

Committee:	Date:
Public Relations and Economic Development Sub Committee	14 December 2017
Subject: Enhancing Sport Engagement	Public
Report of: Town Clerk & Chief Executive	For Decision
Report author: Simon Murrells, Assistant Town Clerk	

On 8 June 2017, Members considered a report on proposals to support upcoming major sport competitions. It was agreed as follows:

“RESOLVED, that the proposed hospitality to be provided for the upcoming IAAF World Athletics Championships be noted; and that the Town Clerk, in consultation with relevant officers, be asked to look further into how the City Corporation can strategically support further major sports events and report back on a way forward.”

Sam Hutchings, a previous member of the Town Clerk’s Department, was asked to undertake this work and his findings on this matter are attached for consideration.

Recommendations

Members are asked to consider the proposals set out in the attached document.

The City of London Corporation's Engagement with Sport

Report of Sam Hutchings, Consultant

Summary

Following a request from the City of London Corporation's Public Relations & Economic Development Sub Committee earlier in the year, I was asked by the Town Clerk to undertake a review into potential upcoming opportunities for the City Corporation to engage with major sport events. Having consulted with internal departments and stakeholders, a number of opportunities have been identified and outlined in the attached appendices.

There is a compelling case for a new approach to deal with this support to ensure it aligns more with the City Corporation's strategic objectives and delivers clear outcomes that benefit the local and wider community. This is also expected to bring about increased positive exposure for the City Corporation, as well as developing partnerships with key stakeholders. Given the upcoming sport event opportunities and the current work to develop a new Corporate Plan, now is a good time to be considering the City's approach to sport.

This new enhanced arrangement would ensure appropriate levels of support are provided for future sport engagement on the basis of a properly assessed cost-benefit analysis carried out against key criteria in consultation with relevant departments and Members. If the Sub Committee chooses to adopt a more pro-active and strategic approach to sport engagement, as set out in this report, further work is needed to identify how this would be managed and resourced internally.

Recommendations

It is suggested that Members of the Public Relations & Economic Development Sub Committee consider whether;

- i) the City Corporation should adopt a more pro-active and strategic approach to sport engagement, as outlined in this report, in recognition of the organisational and stakeholder benefits;
- ii) further work should be undertaken and reported back early next year on the process for supporting this new enhanced approach in relation to the following aspects:
 - a. Sport Engagement Assessment Matrix – the design and application of a new model for assessing sport engagement opportunities for MSEs, with the possibility of extending it to MPEs, to ensure minimum expenditure whilst maximising outcomes and exposure;
 - b. 2018/19 Engagement – detailed evaluation of the immediate upcoming engagement opportunities outlined in the attached appendices,

including any proposed support provision, likely costs and agreed deliverables / outcomes;

- c. Resourcing and Staffing Implications – details of how an enhanced approach could be managed internally, overseeing greater exposure and outcomes assurance, with any cost implications; and
- d. Committee Approval Process – proposals for maintaining appropriate Member and Committee involvement, whilst also enabling a streamlined decision-making process.

Background

1. At a meeting of the Public Relations & Economic Development Sub Committee earlier this year, Members agreed to seek further clarification of upcoming sport engagement opportunities in order to understand how the City Corporation can strategically support future sports events. It was also mentioned at the meeting that an understanding of the City's current approach to sport engagement would be beneficial, to assess whether a new approach should be taken forward.
2. As part of this review I have undertaken a lengthy programme of consultation with stakeholders to grasp where things stand at present and consider proposals for the future. Individual departments from across the organisation have been consulted, including the various sections of the Town Clerk's Department, Remembrancers, Mansion House, Open Spaces, Community & Children's Services and the Department for Built Environment.
3. Key partners have also been approached, to discuss upcoming engagement opportunities and gauge views on any future support. These include the Department for Culture Media & Sport, the House of Lords, the Mayor of London's office, London & Partners, UK Sport, UKActive, Westminster City Council, as well as various sport governing bodies including the British Paralympic Association, England Hockey, the Lawn Tennis Association, the English Cricket Board and Commonwealth Games England. It should be said from the outset that all these organisations were very welcoming and positive about the prospect of greater engagement with the City Corporation and advised they would be keen to work together in developing ideas that will help achieve mutually beneficial outcomes.
4. For the purposes of this report, the term 'sport' refers to high profile sporting events including Major Sporting Events (MSE) and Mass Participation Events (MPEs), as well as strategic Sporting Initiatives and Partnerships (SIP). MSE are generally defined as major international sporting competitions involving professional athletes and MPE are annual sport events involving large numbers of amateur competitors. SIP are initiatives and partnerships, often involving high profile events, that work in the strategic interest of both parties to provide more long-term outcomes as part of a mutually beneficial relationship. The term 'engagement' is meant to cover a variety of aspects, but primarily the interaction with key partners and stakeholders, usually through the provision of in-kind support or funding from the City Corporation in return for specific outcomes and greater exposure.

Current Position

5. The City Corporation has a long history of supporting sport in London and the UK. From London 2012 to the recent IAAF Athletics World Championships, it has sought to work with partners and stakeholders to deliver on key hosting opportunities as part of event celebrations. It has also worked with previous governments to help with bids to bring MSEs to London, including the Olympic

and Paralympic games and the UEFA European Football Championships in 1996.

6. During the London 2012 Games, the City Corporation provided pre-Games hospitality, the official welcome receptions at Guildhall and post-games celebrations for athletes. The rationale for this support was that the Games provided a unique opportunity to engage with visiting dignitaries and also work with partners and stakeholders to demonstrate the value of the City Corporation to London and the UK. This contribution was widely commended by all involved including the UK Government, LOCOG and the then Mayor of London. The Mayor subsequently wrote to the then Chairman of Policy to thank the City Corporation for its support, which he felt had significantly contributed to the overall success of the Games.
7. Following London 2012, a Legacy Strategy was agreed by the Policy and Resources Committee which aimed to encourage more world sport events to London through engagement and partnership working. Immediately after this, hospitality was provided for various competitions including the Rugby League World Cup and the Tour de France. Although the Strategy had some success in bringing about notable high-level event opportunities, it placed less focus on how enhanced sport engagement would be managed in order to bring about long-term outcomes for the City Corporation and the wider community.
8. More recently hospitality was provided for the 2017 IAAF World Para and Athletics Championships and the Global Sports Leaders Dinner organised by London & Partners. Again, these events were successful networking opportunities and represented good publicity for the City Corporation, but perhaps more pro-active and strategic engagement with the organisers at an earlier stage would have led to more tangible and significant outcomes.
9. The City Corporation also provides regular technical and advisory support to facilitate annual MPEs taking place on the streets in the Square Mile and across many of its open spaces, including Epping Forest and Hampstead Heath. Many of these parks and open spaces have good quality sports facilities and are used regularly for sports training and competitions. In particular, the football fields on Wanstead Flats and athletics track on Parliament Hill offer nationally recognised sports facilities. The Open Spaces department has been working with sport bodies to make improvements to these sites and encourage greater participation.
10. Although there is a good story to tell in relation to the City Corporation's sport engagement, following discussion with officers it would appear that the current approach often tends to be more reactive than pro-active and therefore does not always ensure the best outcomes for the City Corporation. In particular, opportunities to maximise exposure relating from support are not always realised, and there is no clear corporate-wide process for assessing the merits of providing support and ensuring outcomes are delivered. In addition, there is no single department responsible for the oversight of sport engagement, which means that the approach tends to be fragmented and less strategic.

Government Support

11. In order to assess the City Corporation's approach towards sport engagement, it is important to understand how the Government views sport as part of its strategy for the UK. It recognises the importance of sport events and, in particular, the long-term advantages of being seen as the desirable location for MSEs. As part of its vision for sport, the Department for Culture, Media and Sport recently published a strategy paper entitled 'Sporting Future: A New Strategy for an Active Nation' in 2015 which outlines the Government's strategy for attracting more MSEs to the UK, as part of the 'Gold Series' Framework. The Gold Series lists the main target events the UK is planning to host, such as next year's Hockey World Cup and the Euro finals in 2020. It also identifies emerging sports, such as American football and baseball, with the aspiration that a new franchise might one day be based in the UK.
12. UK Sport is the lead government agency for delivering this 'Gold Series' programme of MSEs at the UK level and is charged with 'working closely with sporting and regional partners to ensure that the UK successfully bids for and stages a range of the world's biggest international sporting events'. In this role, UK Sport looks for new MSE to bid for, recognising that 'the very biggest sporting events have huge power to drive economic, social and sporting impacts – both locally and globally'. As part of this it has an active international relations programme, acknowledging that 'these events can improve the way that our communities feel about themselves, whilst at the same time enhancing the way that the rest of the world sees us. They can showcase the UK, and its constituent countries and cities, as an aspirational and welcoming place, which has the capability to deliver complex, high-profile projects to excellent standards'.

Strategic Alignment

13. Enhanced engagement with sport could be a vehicle for achieving the City Corporation's corporate vision and strategic objectives. The draft Corporate Plan for 2018 to 2023 is being finalised and is currently going through the necessary Committee approval process to be launched early next year. It places the following objectives at the heart of the City Corporation's vision for the next five years, which sport engagement can help achieve:

Contribute to a flourishing society – supporting and engaging in sport promotes the benefits of physical activity and can encourage participation in social sporting activities. By celebrating success in sport and inspiring the next generation to take on new physical challenges, it helps people lead enriched lives and reach their full potential. Sport also encourages an ethos of meritocracy, excellence and inclusiveness (in contrast with privilege and status quo) which are values the City Corporation is keen to promote;

Support a thriving economy – enticing MSEs to take place in London or the UK provides economic stimulus and investment to the local area, as demonstrated by the London 2012 Games, and is seen as a contributor to a

thriving economy. It would ensure the City positively impacts people's lives and the environment, by using its expertise, partnerships and assets to encourage and sport involvement. In addition, sport technology is becoming a fast growing industry in London and contributes to the innovation and expertise of the local workforce; and

Shape outstanding environments – enhanced sport engagement ensures a more outward looking approach, delivering key benefits to the local and wider community. It demonstrates that the Square Mile is digitally and physically well connected and responsive, by using partnership development to enhance sport engagement. It also utilises the City's outstanding public spaces, heritage, hospitality and retail to help bring about sporting success and more physical activity.

14. By utilising facilities and services already available, sport engagement would build on the City Corporation's distinctive capabilities, such as expertise, connections and assets, which are referenced within the proposed new Corporate Plan. It would also uphold the City Corporation's commitment to being open, transparent, inclusive and greater than the sum of our parts, as well as 'unlocking the full potential of many of our assets, including our people, heritage, green and urban spaces, funds, data and technology, to trying new things and learning as we go, and to working with our stakeholders and partners who share our aims'.
15. A more pro-active approach towards sport engagement aligns well with the City Corporation's new Corporate Plan and strategic objectives. However, it is unlikely that all sport engagement is likely to be strategically beneficial, and therefore a process should be introduced to assess each opportunity on a case-by-case basis against specific criteria linked directly to the Corporate Plan. As part of this, there would need to be greater dialogue with partners and sport governing bodies on their future plans at an earlier stage, with the expectation of achieving a more symbiotic relationship where all parties involved receive some sort of benefit.

Positive Exposure

16. A key part of the City Corporation's strategic outlook is the need to ensure that it is seen as a valued and relevant organisation. Enhanced positive exposure, through communication and partnership building, enables this to happen, and sport engagement is an ideal vehicle for this to be realised. Sport in general provides for positive news coverage and support from the City Corporation would only serve to bolster the organisation's already well recognised reputation.
17. As the City Corporation seeks to reach out to new and diverse audiences, sport can offer a way of achieving this effectively and at a relatively low cost. Sport breaks down social and economic barriers, engaging people from all walks of life, ensuring greater exposure to large new audiences from a diverse population. In addition, within the context of current world events, diversifying its role and portfolio to include sport engagement will serve to ensure the City

Corporation continues to remain connected, relevant and valued by all of its stakeholders.

18. Sport as a spectator event also drives footfall to the City especially at times of low occupancy like weekends when most events are on. This helps local shops and businesses and also ensures visitor flow can be managed more advantageously. The Square mile is often chosen by event organisers because of the iconic venue images e.g. Tower Bridge and St Paul's Cathedral. By helping to create aspiration and excitement around the event, these images - which are often circulated nationally and internationally - then encourage people to visit the City. This can be seen from the high visitor footfall in 2013, the year after the Olympic & Paralympic Games.
19. As well as through recognition and representation at events, exposure from sport engagement could assist the City's overall communications and social media strategy. Depending on the level of support provided, the City Corporation could be recognised with 'Strategic Partner' status and therefore afforded publicity for its contribution. The City's Crest may be used to acknowledge this support, either at the events or through online / paper-based material. The Crest is a valuable and desirable component of the City Corporation's offer and one that can be utilised as a package to ensure greater exposure. In addition, to communicate a narrative on engagement, it might help to publish a short document, as well as a specific web page, outlining the City's contribution to sporting success in the UK and this can be circulated at relevant events in the future.

Partnership Development

20. As has been demonstrated in the past, engagement through sport also helps enhance exposure through developing links with key partners, including the Government, Mayor of London, London & Partners, UK Sport and various governing bodies. As was seen during the 2012 Games, sport events and initiatives have proven to be a great intermediary in allowing the City Corporation to engage with senior business and policy makers and communicating its messages to key stakeholders. In addition to MSEs and MPEs, the City Corporation may also want to consider support for certain SIP. These could be events and initiatives that support international, national or regional government policies and strategies to enhance the social, economic and health benefits of sport and physical activity, some of which are identified in **Appendix 1**.
21. Building stronger partnerships with organisations such as UK Sport - to deliver on its international relations programme, and UKactive – to enhance the wellbeing of office-based workers – could present obvious mutual benefits. Both of these organisations are keen to develop more strategic relationships, as is the Mayor of London's office which is currently revising its strategy for MSEs and would be keen to work with the City Corporation in developing ideas around its new approach. In addition, having recently lost its sole corporate funder, the London Youth Games are keen to discuss a closer

relationship with the City Corporation, although further work is needed on this to ascertain whether it is something that should be pursued.

22. The benefits of greater partnership working in sport can already be seen within the organisation through the work of the Open Spaces department. Officers are working with specific governing bodies - the Lawn Tennis Association and the Football Foundation - to improve sport facilities, share costs and help achieve mutually agreed targets whilst also increasing sports participation. With a more strategic and pro-active approach, these partnerships could be given greater recognition. There may also be other opportunities to co-operate with organisations such as these, and greater engagement through sport could help deliver on this.

Delivering Outcomes

23. Sport and physical activity are widely perceived as the 'golden thread' that will help to address key issues facing the UK, including health, economic and social challenges. By ensuring clear and measurable outcomes from support provision, engagement in sport can be seen as a channel to achieving the City Corporation's overall aims for economic and social advancement. Key to what is being suggested is that future support should only be justified when there are clear wider benefits that can be achieved.
24. Prior to any decision on support, an assessment of the proposed outcomes could be carried out incorporating a cost benefit analysis to ensure expenditure is commensurate with outcomes. This would involve detailed discussions with the relevant organising partner to ascertain what support is being requested and what the City Corporation would like in return for this support. An assessment matrix could be devised as a tool to measure likely outcomes and used to present findings to Members when a decision is being requested. This can be broken down into the following aspects, which could be used as a basis for the assessment matrix model:
 - City Corporation – how will it benefit the organisation? e.g. corporate plan, connecting with schools / academies to inspire young people and ensure they are involved in the outcomes
 - Local Community – how will it benefit local residents / workers? e.g. increased participation and physical activity a key priority for wellbeing of local residents and workers
 - Social Responsibility – what are the social outcomes? e.g. there are clear social and / or charitable aims as part of the proposed event / initiative
 - London / UK Context – how will it benefit London and the UK? e.g. ensure there are demonstrable economic / social benefits impacting the wider community as part of the outcomes
 - Exposure – how will the City Corporation be recognised for its support? e.g. agree use of logo and narrative for greater exposure of the organisation, demonstrating its role and value
 - Diversity – how does this meet the City Corporation's aims to support diversity i.e. encouraging equal opportunities and engaging with under-represented groups etc

- Members – will the Lord Mayor / Members be involved? e.g. ensure Member representation and involvement at events, particularly those with a specific interest

Support Options

25. As part of an engagement package, the City Corporation can offer a variety of ways of providing support for sport events, initiatives and partnerships:
 - Technical Support – the City Corporation provides support, when required, for events impacting the roads in the Square Mile and this demand is likely to increase
 - Open spaces – the City's parks and open spaces, as well as locations such as Tower Bridge, could be used as part of celebrations for sport competitions and mass participation events
 - Visitor Welcome – the City Information Centre and Square Mile volunteers are made available to assist visiting spectators when arriving in the City to watch or participate in an event
 - Venue Offer – the City Corporation owns and manages some of the most iconic and desirable venue destinations in London, including Guildhall, Mansion House and Tower Bridge
 - Hospitality Provision – in exceptional circumstances, and where there is a clear strategic benefit from doing so, funding of hospitality could be provided as part of a venue package
 - Network Access – the City Corporation has access to a wide network of contacts, in the business, cultural and social worlds, which can be utilised to help with event planning and support fundraising
 - City Freedoms – the City of London Freedom could be awarded to appropriate athletes / competitors as recognition for recent success in a specific competition
 - Office Provision – assistance to find office space in the Square Mile for sport governing bodies, either as permanent Headquarters or temporarily during competitions
26. This is not a definitive list of what the City Corporation can offer in relation to sport engagement, but in the majority of cases it is likely that it would be one of these options that would be considered. For each option, there is a cost incurred by the City Corporation, whether it is officer time or actual cash expenditure. In each case an assessment of the likely costs would need to be calculated which would be considered alongside the potential outcomes. Further work is needed to identify how this can all be presented to Members in a meaningful way to ensure an appropriate and informed decision is made on any support.

Major Sport Events

27. Details of the upcoming 'Gold Series' events identified by the Government are outlined in **Appendix 2** of this report. Alongside each event, potential opportunities for support provision are proposed, with potential costs and desired outcomes. These costs are indicative only. Owing to the timescale of

many of these events and the fact that planning is still in its early stages for most of the competitions, further discussions would need to take place with the appropriate delivery partner(s) to clarify details of any arrangement.

28. In essence, what this is about is making any future support from the City Corporation less about the actual event itself and more about the tangible outcomes that come as part of this support. So, for example, should the City Corporation help England Hockey by providing a venue and / or hospitality for events around next year's Women's Hockey World Cup in London, it should expect something in return depending on the level of support provided. Similar arrangements could then easily be applied to other upcoming sport engagement opportunities, such as the 2019 Cricket World Cup, following discussions with the relevant delivery partner.
29. England Hockey has already expressed an interest in arranging a high profile launch of the team in June next year, as well as a 'Women in Sport' event and Welcome Reception during the games. There may also be opportunities to help with its planned education and volunteering programmes, involving some of the City's schools and academies. Agreed benefits of providing a venue, and possibly some hospitality, could take the form of partner status recognition, as well as more tangible outcomes whereby tickets could be offered to some of the pupils from the City's schools and academies. There also may be opportunities for some of the players to be brought in to speak to some of the pupils, as a publicity event possibly, and potentially inspire the next generation of sports stars.

Mass Participation Events

30. MPE are large scale sporting events usually involving amateur competitors who sign up to the event through a publicly accessible registration process. In general, these events encompass either running or cycling and take place on closed roads in the Square Mile or on one of the City's open spaces. In the last 10-15 years MPE have risen dramatically in popularity to become vast profit-making enterprises. Consequently, the Department of Built Environment has seen a year on year increase in the number of these events taking place, which has placed an increased burden on its resources to ensure that organisers are given proper technical advice on their chosen route. Planned MPE on City streets and location in 2018 are outlined in **Appendix 3**, with some provisional details about the likely impact of each event.
31. For all road events, the City Corporation currently has a process for assessing the general impact of MPE which is carried out by officers in the Department for Built Environment and considered by the Streets and Walkways Sub Committee. Although this process considers issues around disruption and the likely local impact of the event, it does not specifically address the potential for exposure / recognition and measurable outcomes aligned with the City's strategic objectives.
32. There is also some disparity between the levels of support provision and outcomes for each of the MPEs (e.g. London Landmark's Half Marathon

support for local initiatives and the Great City Race contribution of £100k to Community & Children's Services budget) and it is hoped that a new approach might ensure a clear and level playing field for organisers. There is also the possibility of introducing a charging policy to cover support costs where events do not meet strategic requirements. The Department for Built Environment has welcomed proposals for a more strategic approach to these events.

33. Following London 2012, Westminster City Council launched a strategy to ensure new road events it facilitated were more aligned to its corporate objectives. This has had some success, particularly around the arrangements for new event initiatives, and the Council is keen to roll this out further to cover all events taking place on its streets. Owing to the fact that many of these events take place across the Cities of London and Westminster, there would be obvious benefits of both organisations working co-operatively to ensure greater corporate and social outcomes are delivered.
34. In its role as a local authority, the City Corporation is required to manage road closures appropriately, but there is no requirement for it to approve every MPE event. This should be done in accordance with various factors, including resources, constraints and also how it benefits the organisation and the wider community. It is hoped that by introducing a new strategic assessment matrix, perhaps similar to the one suggested for MSEs, it would ensure that these events are more aligned to the City Corporation's strategic objectives in future. Owing to the complex nature of this matter, consultation with relevant Committees, officers and organisers of the MPEs would need to take place before a decision is reached on any new approach.

A Way Forward

35. This paper sets out upcoming opportunities to support sports events, as well the reasons for developing a more pro-active and strategic approach at an earlier stage to ensure better outcomes for the City Corporation and increased recognition / exposure. It suggests introducing a set of criteria - an Assessment Matrix - aligned with the new Corporate Plan and strategic aims, to help determine the appropriate level of support provision. The report also sets out the likely benefits of greater partnership development and increased exposure, which will serve to demonstrate the continued value and relevance of the City Corporation.
36. The intention of this new approach is to strengthen what is already being done by the organisation and, where possible, utilise current systems and arrangements to help improve the process for supporting sport. Therefore, through utilising existing facilities and services, additional costs should be kept to a minimum. It is also envisaged that general committee processes would remain unchanged. Hospitality would continue to come under the auspices of the Hospitality Working Party, street events decided by the Streets & Walkways Sub Committee, and open spaces events agreed by their respective management committee. However, an extra layer of Member

involvement may be desirable to oversee the strategic and pro-active elements of this engagement.

37. Based on the issues raised in this report, Members will need to decide whether enhanced engagement in sport should be pursued. If this is something the Sub Committee considers worthwhile, further work will need to be undertaken to ascertain how this can be managed and resourced internally and how Members should be involved in the decision-making process.

Appendices

- Appendix 1 – Strategic Sport Initiatives and Partnership Opportunities
- Appendix 2 – Major Sport Event Opportunities
- Appendix 3 – Mass Participation Events (2018)

Background Papers

Report to Public Relations and Economic Development Sub Committee in June 2017