



LOTTERY FUNDED

Major events bidding and legacy

Since the London Olympics and Paralympics in 2012, England has played host to over 40 major sporting events – world-class events such as the European Swimming Championships and the Track Cycling World Championships. In 2017 England will be playing host to the IAAF Athletics World Championships for the first time.

Over £35m of UK Sport/National Lottery support has been invested in winning these bids and organising the events, so Sport England has committed to working with UK Sport, DCMS and the relevant national governing bodies over the next four years, to ensure that we think creatively about generating the great possible return from these events.

Our new strategy **Towards an Active Nation** commits us to investing £2m through the Major Events Bid and Legacy Fund into organisations who can either engage less physically active individuals or develop their business to generate a better financial return.

This guidance document:

- Shares our investment objectives
- Outlines our investment principles and criteria
- Gives detail on how to apply for investment

Our two investment objectives

There are two separate ways in which we are looking to invest in organisations to make the most of major events:

Investment objective one

To help National Governing Bodies (NGBs) hosting major events evolve their business model and derive a greater financial return from their existing customers (players, volunteers, spectators), thereby reducing their need for public subsidy

Investment objective two

To develop programmes that engage with individuals local to the major event, who are currently less likely to take part in sport or physical activity regularly

Over the next few pages you will find the relevant information to apply to us for either of these objectives.

Investment objective one

To help National Governing Bodies (NGBs) hosting major events evolve their business model and derive a greater financial return from their existing customers (players, volunteers, spectators), thereby reducing their financial need for grant income.

What are we looking to fund?

We wish to help NGBs explore ways to use their major events in a more holistic way, to increase their non-public investment, (and therefore over time, reducing their public subsidy).

This is a new area of work for us, but something in which major sports clubs, commercial leagues and other countries are highly successful. We are looking to work with NGBs in England who are open to testing some of these principles.

Investments may include:

- Developing innovative ticket packages
- Priority booking
- Pay per view event streaming
- Upselling and cross-selling onsite and through ticket packages
- Developing onsite experiential opportunities

Applicant eligibility

- NGBs in receipt of a current Sport England funding for whom UK Sport and Sport England combined over 40% of their annual income; and
- Who are on track with their Governance Action Plan in accordance with Tier Three requirements for the organisation as outlined in [A Code for Sports Governance](#).

Event eligibility

Events meeting the following criteria would be considered suitable for this fund:

- World championships, European championships or premium world circuit events for Olympic, Paralympic and/or Commonwealth sports, which are hosted in England before 31 March 2021. These must be senior events only (i.e. age group and youth events will not be considered).

<p>Understanding of the target audience (30%)</p> <p>Quality of the delivery plan (30%)</p> <p>Impact (20%)</p> <p>Financial need (20%)</p>	<p>Investment criteria</p> <p>Your organisation has clear insight into the audience you plan to target and this has clearly been used to develop the project.</p> <ul style="list-style-type: none"> • Which of your customers are you looking to target? • What do you understand about their behaviours and habits linked to your sport? <ul style="list-style-type: none"> ▪ How much do they spend on your sport? ▪ What events do they attend? ▪ What else would they be interested in investing in (season tickets, merchandise, experiences) • What do these customers value? What are you looking to provide? <ul style="list-style-type: none"> • Is the plan clear and concise? • Is the plan realistic? • Who will you partner/work with to overcome any capability gaps your organisation has which may limit the success of this project? • What evidence do you have that this approach will be successful? <ul style="list-style-type: none"> • What is your forecasted additional revenue for this project? • What assets/learnings will you take from this project to future events? Please outline where you anticipate using the assets or investment beyond this event and a projection of income. • How will you develop your organisational capability as a result of this project? <ul style="list-style-type: none"> • What is the need for additional public investment into this project? • Is the amount requested fitting for the scale of the event and the anticipated return on investment? • Does the plan offer value for money? • What partnership investment and/or value in kind are you contributing to the project?
<p>What we won't fund</p> <p>There are some items and activities that are ineligible for this fund. This includes but is not limited to:</p> <ul style="list-style-type: none"> • Activity or costs associated with bidding for, hosting or staging the event itself 	

- Activity that has already started or assets/licences that have already been purchased
- General running costs or overheads, e.g. on-going staff costs. Whilst we recognise that some staff infrastructure will be required to deliver the project, this fund can only support posts or proportions of posts directly related to the project and only for the duration of the award
- Capital investment to purchase stock for onward sales

Investment objective two

To develop programmes that engage with individuals local to the major event, who are currently less likely to take part in sport or physical activity regularly.

Research tells us that the vast majority of those who attend major sports events as spectators are already involved regularly in community sport. These customers of sport, in what we call the 'core market', give a lot of their time whether it's competing, training or volunteering, so it's highly likely that they are attracted to watching live.

Watching and engaging with sports events however is special experience, and whilst we don't want to deprive those who already gain a lot from these opportunities, we do want to extend the reach of our major events to new audiences, which have potentially lots to gain.

What are we looking to fund?

Projects which test the ability to harness the inspirational effect of a major event, happening locally, with those who are less likely to regularly take part in sport or physical activity.

Projects will most likely be tightly timed around the event so that the customer can see the link between the activities they are doing and the spectacle that has been brought to their community.

It's highly possible that our investment into some communities will also produce additional outcomes such as individual development, mental wellbeing, and social and community development. This might mean that projects won't reach large numbers, but for the few where this approach works the impact on the individuals concerned may be significant.

We are looking for projects that:

- Deliver at the heart of the local community where the event is being held. We know from research by UK Sport, that an event is more likely to have an inspirational impact if you are a resident in the immediate catchment area of the venue.
- Demonstrate a tangible link between the major event and the experience given to those who take part in the project
- Show how they will reach audiences that are less likely to take part in sport and physical activity regularly. (The Chief Medical Officer defines an inactive adult as someone who over the course of a week, does not achieve a total of 30 moderate intensity equivalent minutes of physical activity.)

- Explain how this investment could contribute towards our other outcomes in **Towards an Active Nation**. In particular:
 - Mental wellbeing
 - Individual development
 - Social and community development

It is recommended that anyone wishing to apply for this fund reads our essential guides to designing programmes for specific audiences. In particular for this fund, our [essential guide to tackling inactivity](#).

Applicant eligibility

- Any organisation that meets the appropriate Tier One requirements for the organisation as outlined in [A Code for Sports Governance](#).

In addition:

- If the applicant is not the organisation hosting the major event, we will require written confirmation from the host in support of the application. This must come from an appropriate senior executive.

Event eligibility

Events meeting the following criteria would be considered suitable for this fund:

- World championships, European championships or premium world circuit events for Olympic, Paralympic and/or Commonwealth sports, which are hosted in England before 31 March 2021. These must be senior events only (i.e. age group and youth events will not be considered).

Sport England may choose, entirely at its own discretion, to consider events that are outside of the above criteria if:

- You can demonstrate that there is reasonable evidence to suggest that the sport and event could engage individuals who are less likely to take part in sport and physical activity regularly in the local community.
- You can convince us that the event itself is of a sufficient size and prestige to act as a catalyst for inspiration, due to the venue, anticipated ticket sales, or number of competitors for example.

In all instances the sport and NGB for the event in question must be UK-recognised. A list of recognised sports and their NGBs can be found [here](#).

<p>Understanding of the target audience (30%)</p>	<p>Investment criteria</p> <p>Your organisation has clear insight into the audience you plan to target and this has clearly been used to develop the project idea.</p> <ul style="list-style-type: none"> • Who are you looking to target?
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<p>Quality of the delivery plan (30%)</p> <p>Impact (20%)</p> <p>Financial need (20%)</p>	<ul style="list-style-type: none"> ▪ Remember to be specific to where the event is taking place. • What do you understand about their current behaviour patterns in sport and physical activity? <ul style="list-style-type: none"> ▪ As a reminder, we define an inactive adult as someone who over the course of a week, does not achieve a total of 30 moderate intensity equivalent minutes of physical activity ▪ You can use information from our resources on tackling inactivity to help you understand this audience ▪ In addition, it is worth considering what information is held about these customers by local partners such as county sports partnerships • What do these customers value? What will you provide? • What insight do you have that suggests that inspiring this audience through links with a major event may help with their perceptions and challenges with sport and physical activity? • Is the plan clear and concise? • Is the plan realistic? • What assets are you and any partners using from the major event this plan is linked to, to inspire those involved? <ul style="list-style-type: none"> ▪ For example; tickets to the event, hospitality, opportunities to meet home or international athletes, ability to compete at the same venue during the event, branded materials • What are the exit routes or options for individuals you engage? Is this sustainable for the individual and relevant to their challenges in taking part, as described by you? • Which partners will you need to work with? • How will you measure success? • How will you measure the changing behaviour patterns in these customers? • What learning will you aim to take from this project? • What is the need for additional financial investment from Sport England into this project? • Is the amount requested fitting for the scale of the event and the value of the assets that will be lent to the programme? • Does the plan offer value for money? • What partnership investment and/or value in kind is the applicant contributing to the project?
<p>What we won't fund</p>	

There are some items and activities that are ineligible for this fund. This includes but is not limited to:

- Activity or costs associated with bidding for, hosting or staging the event itself
- Activity outside of the local catchment area to the major event i.e. county, regional or national activity
- Activity in school curriculum time. This can form part of your project but would need to be funded by you or your partner organisations
- Activity that has already started
- The creation of a fund to which individuals or organisations can then apply
- General running costs or overheads, e.g. on-going staff costs. Whilst we recognise that some staff infrastructure will be required to deliver the project, this fund can only support posts or proportions of posts directly related to the project and only for the duration of the award
- Projects that deliver mostly to children and young people. We hope that projects supported by this fund are unique by virtue of the opportunities major events bring. For this reason, we want to ensure that those engaged in these projects are old enough to recognise the opportunity they are being presented with, and can make their own independent choices about their physical activity endeavours
- Long-term projects. This fund is specifically designed for a moment in time - to maximise the impact of major events on a specific, targeted number of individuals in the local community. It is not to build local infrastructure or sustain projects for months beyond the event.

Assessment framework and methodology

Your application will be scored against each of the stated investment criteria.

A raw score of between 1 and 10 based on the scale set out below will be awarded to each criterion and weighted accordingly. This will give one overall score for your project. The weighting assigned to each of the criteria is given in the investment criteria section above

Score	Description of information received
0	No information provided; meets none of our basic expectations; the applicant has not demonstrated any evidence to meet the Investment Criteria.
1-2	Unsatisfactory - meets few of our basic expectations; the applicant has not demonstrated any evidence to meet the Investment Criteria.
3-4	Poor with identifiable shortcomings - shows areas of weakness and/or limited information has been provided; meets our basic expectations but there is limited evidence to meet the Investment Criteria.
5-6	Adequate/satisfactory - information submitted is acceptable; meets our basic expectations without offering any great advantages; evidence provided adequately meets the Investment Criteria.
7-8	Good - demonstrates a sound and complete approach which has the potential to fully accord with our requirements and/or wholly meets expectations with no appreciable concerns; evidence provided fully meets the Investment Criteria.
9-10	Excellent - demonstrates a sound and complete approach which will have the potential to surpass our requirements in all respects; evidence provided exceeds the requirements of the Investment Criteria.

Timeframes

Sport England is working in partnership with UK Sport to make the process of submission, in particular for NGBs, as seamless as possible. Application deadlines are the last day of:

- January
- April
- July
- October

This will be each year, until October 2020. We anticipate being in a position to assess your application and give you a decision within four weeks.

Where appropriate, you can apply for this fund during the live bidding process to host the event. If the prospective organisation is successful in their bid to this fund, ahead of the decision from the international federation, a conditional award will be made. Any costs incurred ahead of the bid being successfully won are entirely at the applicant's liability.

If you have any further queries, please contact funding@sportengland.org.