major Events Consultant will support the national governing body (NGB) through the process, providing expert advice and guidance. The bid and request for support will be subject to scrutiny by UK Sport's Major Events team and Major Events Panel, with a recommendation being made to the UK Sport board for sign off.

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 will seek authority from HM Treasury to proceed if it requires new spending or spend from within existing budgets above the DCMS delegated limit.

Requirements for support

DCMS and UK Sport support to major sporting events will be dependent on a number of requirements that need to be delivered, such as:

- Early engagement with UK Sport
- Meet the standards set out in the Code for Sports Governance
- Commitment to endorse UK Sport's promotional campaign to promote other funded events
- Commitment to branding and hospitality opportunities for The National Lottery and other partners
- Commitment to recognise and advocate public sector interests
- Commitment to work with Home Country
- Sports Councils and Home Nation NGBs to deliver sport development activity
- Share knowledge and resources with other funded events
- Provide post-event data, using a tool such as eventIMFACTS, to measure the impact of the event



Providing support - bidding

What support can be provided for hosting targets?

A typical event, identified as a hosting target can be considered for a broad range of support at bid stage, during and after the delivery of the event:

Stage	Support	UK Sport	DCMS/UK Government
Bid	Bid advice and development	X	
	Bidding and event funding	X	
	UK government guarantees		X
	International legacy development	X	
Delivery	Staging advice	X	
	UK government event delivery support		X
	Legacy	X	X
	Promotional support	X	X
Evaluation	Research	X	
	Knowledge Transfer	X	

If the event is not considered a priority target, DCMS and UK Sport reserve the right to provide aspects of support from the above table 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 would contribute. The following services would be delivered in partnership with the bid team, including the relevant national governing body (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 will 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 PR, international relations, creative design, presentations and bid videos.

Knowledge transfer

NGBs will be provided with access to a bid management toolkit, containing a library of good practice document and resources developed in the course of preparing bids for other major sporting events. Non-confidential documentation from your bid will be added to this library to support future bids.

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

Support will be considered in the following areas:

Letters of support

DCMS can source letters of support from the Minister for Sport and/or the Secretary of State for Digital, Culture, Media and Sport for inclusion within bid books and for personal delivery to voting members. For the largest events, DCMS may be able to request letters of support from the Prime Minister or any other relevant UK government minister.

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 the Cabinet Office 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 Foreign and Commonwealth Office to identify if potential support is possible from posts in international territories.

Bidding and event funding

Since 2000, UK-level funding of major sporting events has been provided by UK Sport through the investment of National Lottery funding into the bidding and staging of strategically important events. This investment is provided following an evaluation of the strategic and delivery implication of hosting the event and assessed through a funding application to the UK Sport Major Events Panel and UK Sport Board.

As outlined in the prioritisation section, UK Sport makes financial investment through an evaluation of each event's potential to deliver against a number of key objectives.

All eligible events will be assessed against criteria reflecting these objectives; full details can be found in the UK Sport Major Events Investment Guide¹⁷. UK Sport will not consider retrospective funding applications for events that have already been secured by the national governing body (NGB) without prior dialogue.

Bid budget and plan

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.

Staging costs

UK Sport will consider investment into the staging costs of major sporting events as detailed in the Investment Guide.

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.

Assessment

The route for assessment for any event funding is outlined in the Investment Guide.

UK government guarantees

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 extremely limited in number and will typically be reserved for the very biggest in terms of scale and cost. DCMS acts as the single point of contact across all UK government departments for national governing bodies (NGBs) seeking support in the following areas. 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 Money¹⁸.

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 2015 Rugby World Cup and 2017 World Athletics and Para Athletics Championships without the need for specific legislation to ensure success. Where specific guarantees are requested, the UK government will work with the relevant NGB and international federation to ensure the guarantee accurately reflects the UK's ability to deliver a successful tournament. Experience has shown that a transparent and pragmatic approach as to how the guarantees are provided often displays a greater level of support from the UK government.

Some of the very largest events, in particular multi-sports events such as Olympic and Paralympic Games and Commonwealth Games may require legislation to support delivery. 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 guarantee.

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.

Taxation

Taxation guarantees are typically required of host governments in two 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.

Customs

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

¹⁷ https://www.uk-sport.gov.uk/~/_media/files/our-work/uk-sport-major-events-investment-guide-march-2017-final.pdf?la=en

¹⁸ <https://www.gov.uk/taking-goods-out-uk-temporarily>

The ATA carnet procedure¹⁹, used for clearing goods for up to one year through Customs in the countries that are part of the ATA Carnet system, may also be utilised to import goods for major sporting events.

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

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

Security and policing

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

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

Visas

International federations may require host countries to guarantee entry to athletes and accredited officials. In these cases, DCMS will progress discussions with the Home Office (UK Visas and Immigration - UKVI) to determine what level of support can be provided to the visa issuance process subject to overall security requirements and in line with legislative requirements.

All immigration legislation must meet our international obligations including meeting the requirements set out in the European Convention on Human Rights. 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 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 with, multi-visit visas which are valid for six months. This is subject to meeting the requirements of the visit visa category. For events of an exceptional nature, 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.

¹⁹ <https://www.gov.uk/government/publications/managing-public-money>

Border control

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

Intellectual property (IP) protection

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

The Intellectual Property Office (IPO), an agency of Department for Business, Energy and Industrial Strategy (BEIS), will process applications to register a Trade Mark in the UK and the European Union IP Office can register a European Union Trade Mark across the whole of the EU (including the UK). IP rights are enforceable in the UK by IP rights holders in the Civil Courts and Trading Standards Authorities and the police, including the Police Intellectual Property Crime Unit, and are vested with various criminal powers to take action against counterfeit and pirated products.

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

Telecoms

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

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

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 UKAD can provide advice on the support and facilities available to meet these requirements.

Providing support – staging

Staging advice

We have the ambition to establish 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.

Support will be considered in the following areas (typically, the costs for these support programmes will be provided from UK Sport directly or from a dedicated event budget to which UK Sport would contribute separately):

Technical event staging advice

UK Sport will provide a Major Event Consultant to advise the event hosting partners in all areas of event staging. The consultant will be available to the event for its entire life cycle from initial feasibility and bidding to the staging of the event. The consultant 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.

Specialist event staging advice

In some instances additional external support may be offered via 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 International Trade can also assist in identifying and making introductions to UK companies with previous experience of supplying products and services to major sporting events.

Equipment

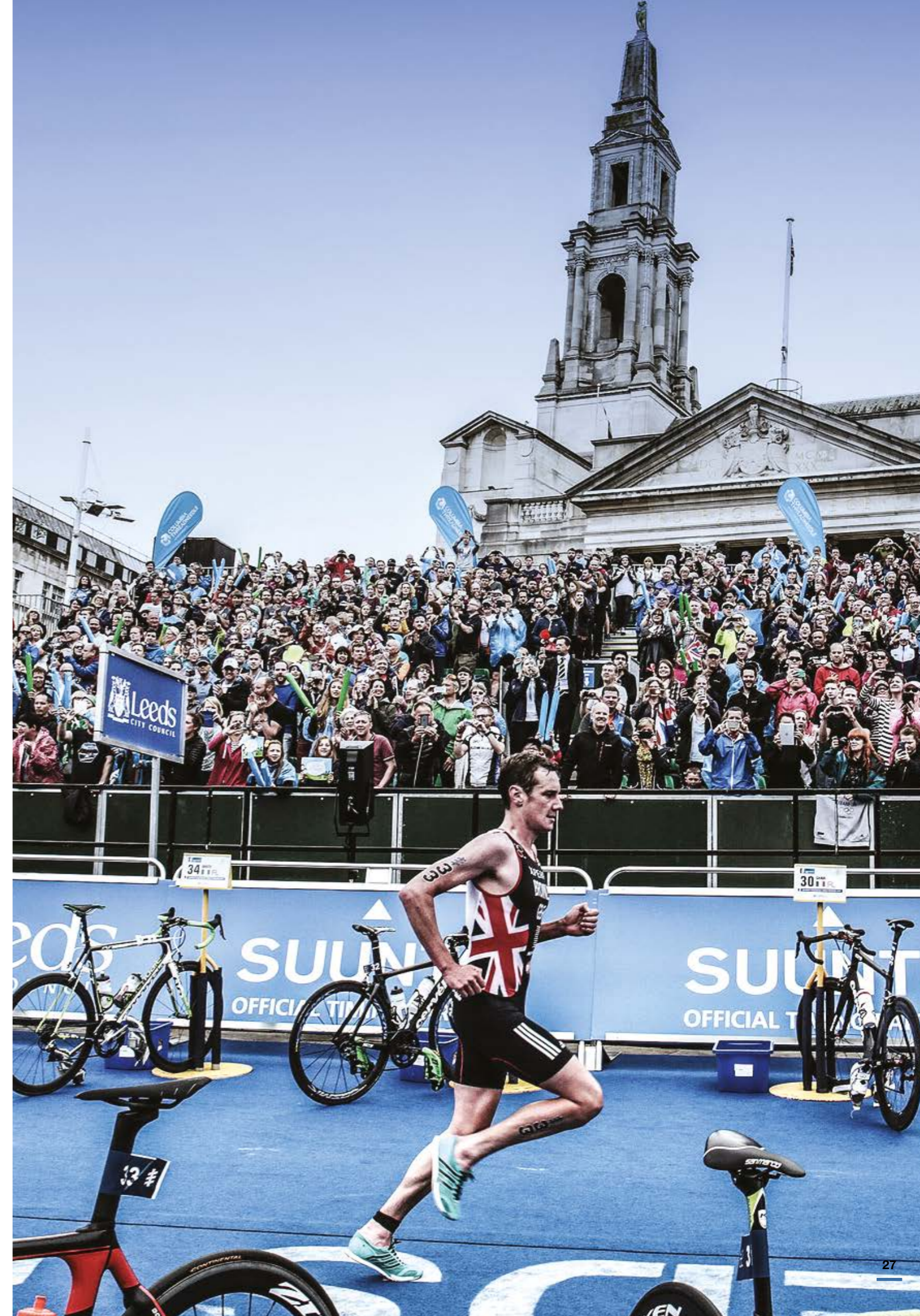
While much of the equipment required to host an event will be sport-specific and typically provided through a national governing body (NGB) or international federation supplier, there are a number of generic event hosting items which UK Sport can provide through its central equipment store. Plans should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

Branding

A high quality look and feel is essential to maintaining the UK's reputation as a leading event host. UK Sport can supplement existing branding activity through the provision of additional branding materials linked to their current promotional campaign.

Accessibility and inclusion

UK Sport can work with event organisers and signpost them to further information to help develop workforces that achieve diversity across paid and volunteer staff.



UK government event delivery support

Any guarantees that are provided by the UK government through the bidding process (as outlined in the UK 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 national governing bodies and international federations through liaison with UK government departments. Where applicable, the UK government will arrange for a working group to be established to provide a consistent level of engagement with the event hosting partners.

Even where guarantees were 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 Sport Team can assist with any issues that could affect the delivery of an event and approach the relevant department(s) for support.

Dignitary management function

A focussed ministerial presence at events can help 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 UK government's interests.

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

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.

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 into 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 the other Home Nations, event organisers are advised to consult with their respective devolved administration around what reporting requirements might be needed, including any requirements to keep the UK government informed of any issues relating to reserved matters.

Anti-Doping

For major sporting events UKAD can, under contract, implement a robust athlete-centred anti-doping programme to enhance the reputation of a sporting event, with a primary focus for the provision of a first class doping control service.

UKAD 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 smart testing. Their education programme focuses on prevention, with the aim of providing information, helping athletes and support personnel to comply with the rules, and be able to compete, coach and treat 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 their media and PR team can provide communications support, including assistance in developing a crisis communication plan.

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 Sports Betting Integrity Forum website²⁰. Bespoke support to help address betting integrity issues can also be provided to tournament organisers for events hosted in the UK.

²⁰ <http://www.sbfif.org/Good-practice/Useful-Information/Support-for-organisers-of-international-sporting-events-hosted-in-Britain.aspx>



International development programmes

There is a growing recognition that major sporting events have the power to drive global change and that international development programmes linked to sporting events can be an attractive proposition to international federations.

Commissioned by UK Sport, independent research²¹ on the value of international sport development programmes linked to major events revealed:

- These initiatives are highly valued by international federations and can help shape strategic priorities and direction around the development of its sport worldwide.
- 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 generate improved UK's visibility internationally, helping to strengthen its reputation amongst the international sporting community.
- There are positive outcomes for partners involved - e.g. 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 sport development programmes.

Advice during event bidding

A dedicated International Relations Adviser can assist bid teams in developing an international development 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, partner selection and budgeting.

Investment

On a case-by-case basis, and subject to agreement with the national governing body (NGB) and international federation, UK Sport may invest dedicated international relations funding into the development 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 would:

- Provide technical expertise and support in planning, delivering and evaluating a targeted development programme, in partnership with the NGB, international federation and sport body overseas.
- Facilitate contacts with government departments and sports agencies in partner countries, with a view of establishing and implementing a programme which is context-specific, relevant and impactful.
- Help leverage relationships with other key organisations in agreed locations/countries.
- Advise on the required budget, management and outcomes from the programme.

²¹ http://www.uk-sport.gov.uk/sitecore/shell/~/_media/files/international-relations/2017-uk-sport-final-report-me-and-id-projects.pdf?la=en

UK Sport has significant experience in helping deliver international sport development 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. More than 25 million children in 20 countries were inspired to take up sport; 250,000 teachers and tutors were trained in PE, and more 55 sport policies were influenced.
- **2015 Rugby World Cup:** the Unity programme, was a multi-national legacy collaboration between the RFU, World Rugby, Rugby Europe and UK Sport. 17 Unions from across Europe undertook targeted development work based on identified needs across a range of areas – coach education and mentoring, referee education, workforce exchanges and facility maintenance.
- **2017 World Athletics Championships:** LEAP (Leadership and Excellence in Athletics Programme) working across 10 countries (Argentina, Azerbaijan, Chile, Ethiopia, India, Kosovo, Mozambique, St Lucia, Senegal, Uganda). The programme aimed to increase the number of young children accessing appropriate, high quality, inclusive athletic activities. This was achieved through the development of a skilled workforce of athletics leaders, tutors and trainers.
- **2018 Women's Hockey World Cup:** the programme aims to develop the performance and participation programme for coaches, umpires and players within Ghana and West Africa. Coach Education and mentoring support has been provided by England Hockey to the Ghana Women's National team coaches. Over 3,500 donated sticks have been distributed at the umpire training and coach education course facilitated by England Hockey and Fédération Internationale de Hockey (FIH) educators. Event management support was provided by England Hockey for the FIH Men and Women's World League Round 1 event in Accra.
- **2019 Netball World Cup:** in conjunction with International Netball Federation and England Netball the programme has focussed on upskilling coaches working with the Zambian National team and delivering coach education training in Argentina.
- **2019 Taekwondo World Championships:** working with the Nepal Taekwondo Federation and GB Taekwondo to support their coach education programme.
- **2021 Rugby Football League:** working in partnership with the Rugby League International Federation the aim of this programme is to develop the sport in key continents to help grow the game at all levels and support the long-term strategy of the sport.



Legacy

One of the lessons learned from previous major sporting events is that it is never too early to begin considering and planning for an event's long term benefits. A robust legacy plan can become an important factor in winning the rights to host a major sporting event.

The extent to which major sporting events can generate significant long term benefits will vary depending on the size and nature of the event. The following impacts should be considered:

- The five Sporting Future outcomes (physical wellbeing, mental wellbeing, individual development, social and community development, and economic development)
- Volunteering
- Sustainability
- Culture
- Tourism

DCMS and UK Sport can help bid teams to engage with the responsible UK government and Home Nation departments and other organisations in order to benefit from existing legacy programmes and development plans to 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 legacy activity.

Sporting Future outcomes

As outlined in *Sporting Future - A New Strategy for an Active Nation*, there are five key outcomes which now 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 legacy planning.

Getting more people active, more regularly 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 £7.4 billion each year²².

Major sporting events and investment into the community sports offer around it have the potential to drive participation in sport and physical activity. This can both benefit public health, but also help grow sport and increase the nation's chance of creating future stars. It's important to note that an increase in participation will not happen automatically as a result of staging an event; event hosting partners need to plan activities to promote participation in their sport and to invest in providing an attractive and well developed offer.

Sport can also generate long-term benefits at both an individual and community level. A good legacy plan should consider how any activities planned might link to wider opportunities around education, employment and social cohesion, for example.

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, and throughout 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 those people who are not regularly active. It will also need to ensure that existing sporting structures are ready to welcome new participants. Such programmes need not be costly to run, and where appropriate, the programme can incorporate and enhance existing national governing body or local authority led projects.

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.

Major sporting events can help build stronger communities by bringing people together, often from different backgrounds, to make them feel better about where they live, improve community links and build social capital.

Major sporting events staged in the UK can create high value business opportunities and provide a platform for business, networking and showcasing UK industries to overseas markets. As the UK leaves the European Union, these opportunities take on extra importance.

All events can add value. On a UK-wide level the Department for International Trade (DIT) can provide advice and support for UK companies to pursue export opportunities following-on from supporting UK major sporting events, in particular by selling expertise and event experience to overseas major events and global sports projects. There are also bodies at a Home Nation-level 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: The bigger the event, the bigger the opportunities to attract high net worth value audiences
- Host city: What unique opportunities or industries does the Host City support? Is there a wide geographical range of venues with different opportunities that can be supported by local or national bodies or DIT's regional teams?

At the very largest events DIT 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.

²² <https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>

Volunteering

The volunteering programme was one of the standout success stories from both London 2012 and Glasgow 2014, and has continued gaining strength and depth at events across the country at events such as Rugby World Cup 2015, Track Cycling World Championships 2016 and London 2017. 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.

The UK government recognises the importance of volunteering and how it contributes to greater wellbeing and self-efficacy. Major sporting events can contribute to the overall approach led by the Office for Civil Society, and Sporting Future - A New Strategy for an Active Nation. As part of the volunteering programme, event organisers should consider how young people and others from diverse backgrounds can get involved. Volunteering in sport can help people start a habit of social action creating a benefit both to themselves and their communities. Just as with participation, your volunteering plans also need to consider opportunities beyond the major event to signpost to volunteers, so they can keep giving their time.

At a UK-wide level, UK Sport can provide advice on the delivering a volunteering programme for an event. There are also dedicated agencies in the Home Nations that can provide advice on opportunities for volunteers at a grassroots level. These agencies can help national governing bodies (NGBs) to consider the following areas in developing a volunteering strategy:

- **Recruitment** – finding the right balance for each event, whether recruiting from within existing sport structures, or regular event volunteers, for specialist functions specific to the sport, or engaging new volunteers from the wider public to provide more general functions, such as meet-and-greet and way-finding. For the larger events volunteer roles may be over-subscribed, this will impact on the recruitment processes but also consider the opportunity for sport volunteering beyond the event.
- **Training** – ensuring volunteers are appropriately trained to deliver their role to the highest standard will enhance spectator experience and ensure the event is run safely.
- **Deployment** – the effective deployment of volunteers during the event is essential to the individual's experience as a volunteer, the overall success of the event and spectator experience. Also consider programmes around the event (see sections on participation, culture and tourism) that also rely on volunteers to sign-post other opportunities.
- **Experience** – ensuring volunteers have a meaningful experience, understanding the impact and embedding best practice. This will allow sports and events teams to continue to build upon, and share their knowledge, about the motivations, barriers, feedback and impact of their volunteers.
- **Retention** – once an event is delivered, new volunteers must not be lost. If an event is to have a sustainable legacy of participation, then it is fundamental that NGBs anticipate increased participation and build in additional capacity within clubs. Support can be provided to ensure that there are opportunities for new volunteers to be embraced into grassroots sport.



Sustainability

Event organisers should see sustainability as business as usual, and develop achievable plans to make sure all stakeholders, including the national governing body 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:

- Location
- Transport
- Facilities
- Resource management – including minimising waste, recycling, printing and reducing energy use
- Procurement – including catering and supply chain impacts

Event organisers should look to incorporate the best practice criteria from the relevant Government Buying Standards²², through a balanced scorecard approach to help achieve wider value for money and sustainable outcomes for the event. Event organisers should also aim to adopt the Flexible Framework²³ within their organisation so you can carry out the self-assessment to ensure sustainability is embedded among staff and that there is ownership of sustainability initiatives.

There is also a sustainable event management standard available (ISO 20121) that has been designed to help organisations improve the sustainability of their event related activities, products and services.

Culture

A well-structured arts and culture programme can provide numerous benefits such as:

- 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
- 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.

²² <https://www.gov.uk/government/collections/sustainable-procurement-the-government-buying-standards-gbs>

²³ <https://www.gov.uk/government/publications/sustainable-procurement-in-government-guidance-to-the-flexible-framework>

Tourism

A well-planned and delivered tourism strategy can ensure visitors arrive not only for the event, but continue to visit the local area. Sporting events can also support the visitor economy outside the main peak holiday season. Host cities for major sporting events can also act as gateways for overseas visitors to explore the wider region and other parts of the country. 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.

It is recommended that major event organisers 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 and so that sporting events can be included in international tourism marketing activities in advance of the event. Continued engagement is beneficial throughout the development of the tournament, including international and domestic ticketing strategies, press engagement and marketing of the event.

Typically the following considerations should be made:

- Scale of the event
- Location – where an event is held will define the support an event receives across regional and national tourism bodies
- Connectivity – can international and domestic visitors easily reach a destination
- Timing – what defines the height of the season is dependent on whether the host venue is in the city-centre, rural or a seaside location
- Opportunity to achieve media coverage
- Maximising the exposure overseas

Promotional support

Major sporting events will benefit from being part of a centralised promotional campaign led by UK Sport and incorporated across the sporting system.

Event marketing and communications advice

Dedicated UK Sport marketing support will attend marketing steering groups providing marketing and communications support to the event, including ticketing and branding. UK Sport will also help to build links between events with the aim of delivering mutually beneficial cross-sport promotional opportunities.

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

Centralised campaign

Typically ahead of an Olympic and Paralympic Games, UK Sport will coordinate a cross-sport marketing campaign that promotes the major sporting events taking place in the UK ahead of the Games. All supported events will be invited to be part of the campaign, benefitting from the reach of new audiences.

Access to UK Sport channels

UK Sport's social media channels and newsletter database will become an extension of each event's own marketing channels, providing another platform to share key announcements and milestones.

UK Sport can also provide support and advice on media releases as well as quotes from senior management to be included.

Be Inspired

Be Inspired is a joint UK Sport and Sport England newsletter which promotes opportunities to watch, participate and volunteer at local and national sporting events across the country.

Research

National governing bodies will be provided with key information from research studies and data from previous events which offers event organisers an insight into their target markets.

Research support

Major sporting events drive significant 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 Sport or the UK government.

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 eventIMPACTS²⁴ is a multi-agency partnership, including Home Nation Event Agencies, with the system maintained by UK Sport. eventIMPACTS standardises the way that the 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.

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.

Observer tours

UK Sport will support national governing bodies (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.

Event Managers conference

UK Sport coordinates an annual two-day 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.

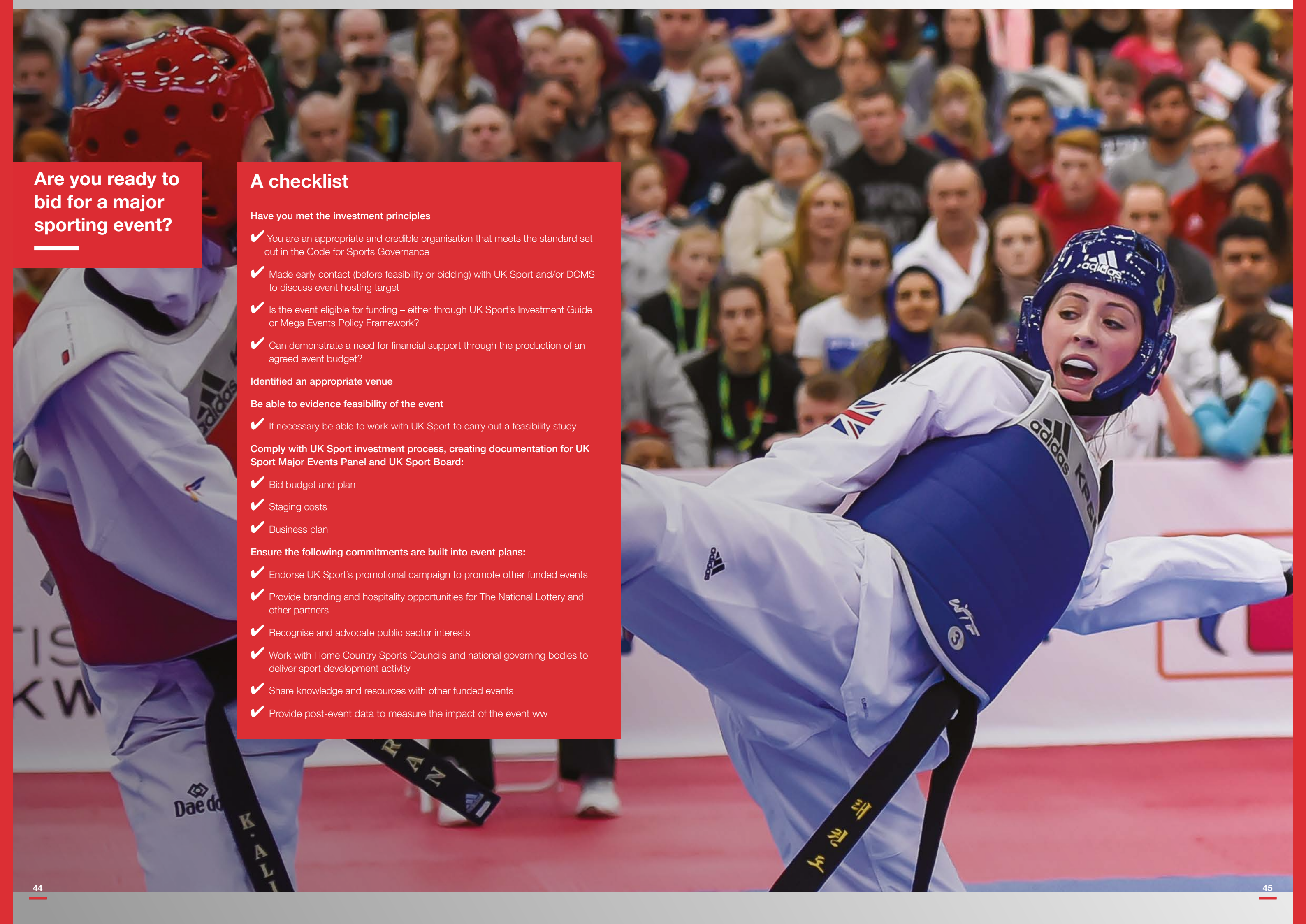
Focused workshops

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.

Online portal

Event hosting partners will be provided with access to an online portal which stores resources such as best practice documents, templates and supplier information.





Are you ready to bid for a major sporting event?

A checklist

Have you met the investment principles

- ✓ You are an appropriate and credible organisation that meets the standard set out in the Code for Sports Governance
- ✓ Made early contact (before feasibility or bidding) with UK Sport and/or DCMS to discuss event hosting target
- ✓ Is the event eligible for funding – either through UK Sport's Investment Guide or Mega Events Policy Framework?
- ✓ Can demonstrate a need for financial support through the production of an agreed event budget?

Identified an appropriate venue

Be able to evidence feasibility of the event

- ✓ If necessary be able to work with UK Sport to carry out a feasibility study

Comply with UK Sport investment process, creating documentation for UK Sport Major Events Panel and UK Sport Board:

- ✓ Bid budget and plan
- ✓ Staging costs
- ✓ Business plan

Ensure the following commitments are built into event plans:

- ✓ Endorse UK Sport's promotional campaign to promote other funded events
- ✓ Provide branding and hospitality opportunities for The National Lottery and other partners
- ✓ Recognise and advocate public sector interests
- ✓ Work with Home Country Sports Councils and national governing bodies to deliver sport development activity
- ✓ Share knowledge and resources with other funded events
- ✓ Provide post-event data to measure the impact of the event

Links for further information

DCMS	https://www.gov.uk/government/organisations/department-for-digital-culture-media-sport
UK Sport	http://www.uk sport.gov.uk/ http://www.uk sport.gov.uk/tickets

UK government

Home Office	https://www.gov.uk/government/organisations/home-office
HM Treasury	https://www.gov.uk/government/organisations/hm-treasury
HM Revenue and Customs	https://www.gov.uk/government/organisations/hm-revenue-customs
Ministry of Housing, Communities & Local Government	https://www.gov.uk/government/organisations/ministry-of-housing-communities-and-local-government
Department for Environment, Food and Rural Affairs	https://www.gov.uk/government/organisations/department-for-environment-food-rural-affairs
Department for Transport	https://www.gov.uk/government/organisations/department-for-transport
Foreign and Commonwealth Office	https://www.gov.uk/government/organisations/foreign-commonwealth-office
Department for International Trade	https://www.gov.uk/government/organisations/department-for-international-trade
Department of Health and Social Care	https://www.gov.uk/government/organisations/department-of-health-and-social-care
Ofcom	https://www.ofcom.org.uk/
National Cyber Security Centre	https://www.ncsc.gov.uk/

UK organisations

Visit Britain	https://www.visitbritain.com/gb/en
GREAT	http://www.greatbritaincampaign.com/

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	https://tourismni.com/
Visit Scotland	http://www.sportni.net/
Sport Scotland	http://www.volunteernow.co.uk/
Volunteer Scotland	http://www.artscouncil-ni.org/
Resource Efficient Scotland	https://www.investni.com/
Creative Scotland	http://www.creativescotland.com/
Scottish Development International	https://www.sdi.co.uk/

Wales

Major Events Team, Welsh Government	http://lyw.cymru/topics/culture-tourism-sport/?lang=en
Sport Wales	http://sportwales.org.uk/
Wales Council for Voluntary Action	https://www.wcva.org.uk/
Arts Council of Wales	https://www.wcva.org.uk/
Visit Wales	http://www.visitwales.com/
Business Wales	https://businesswales.gov.wales/



Department for
Digital, Culture,
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