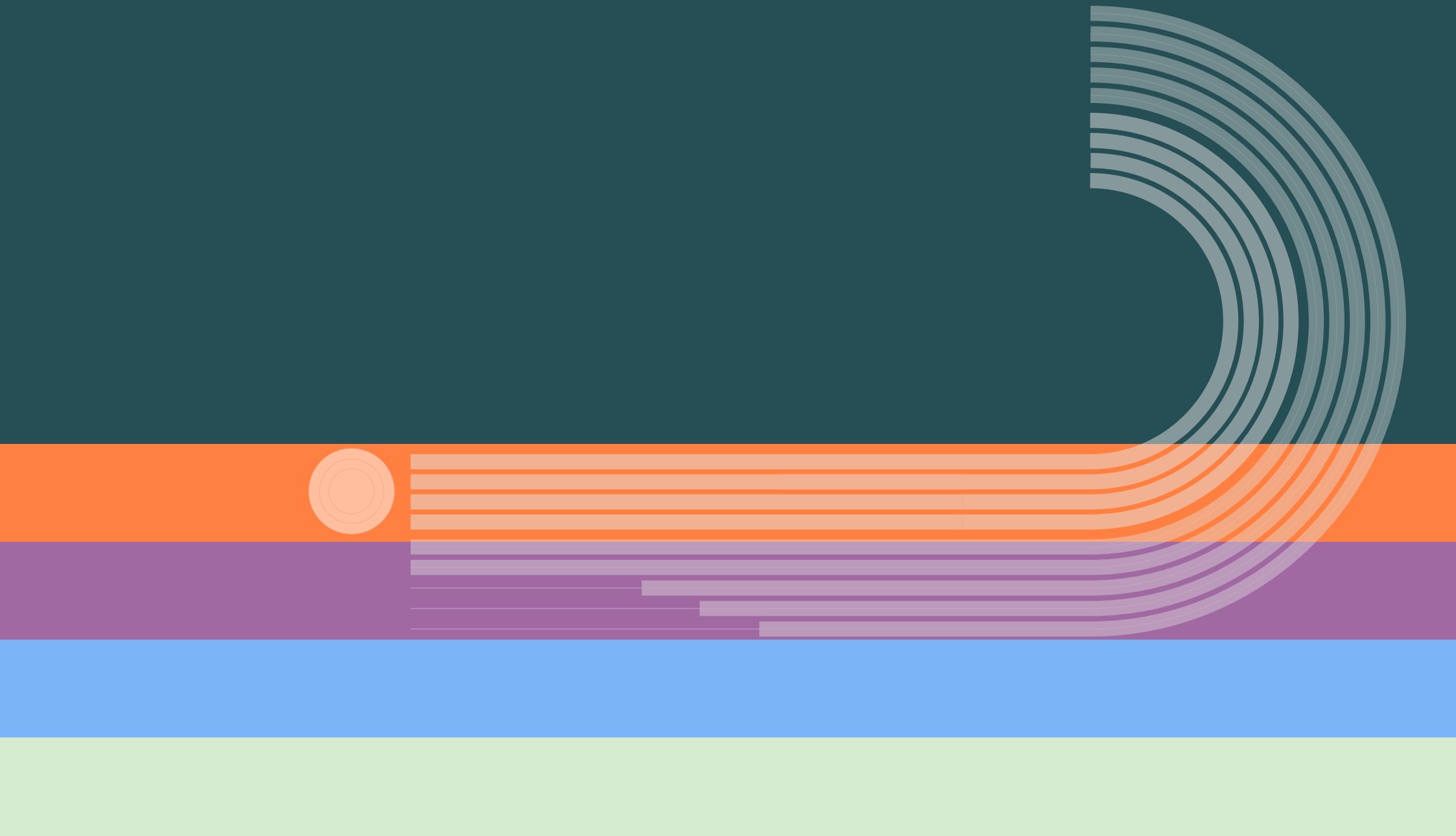
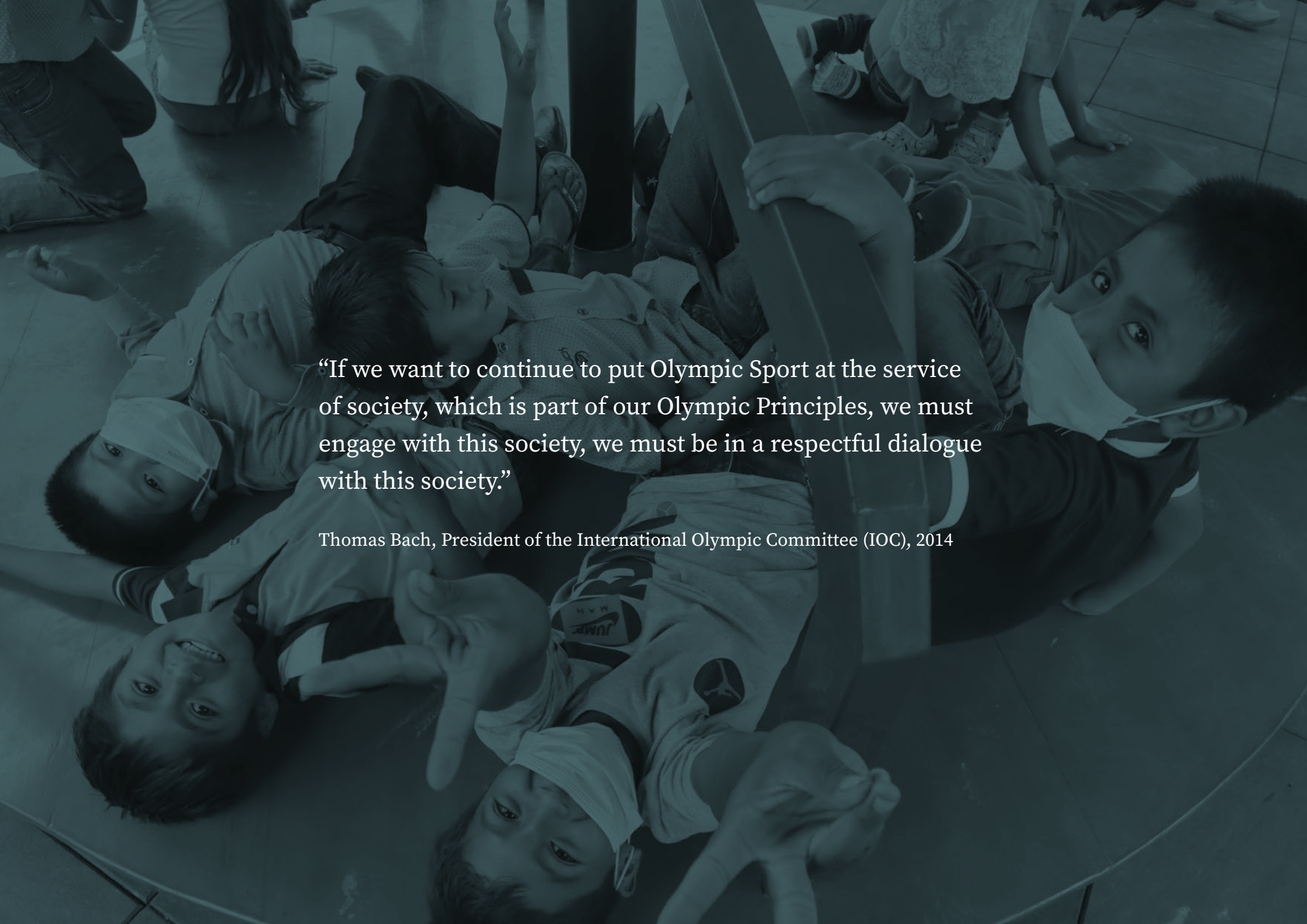


# Social Value in Major Events

A playbook of practical implementation

ARUP *aists*





“If we want to continue to put Olympic Sport at the service of society, which is part of our Olympic Principles, we must engage with this society, we must be in a respectful dialogue with this society.”

Thomas Bach, President of the International Olympic Committee (IOC), 2014

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## Foreword

The topic of social value has been rising up the agenda for major projects in the built environment, and this includes major events. A significant shift in focus has taken place in the last couple of decades, with increasing attention paid to maximising social value for the long-term, and prioritising the needs of local people when hosting major events. This playbook has been developed using research undertaken in 2020-21 by Masters students of the International Academy of Sport Science and Technology (AISTS), applying academic evidence, case studies and interview data to set out how to create a sustainable, social value legacy over the lifetime of a major event. The playbook includes recommendations for cities in how to incorporate social value legacy when bidding or hosting. The playbook takes into account recent trends seen in major events, international standards, such as the United Nations Sustainable Development Goals (UN SDGs) and through four pillars, it outlines a set of initiatives that, if implemented, will help to generate social value.

**Nick Merridew**

Director for Major Events  
Arup

**Nalain Naidoo**

Business Development  
AISTS



# INTRODUCTION

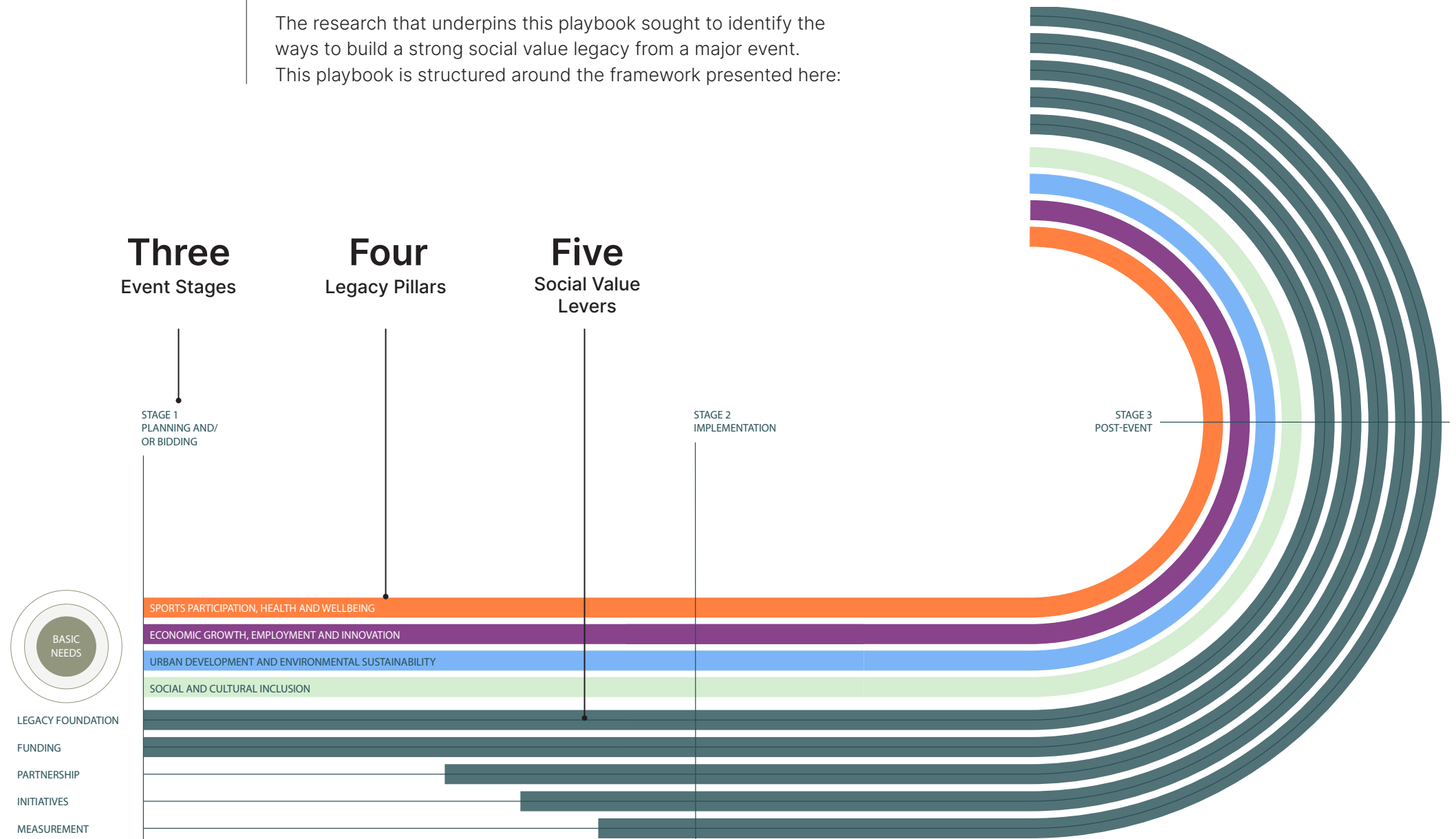
While there is much evidence to demonstrate the positive social impacts of major events, such as reinforcing communities' identities and social cohesion, developing self-esteem and civic pride, providing skills and experience for work, and encouraging health and wellbeing, many argue that they can also cause harm to local people and widen inequities. Studies have found that hosting events can shift attention away from everyday challenges that the host communities face and accelerate social division. Disadvantaged groups are often most impacted by rising costs and displacement, or the loss of affordable houses to prepare and make room for a major event. The sector has become increasingly aware of the need to limit those negative impacts and deliver a long-term positive social value legacy for communities when planning major events.

**"In Glasgow, we made it about the people and we made it about the city. Even more importantly, and what unified us, was the hope for a better future for children."**

David Grevemberg CBE, former CEO of the Commonwealth Games Federation and the Glasgow 2014 Commonwealth Games Organising Committee

# HOW TO USE THIS PLAYBOOK

The research that underpins this playbook sought to identify the ways to build a strong social value legacy from a major event. This playbook is structured around the framework presented here:



# KEY CONCEPTS AND DEFINITIONS

## LEGACY IN MAJOR EVENTS

A major event is one which attracts international attention over a period of time, and will often involve considerable planning, construction and transformation of a city or region. Examples include multi-sport events such as the Olympic and Paralympic games, single-sport events such as the Football World Cup, or significant international conferences such as a UN Conference of the Parties (COP). The legacy of a major event is what remains after the event itself, both planned and unplanned. This can include both physical and non-physical changes, for example stadiums, new transport routes, a national construction skills strategy, or simply the notion of a city or neighbourhood being 'put on the map'.

The idea of legacy came from the International Olympic Committee (IOC), particularly following the Barcelona 1992 Olympic Games and the

Lillehammer 1994 Olympic Winter Games. As the size and complexity of hosting the Olympic Games grew, questions were raised around the financial, economic, social, and environmental pressures that cities faced. This led the IOC to actively investigate and articulate the idea of legacy to help host cities illustrate the lasting benefits that derive from a major event.

## SOCIAL VALUE

The definition of 'social value' has yet to be clearly established, and will vary from context to context, depending on local needs. Broadly speaking, social value is the enduring and systemic change created within communities as a result of a project, programme, or policy, that leads to improved quality of life for individuals and results in a more inclusive, equitable and just society.

Despite the ambiguity in its definition and terms, the significance of social value has evolved both in public and private

sectors, to secure better service delivery, greater economic growth and improved community relations and cohesion. In the context of major events, actions to create social value may include: creating employment opportunities for local residents or specific target groups; improving local supply chains; providing inclusive education opportunities; respecting and celebrating local cultural activities; strengthening safety and security in a community; or requiring contractors to pay a living wage.

## SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations (UN) set out their '2030 Agenda for Sustainable Development' including 17 Sustainable Development Goals (SDGs) which act as a call to action for countries around the world to create peace and prosperity for citizens and the planet. Many of the goals relate directly to social value, such as Reduced Inequalities and Good Health and Wellbeing.

# THE THREE EVENT STAGES





# THE THREE EVENT STAGES

There are three broad stages in the organisation of major or major events.

## STAGE 1: PLANNING AND/OR BIDDING

Including capturing public needs, identifying and engaging stakeholders and setting clear impact objectives.

## STAGE 2: IMPLEMENTATION

The preparation phase and the event itself, carrying out the activities and developing legacy programming and infrastructure.

## STAGE 3: POST-EVENT

Achieving long-term social value legacy and applying lessons from impact monitoring.

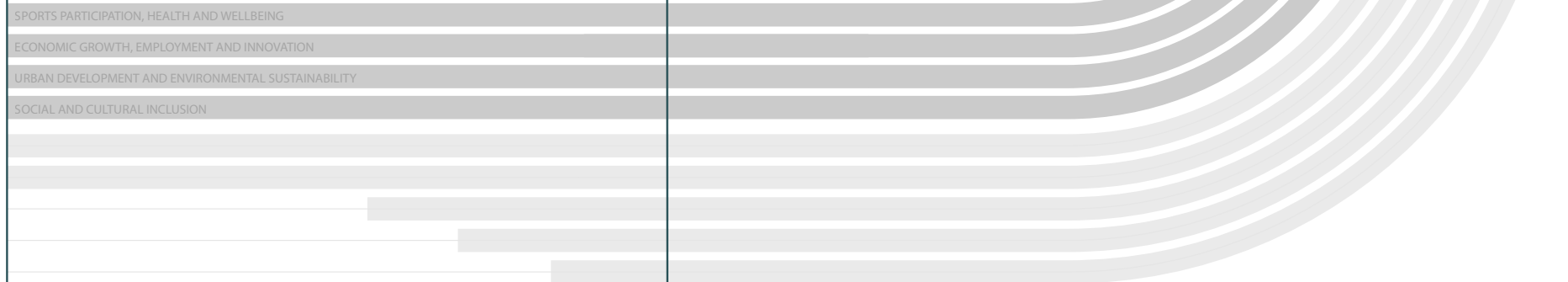


- LEGACY FOUNDATION
- FUNDING
- PARTNERSHIP
- INITIATIVES
- MEASUREMENT

### STAGE 1 PLANNING AND/ OR BIDDING

### STAGE 2 IMPLEMENTATION

### STAGE 3 POST-EVENT



# PLANNING AND/OR BIDDING



Involve stakeholders early on



Capture local needs and priorities



Place basic needs at the core of social value delivery



Establish a social value strategy

This phase should begin with a collation of knowledge and experience involving as many stakeholders as possible. Local governments, organisers from previous major events, socio-economic experts, local NGOs and sport institutions should participate in early discussions to understand and capture local needs and issues, to build a social value legacy plan based on them and to start to develop a common definition and understanding of social value in that context.

The identification of local needs and issues should be addressed based on a bottom-up approach, starting with representatives of communities and people or organisations who act closely at the grassroots level. Examining the needs of the most vulnerable or at-risk groups is essential to ensure that their basic needs are met, and that they will benefit the most from the events. Most importantly, this will maximise the long-term social value legacy delivery, but it is also an opportunity to articulate benefits from the very start, and defend against potential opposition to the events.

"[For the Rio 2016 Olympic and Paralympic Games] we had a series of dialogues with organisations of civil society, so we gathered with 50 NGOs from different themes, we presented to them a first draft based on a materiality analysis on what the needs of the local population were, and they gave us feedback on what were the priorities and needs."

Tania Braga, Former Head of Sustainability, Accessibility and Legacy, Rio 2016

# PLANNING AND/OR BIDDING

Based on the findings of stakeholder engagement and the local priorities identified, a social value strategy and goals can then be developed for the event, structured around the four pillars of legacy (described in the next section). This strategy should evidence the local needs and priorities and set clear objectives and goals for social value creation over the course of the event and legacy period. The goals should also be aligned with the host city's mid and long-term spatial planning and economic vision, and be embedded in the wider games delivery strategy.

Once goals and objectives are set, the five levers (Legacy Foundation, Funding, Partnership, Initiatives and Measurement) should also be discussed and planned during this phase (see p.22).

At this stage, event planners should be as ambitious as possible, and ask bold questions:

How will this benefit the community?

What is the likely social return on investment?

Does it meet the community's needs?

Is it sustainable?

"We worked with the host cities from the beginning of the project, we organised a meeting with the host cities to explain what we would like to do with our event and we explained to them that for the bid process, we will evaluate what kind of legacy they want for the host cities. We had them identify social environmental issues and explain how the event can help them to solve these issues."

Delphine Benoit-Mayoux, Former Impact & Legacy Coordinator and Head of Sustainability, France 2019 FIFA Women's World Cup

## Don't lose focus on Social Value

# IMPLEMENTATION



Implementation of social value strategy



Starting legacy initiatives to create social impact



Measuring and evaluation

In terms of timescale, this phase covers the preparation and construction phase for the event, and the event itself.

After developing a social value strategy and setting goals, actions and initiatives to achieve the goals should be planned and carried out (see 'The Four Legacy Pillars').

While social value projects are implemented, the projects' outcomes should start being measured at the same time. Although long-term impacts might not be identifiable yet, the assessment of short-term outcomes should be used to update

the programmes' strategies, so that they can stay relevant to fast-changing local contexts and be altered to better achieve their aims. A measurement framework should be established and regularly reported on, described further on p.27.

It is crucial to continue to have active engagement with local stakeholders and delivery partners throughout all stages. A network of key social value collaborators should meet regularly to discuss the delivery of social value initiatives, outcomes and challenges. One thing to keep in mind during this phase is that once the hosting right is granted, event organisers tend to shift the focus towards the core event delivery and operation, so it is the job of the social value and legacy leadership to continue to highlight opportunities to create social value and ensure that social impact is considered in every decision.

“There's been a shift in thinking and the way that corporate partners are thinking about investment and aligning their investment to their values. The interesting thing is we don't want short partnerships. We want partners that are here for the long term and that are going to build out our pathways and development structures and thinking for long term. We have the same conversation with the government and we also have the same conversation with third party partnerships.”

Sarah Walsh, Head of Women's Football, Women's World Cup Legacy and Inclusion at Football Australia

# POST-EVENT



Legacy Foundation takes on ownership of social value



Continued public engagement



Re-visiting the social value strategy to ensure it stays relevant



Applying lessons and sharing knowledge from the measurement framework

Following the previous two phases, the post-event phase aims to fully realise the social value legacy. While the first two phases in themselves plan for and create social value, it is in this last phase, the longest phase, that the most social benefit from a major event can be realised.

The public should be kept involved and informed with the planning and delivery of the social value initiatives. This will help to ensure they remain relevant and useful to local people, but

will also visibly demonstrate the host city's commitment to the longer term impact of the event. The start of this phase would be a suitable time to assess whether the strategy needs to be updated, and whether the current initiatives in place are having their intended impact.

It is important to review the social value strategy at key milestones throughout the event lifetime; local priorities may change over the years, and the legacy and the creation of social value must remain relevant to local contexts and connected to the needs of the community.

The outcomes of the initiatives should be continually and regularly reported on, as well as the overall impact of the event on the local community. This is not only important for understanding the effectiveness of the social value strategy and initiatives, but also for staying relevant and adjusting programmes based on the feedback received.

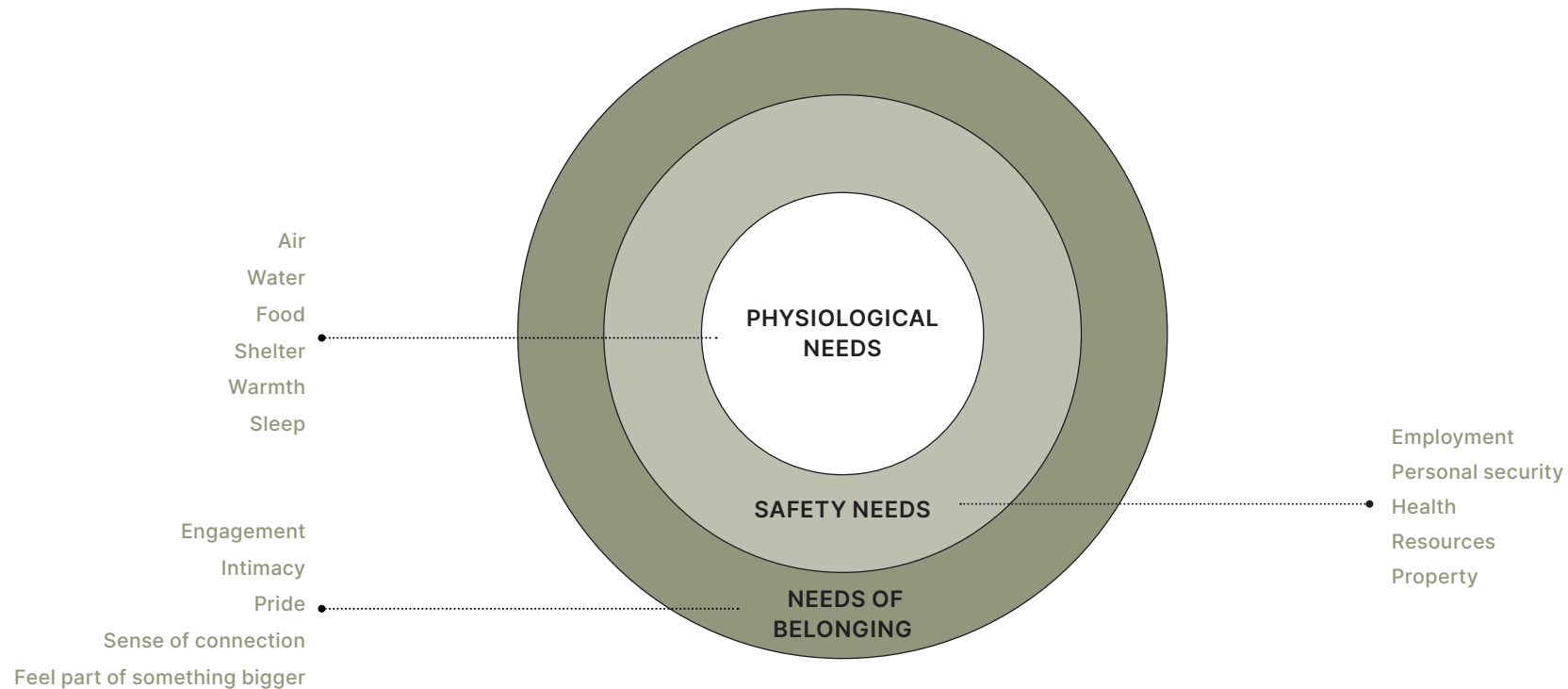
“We created a network between the cities where they easily share their new ideas and projects, and some of these cities... are already in touch with each other to create projects together.”

Delphine Benoit-Mayoux, Impact & Legacy Coordinator and Head of Sustainability,  
France 2019 FIFA Women's World Cup

# MEETING BASIC NEEDS AND THE FOUR LEGACY PILLARS



# MEETING BASIC NEEDS



This image illustrates three levels of needs and was developed based on interviews carried out as part of this research, and Maslow's Hierarchy of Needs (1943).

When considering local needs and priorities, and when thinking about what social value initiatives to implement, it is important to first consider whether the population's basic needs are being met.

Needs are categorised in levels, starting from the core which is often termed as 'Physiological Needs'. These are the primary, basic needs of a human, and the objective of any social value strategy for a major event must be to first ensure these are being met for the entire community.

If the basic needs are all met and no group suffers the lack of them, then the second level, known as

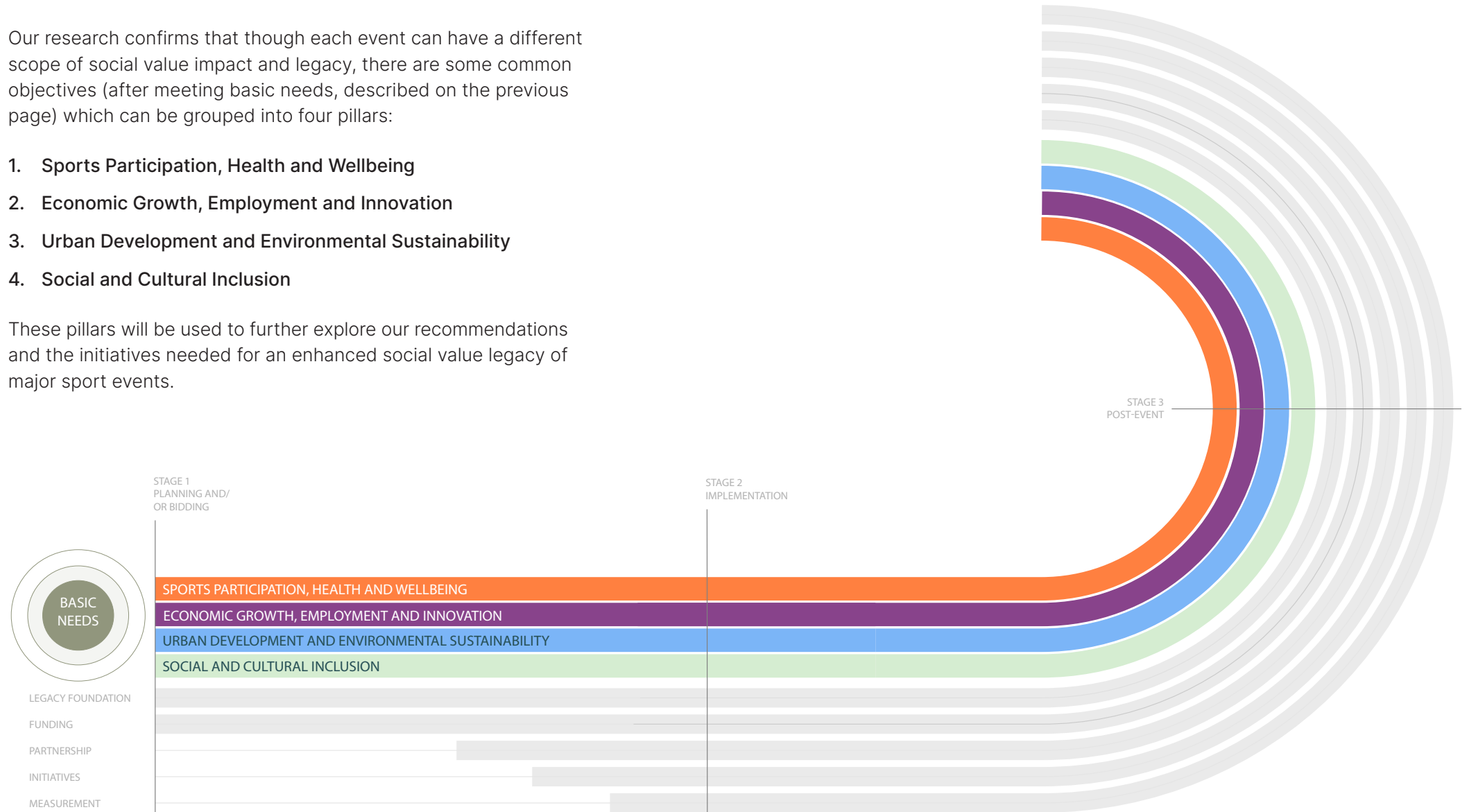
'Safety Needs' can be examined, followed by the third level which are the 'Needs of Belonging', both of which are considered in the Four Legacy Pillars described in the following pages.

# THE FOUR LEGACY PILLARS

Our research confirms that though each event can have a different scope of social value impact and legacy, there are some common objectives (after meeting basic needs, described on the previous page) which can be grouped into four pillars:

1. Sports Participation, Health and Wellbeing
2. Economic Growth, Employment and Innovation
3. Urban Development and Environmental Sustainability
4. Social and Cultural Inclusion

These pillars will be used to further explore our recommendations and the initiatives needed for an enhanced social value legacy of major sport events.





# SPORTS PARTICIPATION, HEALTH AND WELLBEING

Most host cities and national governments of major sport events have attempted to deliver a sustainable sporting legacy associated with increased grassroots sport participation and potential health and wellbeing benefits. However, it is still unclear how those events create behavioural change with increased citizen participation in sport. It has been argued that many major sport events have failed to achieve a long-term increase in host city or country sports participation. Building sport facilities and parks is not enough, as documented in the cases of Sydney 2000 or Athens in 2004, and increasing sports participation seems rather more complex having multiple influencing factors.

Based on extensive event review and interviews, engagement and inclusion seem to be the two main aspects to be considered to increase the local residents' sports participation, health and wellbeing. To attract local people to practising sports requires them to feel a sense of ownership towards the event, whether by participating in its planning or by organising broadly accessible side events. Youth and children are the main focus, since, if their behaviour changes at a young age, it could create long-term impact as they become adults. Enhancing the accessibility of sports facilities and parks, and building inclusive environments at sporting spaces, are equally essential as regards infrastructure development when tackling this social value pillar. Advocating sport policies is also very important.

## INITIATIVES TO ENABLE SOCIAL VALUE

What	Why	How
Choose and focus on a specific target group (e.g., youth, kids, women...)	<ul style="list-style-type: none"> <li>Focusing resources fully on a specific group</li> <li>Starting with a small group gives better ability to analyse and evaluate</li> <li>Quality over quantity</li> <li>Leverage expertise</li> </ul>	<ul style="list-style-type: none"> <li>School education programmes</li> <li>Focused sports programmes (youth, women, people with disability...)</li> <li>Targeted public sports events</li> <li>Create projects</li> </ul>
Change in policies	<ul style="list-style-type: none"> <li>Lobby entities and bodies to open equal opportunities</li> <li>Advocate to governments</li> <li>Empower inclusivity</li> <li>Long-term impact</li> </ul>	<ul style="list-style-type: none"> <li>Activate new policies that force accessibility, inclusivity and equality</li> </ul>
Partnerships and collaboration between stakeholders	<ul style="list-style-type: none"> <li>Joint forces for bigger impact (e.g., event organisers have the funds and NGOs know the work on ground)</li> <li>Wider reach</li> <li>Knowledge exchange</li> <li>Delivering the most benefits for everyone</li> <li>Making best use of resources</li> </ul>	<ul style="list-style-type: none"> <li>Contractual and non-contractual collaborations</li> <li>Joint resources for a bigger impact</li> <li>Leverage each other's expertise</li> </ul>
Public side events	<ul style="list-style-type: none"> <li>People feel the connection with the event</li> <li>Ability to explore different sports</li> <li>Special experience linked to event vibes</li> <li>Opportunity for everybody to participate</li> </ul>	<ul style="list-style-type: none"> <li>Create free events for the public where anyone can participate and live the experience of an elite athlete</li> <li>Link the side events with the major sports event</li> <li>Inclusive pricing (tickets, merchandise...)</li> </ul>

## SDG GOALS ACHIEVED

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# ECONOMIC GROWTH, EMPLOYMENT AND INNOVATION

Regarding economic growth, employment and innovation, hosting a major sports event can be the opportunity for cities or countries to create enough pressure to attain certain non-sport investments that they want to pursue, such as transportation systems, social housing and relevant local infrastructure. Broad societal benefits, such as employment and professional training can be achieved through partnerships and agreements with local suppliers. However, major-events can also come with high costs and long-term impacts on the built environment and the population and throughout the process external factors can damage those plans and strategies, such as a change in Government, a natural catastrophe or social instability, as seen in Athens 2004, Brazil 2014 and Rio 2016.

Therefore, when tackling this pillar, host communities should be aware of the potentialities that already exist within the community and country that can benefit the development of the economy, the employment market and the innovation ecosystem. Addressing them, can create a boost in the creation of social value that can last for long-term after the event.

## INITIATIVES TO ENABLE SOCIAL VALUE

What	Why	How
Procurements and supply contracts with local/national businesses	<ul style="list-style-type: none"> <li>• Generate business opportunities for small companies</li> <li>• Maintain and create jobs</li> <li>• Promote better wage and work conditions</li> <li>• Ability to showcase local/national companies to external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritise tender and procurement processes with local/national companies</li> <li>• Create contract lines highlighting the respect of certain working and wage conditions</li> <li>• Establish a networking community connecting local/national companies with international investors/partners</li> </ul>
Protect small and Medium enterprises (SME)	<ul style="list-style-type: none"> <li>• Need to keep these companies on the national supply chain</li> <li>• Risk that some SMEs will not maintain the same business flow after the event</li> <li>• Possible decrease of working conditions after contracts expire</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare SMEs to be integrated/ merged with bigger companies</li> <li>• Support SME to transition to a post-event reality (possibly with less demand or with other priorities)</li> <li>• Push for national legislation that protects and spreads good working conditions</li> </ul>
Discover and develop skills and knowledge within communities	<ul style="list-style-type: none"> <li>• Long-term commitment towards the local/national community</li> <li>• Opportunity to implement initiatives focused on disadvantaged communities/groups</li> <li>• People's skills and talents are hidden or not developed</li> <li>• Provides an opportunity to acquire experience and knowledge</li> <li>• Chance to explore people's professional capacities</li> <li>• Prepares the community's people for future professional experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with local and national sport organisations</li> <li>• Promote training initiatives and workshops (e.g.: creation of a business, financial literacy, entrepreneurship, etc.)</li> <li>• Create volunteer programs and grassroots projects using the event's resources (venues, infrastructures, funding, etc.)</li> </ul>
Leverage and maintain Innovation progress	<ul style="list-style-type: none"> <li>• Prove the legacy lives beyond the event</li> <li>• Add value to national/local community</li> <li>• Embed the event's technology and know-how on communities' daily lives</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting open calls for technological and innovation projects related with the event and legacy</li> <li>• Maintain and expand the event's technologies to other locations and sectors (e.g.: adapt the ticketing software to Health booking services, etc.)</li> </ul>
Digital inclusion of minority groups - use and education	<ul style="list-style-type: none"> <li>• Minority groups tend to lack access to accurate technological literacy and proper material</li> <li>• Creates social cohesion</li> <li>• Equips the community with essential skills for the job market</li> </ul>	<ul style="list-style-type: none"> <li>• Implement regular workshops on digital expertise and specialised skills (e.g.: how to use technological devices, software, fix equipment, etc.)</li> <li>• Use of the event's digital devices (e.g.: computers, machinery, etc.)</li> <li>• Partner and fund through event sponsors and investors (e.g.: Telecom company)</li> </ul>

## SDG GOALS ACHIEVED



# URBAN DEVELOPMENT AND ENVIRONMENTAL SUSTAINABILITY

Hosting major-events requires billions of dollars and hundreds of acres of land to build infrastructure to accommodate and move a massive number of visitors, athletes, officials, and journalists. It can be an activator for urban development accelerating the infrastructural development of a city by up to 10 years. However, it can also have negative consequences on the local environment: oversized infrastructure, cost overruns, schedule slips, and social polarisation.

As such, the new perspective on the Olympic Games is that the Games should adapt to the city, not the other way round, which has been reflected in IOC publications and new selection criteria for hosting cities. The priority should be to optimise existing infrastructure, shift towards temporary venues, rethink transport options, and in the case of building new facilities, there must be a legacy plan for it after the games. As a consequence, there is a growing interest in utilising major sports events as platforms to influence the environment and sustainability. Several initiatives can be implemented using the infrastructure created for the purpose of the event. It is important to acknowledge that these initiatives should always be carefully planned and created in response to the specific needs of the community. Only then can they have a real impact and create social value.

## INITIATIVES TO ENABLE SOCIAL VALUE

What	Why	How
Accessible transportation and infrastructure	<ul style="list-style-type: none"> <li>• Benefits a wide range of society</li> <li>• Creates territorial cohesion</li> <li>• Improves chances to open new businesses in peripheral areas</li> <li>• Improve connectivity to jobs from residential areas which are currently under-served</li> </ul>	<ul style="list-style-type: none"> <li>• Modernise and build new public spaces</li> <li>• Connect distant and inaccessible areas in the community</li> <li>• Plan strategically where to implement infrastructure</li> </ul>
Improve safety of cities and communities	<ul style="list-style-type: none"> <li>• Perceptions of safety among visitors can be lower than among residents</li> <li>• Minority groups can face discrimination and violence</li> <li>• Sport is a unifying element for different communities</li> <li>• Sport events create a spark that excites everyone</li> </ul>	<ul style="list-style-type: none"> <li>• Take advantage of the event's security plans and excitement</li> <li>• Engage local authorities</li> <li>• Implement social integration projects with minority groups</li> </ul>
Apply sustainability standards with in-house and external service providers	<ul style="list-style-type: none"> <li>• Events use several products and services that are externally contracted</li> <li>• Organising Committee should be consistent with its sustainable policies - both inside and outside its operations</li> <li>• Opportunity to transform some of the providers' practices</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a sustainable action-plan for operations at Headquarters</li> <li>• Prioritise tender and procurement processes with sustainable companies (e.g.: partner with hotels that follow sustainable standards)</li> <li>• Create contract lines highlighting the respect of sustainable practices for service providers</li> </ul>
Use international sustainable frameworks as a guide	<ul style="list-style-type: none"> <li>• Sustainable initiatives can be hard to implement and measure</li> <li>• Existing Standards frameworks provide an extensive range of approaches that are proven to be effective</li> </ul>	<ul style="list-style-type: none"> <li>• Use existing standards, such as ISO 20121: Sustainable Events, UN SDGs, the Ecological Footprint or the Environmental Input-Output analysis</li> <li>• Connect with local/national organisations that use the same frameworks</li> <li>• Assess regularly its results</li> </ul>

## SDG GOALS ACHIEVED

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# SOCIAL AND CULTURAL INCLUSION

Social and cultural inclusion plays a foundational part of the successful legacy of any sporting event, since the unifying power that sport has is key to the inclusion of minority communities and for education and social transformation. Sport in itself has an essential contribution to the empowerment of various groups in society such as women and vulnerable social groups in communities as a well-recognised route to education, health, and social inclusion.

When hosting a major sports event, organisers often try to capitalise on this positive impact. However, although sporting events may significantly contribute to positive publicity or the community's image, policymakers should also understand that residents are more concerned about their day-to-day problems and that this externality alone is not enough to improve social and cultural inclusion. To achieve this, it is essential to put the community's values in the centre of all decision-making processes for the event, which can embrace the residents' and community groups' main values. Cultural inclusion can also be leveraged by using the infrastructure and venues of the event, and having the population take ownership of it.

## INITIATIVES TO ENABLE SOCIAL VALUE

What	Why	How
Build-up and social initiatives before, during, and after the event	<ul style="list-style-type: none"> <li>• Sometimes the benefits and opportunities of staging events are not well-perceived by society</li> <li>• Long-term engagement of the community leads to higher participation levels</li> <li>• Sport related initiatives tend to be accepted by everyone</li> </ul>	<ul style="list-style-type: none"> <li>• Promote regular initiatives, programmes and projects that create excitement for the event</li> <li>• Engages a wide part of the population</li> <li>• Create specific initiatives for specific targets, depending on their needs and characteristics</li> <li>• Opportunity to embed educational topics on sport related activities (e.g.:teach mathematics or science through sport)</li> <li>• Include the event sponsors and partners on these initiatives</li> <li>• Partner with other relevant local/ national organisations</li> </ul>
Empowerment of people and protection of rights for equality, diversity and inclusion	<ul style="list-style-type: none"> <li>• Every host city and community faces social problems</li> <li>• Sport events take place in several parts of a city and community - including minority communities</li> <li>• Most communities tend to be close to the event's infrastructures and venues</li> <li>• The event is an opportunity to bring people together and remind them of human values</li> <li>• Raise awareness on these issues</li> <li>• Assure the event's legacy stays relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Consult the communities and ask for feedback and participation on the decision-making process</li> <li>• Deliver workshops and initiatives on social values</li> <li>• Implement legislation that benefits inclusion of minority issues (e.g.:gender equality quotas on team officials, etc.)</li> <li>• Media campaigns on social issues</li> <li>• Reach out to the most disadvantaged populations</li> <li>• Make sure no one is left behind</li> </ul>
Lasting volunteer and cultural activities	<ul style="list-style-type: none"> <li>• Take advantage of the event's spirit and engagement</li> <li>• Opportunity to leverage the social value created during the event and apply it to culture and volunteer</li> </ul>	<ul style="list-style-type: none"> <li>• Take advantage of the event's spirit and engagement</li> <li>• Make use of the event's infrastructure and venues</li> <li>• Create a database of volunteers for future occasions</li> </ul>

## SDG GOALS ACHIEVED

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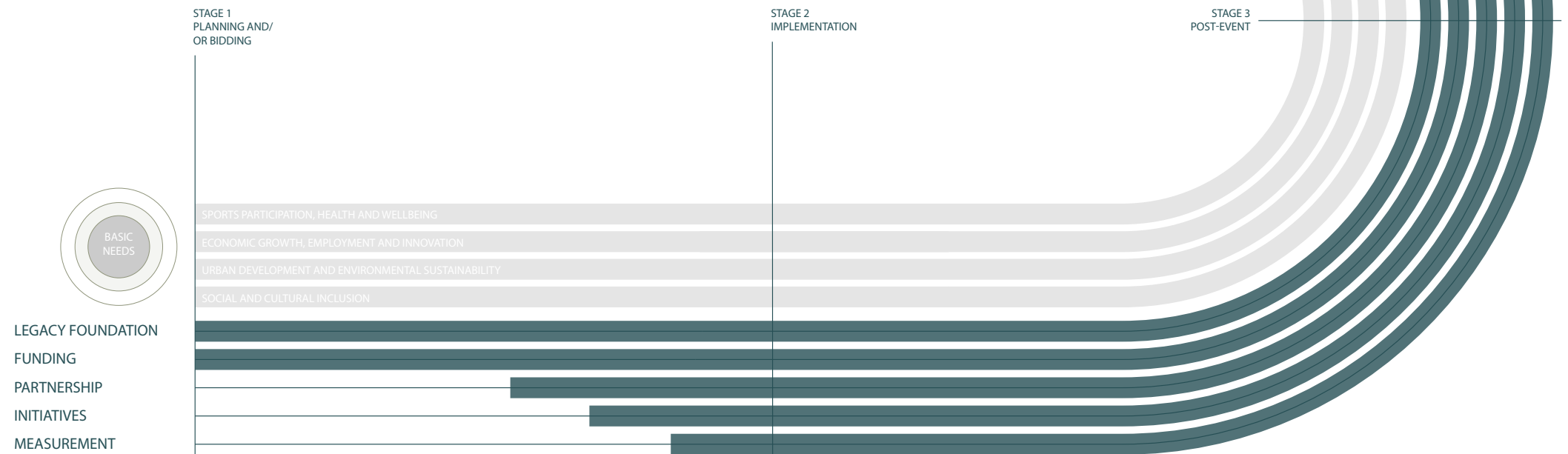
# FIVE SOCIAL VALUE LEVERS



# FIVE SOCIAL VALUE LEVERS

Once goals and objectives are set to implement the main principles and actions highlighted by the four proposed fundamental social value pillars, host cities and event organisers should further plan using the following five levers. These levers should be actively sustained throughout the three event stages for the successful creation of social value legacy. The levers are:

- (a) Legacy Foundation
- (b) Funding
- (c) Partnership
- (d) Initiatives
- (e) Measurement



The biggest issue in the field of legacy is to decide who takes the responsibility of running legacy programmes. Therefore, it should be discussed who and which entity will be in charge of the sustainable governance of the legacy from the beginning. Local Organising Committees (LOCs) and/or governments were usually in charge of developing and implementing the legacy programmes, while the IOC or Commonwealth Games Federation (CGF) worked as a consultant or an assistant for them. However, this created an issue for the long-term since LOCs focus on delivery of the events and are dissolved after the events. To address this issue, the most effective solution identified is to have a permanent external entity to run the legacy activities long-term such as a Legacy Foundation.

**“Legacy should be implemented by another body which is permanent, and whose main task is about legacy.”**

Professor Jean-Loup Chappelet, University of Lausanne, Switzerland

Here are the main principles that should rule it:

- The Legacy Foundation should be the central actor to plan and manage the rest of four levers dedicated to that target, and it should be established at the beginning of the planning phase.
- This entity should be permanent and separate from the LOC for sustainable governance of the social value legacy.
- The permanent entity should appoint a strong and independent leadership.
- The Legacy Foundation should be in charge of securing sustainable funding after the Games for legacy programmes.

### CASE STUDY: THE LA84 FOUNDATION

LA84 Foundation was established by some of the Los Angeles 1984 Olympic Games' funding surplus and is the permanent foundation which has been initiating social, educational, youth sports programmes and so on for LA County. In that regard, Erin Bromaghim, Director of Olympic and Paralympic Development, City of Los Angeles, stated:

*“In 1984, you had a small surplus after the games that was used to endow what became the LA84 Foundation, and LA84 has been a force for good throughout the Southern California region for the last 35 plus years. They have built tons of sports programs, invested in infrastructure and in a grant making*

*entity that's really helped support youth sports organisations throughout the region.”*

Other examples of post-events legacy entities included the Business Club Australia (BCA) which was funded by the Australian federal government to sustain the benefits from Sydney 2000 by offering business networking opportunities for facilitating international trade, and the Utah Olympic Legacy Foundation which is a non-profit organisation being in charge of sustaining the venues from Salt Lake City 2002 and providing winter sports opportunities for locals and international people.

Long-term planning for funding should be delivered to avoid the often witnessed halo effect around the social value legacy of major sport events, without the benefits effectively happening in practice.

The importance of allocating sufficient funding for legacy projects cannot be overstated and was discussed and advocated by many of the interviewees. The planning should include how and where to raise and collect funding on a specific time basis, such as from five to ten to twenty years. Funding can be raised from events revenue, governments, sponsorship or NGOs or philanthropies. Without secure funding, the social value legacy will not be able to function, thus the planning for the funding should also start at the beginning of the planning phase.

**“The key is to find funding – to find permanent funding - to keep the legacy mission alive.”**

Philippe Furrer, Former IOC Head of Youth Engagement,  
Learn and Share

### CASE STUDY: PARIS 2024 ENDOWMENT FUND

Paris 2024 has established an endowment fund known as ‘Impact 2024’ to support a range of legacy projects and programmes, funded by donations from the Games’ sponsors.

*“Impact 2024 supports projects that harness sport to make a social impact, particularly collective projects involving multiple general interest stakeholders and those benefiting people who are not involved in sport and/or are in a vulnerable position, as well as projects underway in deprived areas.”*

The fund has a strict governance structure, including a Board of Directors chaired by Paris 2024 President Tony Estanguet, that sets out the strategy for which projects to fund. A selection committee supports the Board in project selection, and handles

**“The legacy programme [of the Gold Coast 2018 Commonwealth Games] was primarily funded by the state and local governments in partnership, I think it was almost on a 50-50 funding split, and therefore presented opportunities to work collaboratively to deliver those programmes.”**

Brendan Kean, Former Major Events Project Manager,  
Department of State Development, Tourism and  
Innovation, Queensland Government

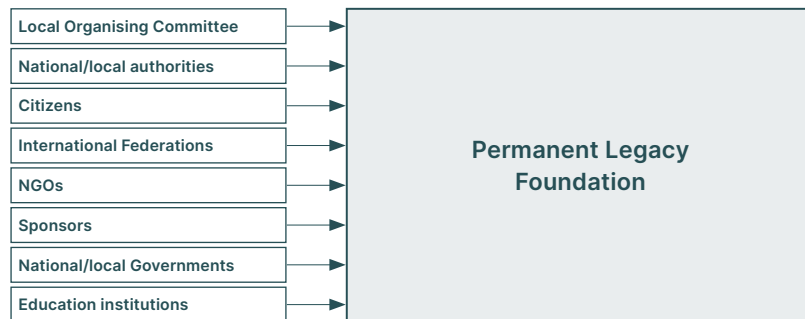
the smaller support requests, with those over €200,000 being escalated to the Board. A website has been established where community groups can learn more about the fund and submit applications. Different levels of support have been set up for different scales of project:

- National projects: €100,000 to €200,000
- Regional projects: €30,000 to €100,000
- Local projects: €10,000 to €30,000

Funding may be renewed, and is based on an assessment questionnaire which determines the success and impact of the project.



Throughout all stages, one of the most significant practices is to have active engagement with key stakeholders, including partnership and collaboration.



The stakeholders can be gathered into three key groups; 1) Public authorities, NGOs and educational institutions in host communities, 2) Sponsors and 3) Citizens. The aim of stakeholder engagement is to develop a sense of ownership among local citizens towards events and legacy. When engaging with stakeholders, clear communication on events' vision, mission and objectives, and on each responsibility, is essential, so that they are all aligned to achieve the social value legacy objectives.

Both public and private authorities should develop close liaisons on a daily basis to stay agile to local contexts. Additionally, the stakeholder network around major sports events itself can possibly become one of the legacies.

**CASE STUDY: LA28 SWIMLA**

SwimLA is a partnership between the Los Angeles Recreation and Parks Department and LA28 to make swimming lessons more affordable for children, as part of wider legacy aims around youth sports. They are offering free or affordable beginner swimming lessons at public pools, lakes and beaches to support health ambitions and prevent incidents of drowning.

Stakeholder	Main Role	Recommendations
Local authorities, educational institutions and NGOs	Proposing and organising actual social value legacy programs, activities, or projects which aim to achieve the overall social value legacy goals	<ul style="list-style-type: none"> <li>• They should be encouraged to propose their own ideas on activities, and they should be given the responsibility to implement their ideas, and organise such activities, instead of LOCs which will be dissolved after the events, and their projects might end once the events are over</li> <li>• Their activities should be continued even after the events, rather than one-off initiatives, especially educational institutions whose work can help with measurement and global upskilling</li> <li>• There should be a guideline or certification system which they can follow when planning and implementing</li> </ul>
Sponsors	Sponsoring activities for long-term	<ul style="list-style-type: none"> <li>• Small and medium size organisations which are rooted in host communities - not only large companies - should be encouraged to sponsor programs for long-term, including post-event, for enhanced diversity and employment opportunities</li> </ul>
Citizens	Main beneficiaries; Participating in activities and major sports events	<ul style="list-style-type: none"> <li>• Citizens should be at the centre of social value legacy projects</li> <li>• The focus should be on vulnerable groups, such as youth, women, or groups which face barriers accessing basic needs. By doing so, social value legacy ambitions can be defensible</li> <li>• Youth engagement particularly can be a strong foundation for long-term development</li> </ul>

The Legacy Foundation should be responsible for the facilitation of cooperation and collaboration between all partners involved, therefore this lever can be applied once the Foundation is established.

Other key partners include Kaiser Foundation Hospitals, the IOC and the LA84 Foundation. Erin Bromaghim stated:

*"With SwimLA, we made 'learn to swim' lessons and all beginner swimming completely free throughout each of the pools in the City of Los Angeles."*

## 4

## Initiatives

Initiatives are the concrete actions that are carried out to create the social value legacy and expand social value impacts, both during and beyond the event. Initiatives or projects are often executed with sponsors, so the planning for this lever should start after key partnerships have been established. They should:

- Be planned based on the previously identified 'basic needs' of the community and respond to the goals of at least one of the four pillars.
- Be focused on impacting change, or being developed at a grassroots level, but can be rolled out regionally or nationally.
- Be welcoming, accessible and inclusive, and at the same time be engaging and interactive in order to keep interest and maintain good levels of participation, even in the post-event phase. It is essential for the legacy success that citizens continue to feel being part of the action, and maintaining communication, updating and adapting initiatives as time progresses, and co-designing activities with local people can support this.

- Choosing relevant SDGs and tailoring it to local contexts can be another way to guide social value activities. This approach has been used in many major events, including Tokyo 2020, Beijing 2022, Paris 2024 and others.

**"One of our main problems in Jordanian stadiums is that we do not have families going together to the stadium to enjoy a football match. So pretty early on [one of our main objectives was] to create a safe atmosphere for families to come and watch the matches."**

Rahaf Owais, Former Marketing and Communication Director at the LOC FIFA U17 Women's World Cup, Jordan, 2016

## CASE STUDY: LONDON 2012

London 2012 saw many initiatives put into place, with various sponsors and across multiple social value pillars, both before the games and after.

Joanna Rowelle, Former Assistant Director for Regeneration at the GLA explained how conducting surveys, school visits and focus groups helped understand issues of host communities and bring them along: *"There were a lot of focus groups that were done with local people in the area...which helped identify the main objectives for the legacy programme, particularly around creating cultural amenities and civic pride."*

Discussing the new procurement portal CompeteFor, Rowelle explained how this "helped businesses grow, giving them access to new procurement opportunities and allowing them

to employ more local people". She also discussed how it wasn't just about new jobs, but well-paid jobs: *"all procurement had to meet the London Living Wage...which demonstrated that we expected residents of London to be able to live a decent life."*

Jo Negrini, Former Chief Planning Officer in Newham, explained how the new railway line to Stratford changed the fortunes of so many different people, allowing them to get to central London in about 16 minutes. At the same time the 'High Street 2012' programme regenerated a vast area, from Whitechapel all the way to the Olympic Park. A collection of 17 creative projects, from new cycle routes to façade designs to cultural events, helped to transform accessibility, the local environment, social and urban cohesion, and improve access to jobs and training.

Measurement is one of the key levers for the success of the social value legacy of major sports events and sharing these insights with other cities and countries will mean future events are likely to have greater effectiveness when implementing social value strategies.

**“We always say if you don't measure it, you don't manage it. So, if you don't have some points to measure, then you are not really implementing legacy, this is just wishful thinking... So measurement is absolutely essential, but is not often done.”**

**Professor Jean-Loup Chappelet, University of Lausanne, Switzerland**

However, although more organisations are working towards social value and SDGs, they, alongside academia, have been struggling to find the best and most effective measurement

of the social value interventions and activities, due to the intangible nature of many outcomes. Therefore, most literature and organisations have been discussing different frameworks or tools by identifying quantifiable elements to evaluate overall social value activities. Main methods of measurement involve international standards (ISO, Global Reporting Initiative, UN SDGs, Ecological Footprint or the Environmental Input-Output analysis), and both quantitative and qualitative analysis. When it comes to social value legacy measurement the main recommendations are:

- A mix of the methods;
- Mix of bottom-up and top-down approaches;
- Impact measurement should be discussed and planned before implementation of any initiative and then be measured routinely, before, during and after the event;
- Leveraging partnerships with local educational institutions, such as universities, and experts from research organisations would allow impact measurement to be more adequate and updated as research is still ongoing.

It also helps to build understanding and research skills for students and professors by having a field work opportunity which may benefit their professional or academic future career.

## CASE STUDY: TORINO 2006

In Turin, Italy, the Olympics and Major Events Research Observatory (OMERO) was established to study socioeconomic, cultural, tourism and urban development outcomes of Torino 2006, and is now expanding its research area to other Olympic Games and beyond, with the University of Turin and Politecnico di Torino. One of the methods it uses to help understand residents' social needs, and the wider impact of an event is using polls; Professor Jean-loup Chappelet, Professor of Public Management at the University of Lausanne, recommended

that this should be done before and after the event to constantly measure and evaluate the event's impact:

*“Social impact measurement and legacy [must] have regular polls of people and residents – people who live in the community. [These polls must be done] before and after. Maybe several years afterwards, to ask them what did they think of the event? Was it useful? Simply to see the evolution of public opinion. This was done over maybe 6-7 years for the 2006 Winter Games of Torino.”*

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The International Academy of Sport Science and Technology (AISTS), located in Lausanne, Switzerland is a not-for-profit association founded by eight institutions, including the International Olympic Committee (IOC). The AISTS responds to the needs of the sports industry by providing education in the form of short courses and a world-leading Master in Sport Management program, alongside sport consulting and research to the international sports industry.