An Evaluative Framework to
Assess and Measure the Impact and Benefits of Hosting Major Events
MANUAL

TABLE OF CONTENTS

LIST OF FIGURES & TABLES

GLOSSARY OF TERMS

Aim	A general statement that sets out the overall goal of staging an event. An aim does not go into detail or describe specific tasks but it should explain 'why' the event is being staged.
Aim and objectives	In reality the aim and objectives (there may well be more than one) are interrelated. The aim describes what you wish to achieve, the objectives describes how the aim will be achieved.
Behaviour change	An impact resulting in the adoption of new ways of doing things as a direct result of attendance at an event or its ancillary programmes.
Carbon footprint	The total set of greenhouse gas emissions caused directly and indirectly by an individual, organisation, event or product (UK Carbon Trust 2008).
Direct impact	Impacts that occur whilst an event is taking place and which are directly attributable to the event. A simple example might be enjoyment.
Evaluation	A strategic assessment of the worth of an event by comparing actual performance (what happened) against planned performance (what was intended to happen). Note how this links strongly to aim and objectives.
Environmental impact	The possible impacts, both negative and positive that an event might have on the natural environment (commonly known as 'the environment). The 'natural environment' is a term that encompasses all living and non-living things occurring naturally on Earth.
Indirect impact	Any impact that stems from the initial interaction with an event. For example, attendance at an event and a positive event experience (direct impacts) might lead to further engagement with similar events.
Induced impact	Any subsequent (potentially long term) impacts generated involving behaviour change following direct and indirect impacts. Such impacts would ordinarily require requisite support systems to be in place rather than simply occur by putting on an event.
Monitoring	The systematic collection and analysis of information during the lifetime of an event, which is designed to improve efficiency and effectiveness.
Objective	A specific statement relating to the overall aim of staging an event. Objectives should go into detail and should explain the steps to be implemented to deliver the aim.
Preliminary impact	Impact linked to the planning and infrastructural changes required in order to deliver an event. These include hard impacts such as capital investment in facilities and soft impacts such as the training of volunteers.
Social impact	Social impact refers to the ways in which an event might affect the community.

QUICK START / EXECUTIVE SUMMARY

This document provides some background to the monitoring and evaluation (M&E) of event impacts and what the eventIMPACTS toolkit is aiming to achieve in providing advice to measurement. Initially it focuses on the two elements of event impacts often cited in monitoring and evaluation terms: economic impact and media value (including place marketing). The monitoring of such impacts is relatively straightforward given the presence of well established methodologies for doing so. These provide measures that are straightforward to articulate in terms of cash inflows of new money to host economies, hotel bed-nights and FTE jobs for economic impacts and notional values linked to hours of coverage, audience sizes, and column inches for media impacts.

Beyond these two types of event impacts the main focus of this project is on monitoring the social and environmental impacts of events. The disparate nature of many social impacts means that a "one size fits all" approach is unlikely to be successful in assessing such impacts. Consequently, we present some guidance on approaches that might be taken relative to specific objectives. Similarly, we also make the case that even the most insignificant events should consider implementing strategies to at least monitor, if not manage, their environmental consequences which is becoming increasingly central to the organisation of human society. In addition, although event organisers may not have environmental impacts high on their agenda, we make the point that much of the data necessary to undertake such an evaluation can be derived from that collected for an economic impact study and consequently need not be an overly onerous task.

Before undertaking any M&E of an event's impacts, certain conditions need to be in place. To this end, we refer to a series of principles to follow to ensure the maximum utility from any M&E as detailed below:

- The first and key principle suggests that what to monitor is predicated upon an event's stated aims and objectives. These should be simple, realistic, clearly articulated, and measurable mainly because whatever is agreed at the outset will have evaluation implications further downstream. They can be devised from three simple questions. First, what do the organisers wish to achieve by staging the event? Second, what evidence is there of a need or needs being met by the event? Third, what are the mechanisms by which the objectives will be delivered? There may also need to be some consideration given to the breadth of the objectives should all the event stakeholders have different agendas. The clarity of purpose outlined in the aims and objectives underpins the remaining principles.

- Proposed M&E should also be subjected to reality checks in relation to the outcomes an event might seek to achieve and whether the event is the best vehicle by which to achieve the desired outcomes.

- M&E should be integrated into event planning at the earliest possible stage. As a general rule of thumb, the latest point at which this should occur is on approval of budgets. In short, M&E should be *bolted in* and not *bolted on* to any event evaluation.

- Event organisers should be required to demonstrate the mechanisms by which impacts will be delivered, because for social impacts, such as *increasing participation* or *cultural engagement*, it may be difficult to attribute causality for an outcome to an event, or associated activities. By considering the issue of causality at the outset it will be possible to subject any desired outcomes to a test of reasonableness.

- The final two principles reinforce the significance of accurate spectator and crowd estimates as key to meaningful evaluation, and the need for robust sampling when

collecting survey data from target populations. This is particularly crucial when sample data is extrapolated to maker inferences about wider populations.

1. INTRODUCTION

This document sets out some key guidance and good practice principles for evaluating the impacts associated with staging major sporting and cultural events. As public funding agencies in the UK look to secure more credible evidence of the value of subsidising events, it is recommended that organisations seeking support from the public purse are aware of the types of impacts that their events might generate and the processes involved in demonstrating the achievement of these impacts. This document has emerged from a wider pilot project commissioned by UK Sport and partners (EventScotland, the London Development Agency, the North West Development Agency, Yorkshire Forward, Visit Britain, and Glasgow City Marketing Bureau) and undertaken by a consortium led by the Sport Industry Research Centre at Sheffield Hallam University (together with Cardiff University, the University of Stirling and Substance) which examined the social and environmental impacts of six events, in an attempt to provide event organisers and funders with the following:

- A solid framework for both understanding and acting to improve the social outcomes of staging events.

- Guidance on managing any negative environmental impacts – and indeed, to help deliver environmental gains where possible.

This *Manual* outlines the ways in which organisers should approach the evaluation of their event impacts, to help them develop a framework and rationale for action – both internally, and in collaboration with stakeholders and funders. The second element of the project comprises the eventIMPACTS *Toolkit* designed to help event organisers' move towards more developed approaches to measure, monitor and manage the social and environmental impacts of their events.

2. EVENTS IN CONTEXT

Hosting major cultural and sporting events is widely believed to be inherently good because of the enjoyment and excitement they bring to those who attend them and those who follow them in the media. There is a well-developed body of evidence that events have the potential to generate positive economic impacts (see for example, Mules, 1999; UK Sport, 1999; Shibli & Gratton, 2001; UK Sport, 2004; Shibli & Coleman, 2005; UK Sport, 2007) and are also useful mechanisms by which to generate place marketing benefits for the host community (see for example, Ritchie & Smith, 1991; Smith, 2001; Getz & Fairley, 2004; Shibli & Coleman, 2005; Oldenboom, 2006). A relatively new agenda, for which there is less supporting evidence, is that cultural and sporting events can deliver directly, or act as catalysts for wider social impacts such as reductions in crime and improvements to people's health, to cite but two such claims. Furthermore, as environmental issues become increasingly important, event organisers should be mindful of the potentially adverse environmental impacts of events (see Collins et al, 2007).

An increasing number of public bodies in the UK have remits that justify the bidding for, and staging of, major cultural and sporting events. Since 1997 UK Sport has had a remit to fund the hosting of elite sport events as part of its role as the nation's lead agency for elite sport. Part of the rationale for UK Sport's remit to support major sports events is recognition that athletes' exposure to international competition is an integral part of a world class elite athlete development system. Furthermore, from a UK perspective staging events on home soil can lead to improvements in sporting achievement via a host nation effect. Other benefits include the provision of development opportunities for coaches, officials and volunteers as well as increased influence in international sport.

By contrast, Regional Development Agencies (RDAs) in England and their other home nation equivalents have objectives that can be simplified to the hard economics of increasing regional Gross Domestic Product (GDP) and the soft economics of improving the quality of life for residents. It is interesting to note that these bodies consider hosting major cultural and sporting events to be an appropriate medium by which to achieve these outcomes. This point can be appreciated more fully by considering the cases of Liverpool European Capital of Culture 2008 and EventScotland's year long celebration Homecoming 2009. Both events are designed to attract tourists, promote locations, secure differentiation and competitive advantage and also engender feelings of wellbeing and pride amongst local people.

There are also organisations that have been established specifically to attract major cultural and sporting events to a nation, such as EventScotland, as well as bodies such as Visit Britain and the Glasgow City Marketing Bureau for whom such activity is complementary to their wider objectives.

2.1. Public Funding and Claimed Impacts
As increased public funding has become available to support the revenue and capital costs of hosting major cultural and sporting events, a diverse body of organisations seeking such funding has come forward. It is often the case that funding applications are supported by bold claims by applicants about the wider impacts of their events and how such impacts are consistent with the goals of the potential funders. However, rarely are such claims tested with monitoring and evaluation (M&E) to establish the extent to which these impacts are subsequently realised. This is not a criticism of applicant organisations but rather implies a genuine lack of understanding and tools within the events industry around M&E processes involved in demonstrating impacts over and above essential operational performance. With this in mind, the evidence emerging from this research represents a first step in providing some clarity about the contribution of cultural and sporting events in furthering social and environmental agendas. Furthermore, having been through the process of clarifying the benefits of staging a particular event, the subsequent evaluation framework (*Toolkit*) presents guidance on the type of research required to assess whether the claimed benefits have materialised in practice.

2.2. Event Complexities
Staging major cultural and sporting events is a complex process. The bigger the event, the greater the likelihood that there will be a variety of stakeholders involved in the bidding for, and staging of, the event. The more event stakeholders there are involved will impact on the complexity of the range of objectives that might need to be achieved. The following quote from UK Sport's Major Events Guide sums up the complex relationship amongst various event stakeholders and also the variety of outcomes that are perceived to be important.

> It is important to acknowledge the context in which the hosting of a major sports event is sought and negotiated in the 21st century. There are many interested parties to satisfy, each with a different agenda: international federations, governments, athletes, promoters, media, the public, local authorities and sponsors.

While this quote relates specifically to sport, it is equally applicable to events in the cultural sector. There can be no assumption that for any potentially beneficial effects to occur, organisers merely have to deliver the event and there will be an automatic 'trickle down effect' of positive outcomes. In reality it is unlikely that a 'trickle down effect' exists, and if it did, event organisers do not as yet universally evaluate whether their events actually achieve what they set out to accomplish. In this regard, this *Manual* seeks to help event organisers and those bidding for funds to be able to take a realistic view of the capabilities of events to deliver wider impacts.

2.3. Event Impact Research
To date, the vast majority of event related impacts, particularly in the UK, have focused on the economic impact and place marketing benefits for the host location. These two areas have been

prioritised in research terms because funding bodies such as RDAs and local authorities have a direct interest in the benefits of events on host economies. Attracting spending from people who live outwith the host economy by generating bed-nights in hotels and extra sales in restaurants, bars and the like has been used to justify public sector investment in some events. Similarly the opportunity to generate positive images via television, print media and internet coverage, with the ultimate aim to increase visitor traffic and attract inward investment, has also provided the rationale for underwriting events. Both economic impact and place marketing impacts are relatively easy to measure; have industry standard approaches to measurement; and, normally deliver quantifiable outputs within a relatively short time-frame (usually a few weeks or months) following the conclusion of an event. As a result, stakeholders can be provided with timely information about how an event has performed in these areas.

By contrast, the social and environmental impacts of events are relatively under researched areas of interest and have yet to achieve the status of economic impact and media evaluations. However, as the reasons for hosting events become more ambitious and the claims made about their benefits increase as well, it is important that there is some rigour and consistency in the approach to their evaluation.

The following section considers the four dimensions involved in event evaluations, in order to begin the journey towards a more consistent approach to the measurement of social and environmental impacts.

3. FOUR DIMENSIONS OF INTEREST

The four dimensions of event evaluations discussed above, as well as their ability to be defined and measured are summarised in Figure 1.

Figure 1: Event Impact Dimensions

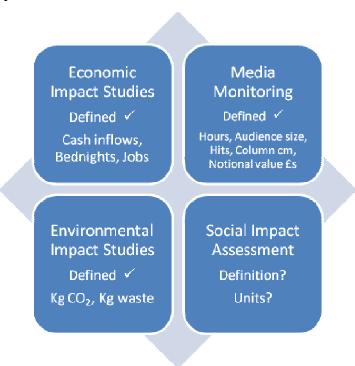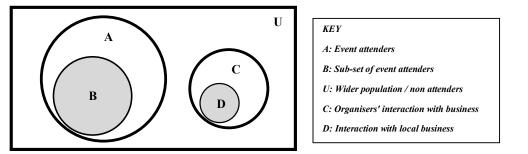### 3.1. Economic impact
An economic impact study usually measures the net change in the host economy that can be attributed to the hosting of an event. The significance of this definition is that it takes into account positives as well as negatives to derive the 'additionality' of the event under investigation, which is recognised best practice as per the Treasury Green Book and the DCMS White Book.

The concept of 'additionality' also conforms to the national RDA impact evaluation framework published by the UK Department of Business Enterprise and Regulatory Reform. The process of calculating economic impact essentially involves quantifying the expenditure of people from outside the host economy, but visiting the area specifically for the event. In addition, expenditure by the organisers that originates from outside the host economy, such as lottery grants, is also included so long as it is spent in the host economy. This type of study will arrive at an estimate from an audit trail of the new money attracted to the host economy as a result of an event being staged; it may also measure the number of commercial bed-nights generated, the average spend per day of people attending and the number of FTE jobs that the event might support. These are all straightforward units of measurement that are easily understood. Studies of this type will require primary data collection at the event amongst the key groups (e.g. delegates (teams, players, bands or other participants etc.), spectators, officials, media personnel, volunteers and sponsors). In addition, scrutiny of the event's budget or audited accounts will enable the relevant expenditure by the organisers to be factored in to the economic impact estimate.

Figure 2 illustrates the groups at which research examining economic impact is directed. Specifically, this is concerned with the expenditure of a sub-section of those attending (that is, visitors to the host economy, as denoted by the shaded area 'B' in Figure 2), plus a proportion of the organisers' investment in staging the event ('D' in Figure 2). The important point of note is that economic impact studies are not concerned with local residents whether they be attenders at the event or not. The term local in this context is governed by the geographic area upon which the event's economic impact is assessed.

Figure 2: Economic Impact

3.2. Media monitoring
There is a variety of approaches to quantifying the media impact of events. Some approaches measure the amount of coverage in the press, whereas others assess characteristics of audiences, such as the number of viewers or listeners, as well as measures such as market share etc. The purpose of quantifying media exposure is to derive a notional value of how much the exposure would have been 'worth' if it had been purchased commercially as an advertisement based on current advertising rates. Hits, page impressions and average duration of stay on official event websites can also be monitored using tools such as Google Analytics. Regardless of the approach chosen, there are recognised industry methods to arrive at outputs which are expressed in numeric terms, such as audiences or cash equivalents; thereby enabling meaningful evaluation to take place within weeks or months of the end of an event. Whether or not such data is used in a universally appropriate way is a matter of some conjecture, especially as there is often confusion between the volume and quality of such exposure. Indeed, Coalter & Taylor (2008) contend that media values are often over inflated based on a full tariff linked to equivalent costs in the advertising industry and the link between a notional value such as this and any general increases in tourism is difficult to establish.
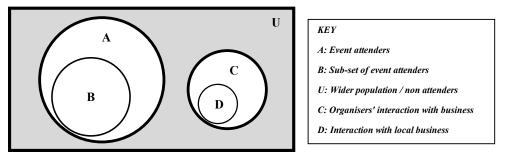
Figure 3: Media Value / Place Marketing

Figure 3 indicates the groups at which research linked to media value and associated place marketing effects is targeted. Essentially the focus here (in contrast to economic impact studies) is on the wider population, that is, non-attenders exposed to the various forms of media coverage achieved by the event.

The two impacts of particular relevance to this research, environmental and social impacts, are less widely assessed than economic impact and media coverage for perhaps two reasons. First, these may be perceived as being of lower priority to the principal stakeholders whose primary concerns are with delivering a successful event and balancing the budget. Second, the complexity, cost and time required to examine environmental and social impacts may be prohibitive for most event organisers when assessed against the value of the data.

3.3. Environmental impact
Environmental impacts, especially in relation to large scale events, tend to focus on positive legacy impacts and emphasise the longer term infrastructural and environmental improvements. For example, Preuss (2004) writing in relation to the Olympiads in Rome and Tokyo made reference to new water supply systems, while in Seoul the Han River was cleaned and an environmental development plan helped create hundreds of new parks. Wonderful new facilities are also cited as positive impacts. Notwithstanding these comments, such events are also likely to have adverse environmental consequences, and even the most insignificant events should consider implementing strategies to at least monitor, if not manage, such consequences.

The fact that human behaviours have damaging environmental consequences is becoming increasingly central to the organisation of human society. This is for reasons of both morality and self interest. Continued 'business as usual' implies a significant reduction in the extent, efficiency and diversity of world ecosystems and species, and substantial suffering for many poorer people. Current behaviours and lifestyles will simply not be feasible in the long term as they rely upon the exploitation of resources (both fossil fuel and organic), that are running out.

Whilst the problem is *theoretically* straightforward, solutions are less so. This is particularly true for people in organisations which are not well versed in the detail of environmental measurement and management, and who may thus be daunted by the apparent complexity of the task ahead, despite a willingness to engage.

For event managers and funders, the nature and scale of environmental impact is not always immediately evident. In deciding to act to reduce impact, quite complex decisions must be made regarding the boundaries of event responsibility. There will rarely be the technical capacity or staff time within organising bodies to develop a 'conceptual' approach from first principles, let alone build a bespoke management, monitoring and evaluation structure to tackle the issue.

Despite the above comments, although (to date) rarely featured in event evaluations, environmental impact, as measured by 'carbon footprints' is derived from the data collated in order to estimate an event's economic impact. There is a tension that whilst on the one hand certain stakeholders value an inflow of funds into a host economy, on the other hand increased economic activity leads to an increase in carbon consumption. Previous research by Cardiff

University (see Collins et al, 2007) suggests that people attending major sports events such as the FA Cup Final or Six Nations Rugby matches consume six to seven times more carbon than they do on 'ordinary' days. Thus, environmental impact can be said to be the 'dark side' of economic impact and the two should be viewed as two sides of the same coin.

The research instruments involved in economic impact assessment can be easily adapted to include more detail relating to transport, to and from an event, in order to quantify the carbon emissions connected with that event. In addition, discussions with event organisers, cross referenced with data collected amongst attendees forms the basis for deriving estimates of the waste generated by events. Once again there are defined measures delivering numeric values in kilograms of carbon dioxide or kilograms of waste, which can be used to assess the environmental impact of an event. The significance of environmental impact assessment is likely to increase (particularly in a sporting context) given former PM Tony Blair's desire for the London 2012 Olympic and Paralympic Games to be the *greenest* in history and *a cutting edge example of sustainability*.

Figure 4 indicates that environmental impacts are associated with the actions of event attendees plus any organisational activity connected to the event. In short, this relates to the trade-off between expenditure and carbon emissions resulting from the consumption of goods and services.

Figure 4: Environmental Impacts

KEY

A: Event attenders

B: Sub-set of event attenders

U: Wider population / non attenders

C: Organisers' interaction with business

D: Interaction with local business

3.3.1. Why should events care?

Event organisers should consider the environmental impacts of their events for a number of reasons, quite apart from the moral imperative to avoid causing unnecessary or excessive damage. Broadly, to be sustainable, that is, to continue to exist into the longer term, organisers should think about both *mitigating* their event impacts and *adapting* to the changing environmental context.

First, it is perhaps an unwelcome fact, but a fact nonetheless, that attending events is by its nature, amongst the more *obviously* damaging of people's activities. Much of the negative environmental impact of people's behaviour is remote, occurring along extended product supply chains and at power stations. Attending events however, (particularly when utilising private or air transport), causes the immediate burning of fuel for transport and the consequent release of climate change gases. There is also an increasing level of debate regarding the negative environmental impact of event infrastructure, albeit with this focussed on the largest events. Here, then, the support for event hosting from regional or national policymakers will undoubtedly be increasingly predicated upon the events in question having a constructive and thoughtful approach to environmental management.

Second, an event's wider acceptance amongst organising partners, spectators and athletes will only be assured if the event reflects the fundamental attitude of its stakeholders in the widest sense. Sport and cultural events are increasingly 'talking the talk' of sustainability, but only by offering participants, visitors and others connected with an event, inclusion in a truly sustainable

experience will they be able to retain goodwill and buy-in. A concerted effort towards measuring environmental impacts is an important first step.

Third, event organisers should understand and mitigate their environmental impact for reasons of sound strategic management. It is not possible for an event organiser to have an holistic understanding of the risks an event faces without addressing environmental considerations. It is likely that climate change and associated regulations and taxes, plus fossil fuel depletion will, in the medium term, significantly raise the costs of travel, building and supplies (and, as we have already seen, 'shake out' any inefficient airlines). Without an appreciation of how exposed an event is in terms of changes in these areas, it cannot be assured of financial viability over anything but the shortest time frame.

In summary, events which do not engage with the environmental agenda will appear increasingly isolated and out of touch. More detailed practical advice for event organisers in relation to environmental impacts is presented in section 5 of this *Manual*.

3.4. Social impacts

Sometimes organisers of sports and cultural events seek to justify public expenditure and resources on the basis that they will have a lasting impact on communities beyond the economic, environmental or place marketing themes. Unlike the three measures referred to above, there are less widely accepted approaches to assessing social impacts, mainly because such impacts can be so disparate in nature that they require a variety of approaches to measurement. Social impacts could range from generating sustained (as opposed to purely event-based) participation in sport, culture or other activities; to wider societal benefits that might encompass education, health, crime, community cohesion and social regeneration. Notwithstanding this comment, this *Manual* and the accompanying eventIMPACTS *Toolkit* will encourage event organisers to think in more detail about the kinds of social impacts that events might deliver, and more importantly how such impacts might be demonstrated.

In the absence of any formal definition of what a social impact relating to a cultural or sport event might be, we proffer the following from the International Association for Impact Assessment (IAIA, in Vanclay, 2003)

> *the processes of analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned and unplanned interventions and any social change processes invoked by those interventions.*

The IAIA proceed to state that:

> *the goal of impact assessment is to bring about a more sociologically, socio-culturally and economically sustainable and equitable environment.*

The kinds of social impacts that major events claim to deliver, which have been the focus of previous research and which have informed the development of the *Toolkit* for this project include the following:

- Participation in Sport and Culture;
- Health and Wellbeing;
- Volunteering;
- Cultural Empowerment;
- Community cohesion and regeneration;
    - In the locality of the event
    - In deprived or disadvantaged areas
    - Between different ethnic or other social groups
- Children and young people;

- o   Participation in sport and culture
- o   Development of education and skills
- o   Inclusion of marginalised young people
- o   Reduction in crime and substance misuse
- o   Empowerment.

The last of these themes, relating to children and young people, is not an impact in itself but presents an area where there are pre-existing government guidelines against which to benchmark any event-driven impacts. To assess such impacts requires a mix of qualitative and quantitative approaches, of both a short term and a longitudinal nature, depending on the area of impact, the event and the extent of any associated 'social intervention' programmes. As discussed above, for some areas of social impact (such as children and young people) there are clearly defined, established evaluation frameworks against which events (and associated social interventions) can be assessed.

3.4.1. Children and Young People

The most obvious of these is The *Every Child Matters (ECM) - Change for Children Outcomes Framework* (DfES, 2004). This is the Government framework against which all services for young people are assessed (in Scotland there is an equivalent, *Getting It Right For Every Child*). The five outcome areas of ECM are (for further detail see attached framework):

1. Be healthy;
2. Stay safe;
3. Enjoy and achieve;
4. Make a positive contribution;
5. Achieve economic wellbeing.

Each of these has a number of sub categories, providing a detailed framework for assessing impact, which can be utilised by events and associated young people's programmes (or 'legacy' initiatives).

Furthermore the government announced its ten year Youth Strategy in 2007, published by the Department for Children Schools and Families (formerly DfES). This strategy emphasises a number of areas of reform, all of which create new opportunities for events to deliver and assess impacts on improving the lives of young people.

The Youth Strategy seeks to:

- Address and reverse the negative view of young people as a 'problem'[1].
- Provide funding to be released for investment in services for young people.
- Address the additional problems faced by young people from disadvantaged backgrounds
- Address shortcomings in young people's social and emotional development through extended schools.
- Develop positive activities with support from trusted professionals and adults.
- Encourage empowerment - allowing young people to influence services.
- Increase access - overcoming barriers to activities and services (information, cost, transport, safety, lack of confidence or low aspirations).
- Ensure quality - high quality services including face-to-face work with young people.[2]

---

[1] '71 per cent of media stories about young people are negative, a third of articles about young people are about crime, and almost a third of adults think that 'young people hanging around' is a major problem in their neighbourhood.' DCSF (2007)
[2] *Ibid*: p10

This strategy suggests a framework for event organisers to assess further the impact of their events on young people, with a change in emphasis in youth provision and especially for community engagement around events with socially excluded youngsters. This change needs to move delivery from one that starts with a perspective of young people as 'a problem' – diversionary activities to stop young people committing crime or anti-social behaviour – to one that seeks to empower them – providing activities that encourage the positive contribution that they can make to society.

To some extent this approach is already having an impact. The Interim *Games Legacy Plan for Scotland* (for the 2014 Commonwealth Games in Glasgow) highlights the consultation with young people that has taken place and which has helped shape the plan.

3.4.2. Other Areas of Impact

Other areas are perhaps less developed in terms of specific *impact frameworks* but nonetheless there are useful *definitions and targets* contained within government policy documents that can help define parameters, the aims of events and associated interventions and form the basis of event evaluations in these areas. These include:

- Community Cohesion - *What Works in Community Cohesion?* (2007) and *Our Shared Future, Commission on Integration and Cohesion's Final Report* both for the Department of Communities and Local Government. These stress the importance of 'meaningful interaction' between different communities and provide guidance as to where interventions might focus work.

- Wellbeing - *Choosing Health* (2004) and *Are We Choosing Health?* (2008) both provide guidance on interventions for improving health and wellbeing that can be utilised for event evaluation.

In other areas, there are also useful existing frameworks that can be adapted for event evaluation. For example, in Volunteering, V are currently developing a new M&E framework for assessing volunteering schemes for young people (up to 25). Also, Volunteering England has published a *Volunteering Impact Assessment Toolkit* which helps projects and events to,

> *...assess the impact of volunteering on all key stakeholders - the volunteers, the organisation, the beneficiaries, and the broader community. Organisations will be able to use it to assess a wide range of impacts, from the skills development of volunteers to the economic value of volunteering organisations.[3]*

Further detail on social impacts and how they might be applied to inform an overall framework for the assessment of event impacts is contained within the *Toolkit*.

The complex nature of some social impacts means it is often difficult to attribute causality to specific interventions. For example, consider the case of recreational and utility cycling in London which is widely reported to have increased in recent years. This increase could be attributable to any of the following:

- The introduction of the congestion charge;
- The subsequent increase in the congestion charge from £5 to £8 per day;
- Improved cycling routes;
- Improved marketing and promotion of cycling by Transport for London;
- A trickle down effect of hosting events such as the Tour of Britain and the Tour de France;
- Staging community events such as London Freewheel; or,
- Team GB's Olympic success in cycling.

---

[3] https://ecommerce.volunteering.org.uk/PublicationDetails.aspx?ProductID=V309

The list is non-exhaustive and it is likely that combinations of the possible explanations listed and others that are not listed have influenced different people in different ways. It would therefore be a bold claim indeed to say that hosting major cycling events has caused an increase in cycling participation. A more balanced and realistic claim would be to say that hosting major cycling events as part of a wider strategy to increase cycling participation may have been a contributory factor to the participation increase.

In terms of complexity, when examining issues such as *community engagement* for example, apart from research amongst those attending an event, there may also be the need to contact the wider population of non-attenders in order to gauge their opinions. Moreover, when focussing on *participation* changes, an event on its own is unlikely to deliver discernable differences without the presence of auxiliary events or interventions and the involvement of partner agencies with relevant remits. Events themselves can be likened to gateways but there also needs to be pathways for those who have been motivated by an event or its supporting activities to attempt some form of behavioural modification. Event stakeholders should also consider the question, *what is actually meant by an increase in participation*? Is this immediately during or after an event (e.g. the Wimbledon effect), or does it refer to a more sustained increase over time? If the response is the latter, then there are resource implications for a longer term evaluation if measurement of change is to be undertaken.
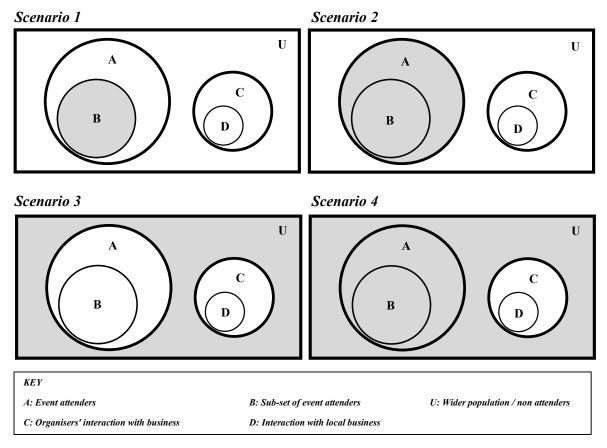
3.4.3. Managing Social Impacts

Social impacts are unlikely to happen by chance and must be managed if they are to occur. The starting point in delivering specific social impacts is for an event to have clearly stated aims and objectives that describe the delivery mechanisms by which the planned impacts will occur. The guiding principle should be based on a simple question linked to measurement and *how can we demonstrate that the event has achieved what it set out to achieve?* The lead taken by the commissioning partners in this project provides something of a challenge for event organisers to provide evidence linked to the claims they make concerning the causal effects of events on wider social agendas. Making *general* rhetorical claims about social impacts, without any specific ideas about *how* these are to be achieved and evidenced are unlikely to be successful or useful. This is particularly true with regard to social impacts that fall broadly within the frame of social inclusion, or those that seek to meet specific social agendas (such as cultural empowerment and community regeneration). Although at times some of these impacts may not be 'measured' against *fixed,* often *numerical* outcomes, it is perfectly possible to provide evidence of delivery and outcomes for each of them in both qualitative and quantitative ways.

Event organisers will have differing emphases on potential social 'legacies' of their events and consequently M&E needs to be tailored accordingly. A 'one-size fits all approach' is unlikely, as some measures will be almost immediate and linked to the 'draw' or 'pull' of an event; whereas others linked to sustained behavioural change are more suited to long-term research. Although Fredline, et al (2003) argue that the assessment of socio-cultural impacts is in its early stages, a range of methods might be employed to demonstrate some of the easier to measure outcomes. While it is relatively straightforward to design and administer instruments that capture information relating to the characteristics of event attendees and their opinions of an event, measuring some social change can be both complex and challenging and requires a longitudinal approach to assessment. However, there are established ways in which these sort of longitudinal changes can be assessed, though they are often time (resource) intensive.

The scenarios in Figure 5 illustrate the complexity of monitoring social impacts compared with the other three dimensions, in terms of the breadth of the evaluations required to measure what has been achieved. Depending on the planned outcomes of an event and the nature of the interventions designed to achieve such outcomes, the focus of social impact evaluations can range from a sub-set of event attendees (for example, in Scenario 1 the event might aim to attract audiences of a particular demographic), through all attendees (as in Scenario 2), to much more

extensive outreach programmes aimed at the wider community (for example, using the event as a catalyst to drive participation amongst physically or culturally inactive groups beyond those in attendance, see Scenarios 3 and 4). In this regard, the more meaningful social impacts would tend to require a longitudinal approach to M&E.

Figure 5: Social Impact Scenarios

Scenario 1

Scenario 2

Scenario 3

Scenario 4

KEY		
A: Event attenders	B: Sub-set of event attenders	U: Wider population / non attenders
C: Organisers' interaction with business	D: Interaction with local business	

In acknowledgment of the above, some recent thinking has stressed the importance of understanding the 'journey' or 'distance travelled' of participants in sport and activity-based interventions (Crabbe, 2006), which event evaluation now needs to encompass if claims of social change are to be supported. 'Distance travelled' is a useful concept which can help organisers of events and associated social programmes to realise the full value of participation in sport and culture in relation to the developmental aims around children and young people, volunteering, health and wellbeing, community cohesion etc. In this approach, sport and cultural participation is not seen as an end in itself but as an engagement tool and a gateway to wider development (education, skills, widening horizons, broader 'inclusion') which can help tackle the social issues highlighted. Restricting aims of events to participation *per se* minimises the social impact and value of the event to both the participants and the event itself. For instance the added public relations value (and ongoing funding) of events allegedly delivering social change, rather than short term participation impacts, is significant. As such, 'distance travelled' should help events to think of social impacts in a more developmental way and to learn from programmes that are examples of good practice.

Events are unlikely to be a panacea for social problems or an unstoppable force for social good. However, when linked to wider strategies and ancillary activities it is quite possible that cultural and sporting events can be catalysts by which some social impacts may be achieved. These impacts are unlikely to be inadvertent, as perhaps economic or environmental impacts might be,

but require planning and managing. In order to provide evidence of the generation of social impacts, we propose a series of good practice principles that event organisers and funders can follow in order to develop the way in which social impacts are conceived, delivered and evaluated. Whilst these have been discussed in relation to social impacts in the following section, the principles may also be equally applicable to environmental impact considerations. The latter are discussed separately in section 5 of the *Manual*.

4. GOOD PRACTICE PRINCIPLES FOR IMPACT ASSESSMENTS

The basic premise of our proposed good practice principles is that the planned impacts of cultural and sport events should be clarified in advance, for two reasons as cited by the IAIA.

First, up front knowledge enables better decisions to be made about which events should be supported and how they should be delivered. It is inevitable that demand for the funding available to support events will be greater than the supply of such funds. The 'market' therefore adjusts by raising the 'price' of funds in terms of the robustness of the business case required to lever funding. For those applying for funds, there must be a demonstration to funding bodies of the value that will be delivered in return for financial support.

Second, by anticipating likely impacts, measures can be put in place to mitigate the harm that might be caused by an event (for example, environmental damage) whilst at the same time maximising its benefits (for example, local civic pride).

4.1. Principle 1: Events must have clearly articulated aims and objectives
Events can be complex networks of relationships between a disparate body of stakeholders who in turn will have differing priorities in terms of what they wish to achieve. As cited previously, the immediate organisers will prioritise delivering a well received event within budget. Meanwhile, commercial sponsors seek an appropriate level of exposure and return on investment; whereas public bodies wish to see some form of strategic added value whether it be economic or socially driven. Aims and objectives should be kept simple and realistic; mainly because whatever is agreed at the outset will have evaluation implications further downstream.

The broad aim or aims of an event can be established by answering two straightforward questions, namely:

- *What do organisers wish to achieve by staging an event*? and in the case of social impacts
- *What evidence do organisers have of a need or needs being met by the event?*

Similarly, a useful mnemonic to ensure that objectives are clear is to subject them to the 'SMART" test, that is, are the objectives:

- Specific?
- Measurable, and if so how?
- Achievable, and if so how?
- Ranked in order or priority?
- Time limited?

Dependent upon the complexity of the relationships between various event stakeholders, there is likely to be a need to communicate these questions to all parties (including those charged with undertaking any evaluation) to arrive at a consensus about broad aims. This *Manual* and supporting *eventIMPACTS Toolkit* are designed to help close the gap between event aims and the priorities of funders, government (local, regional and national) etc.

When setting aims and objectives for an event,

- First, distinguish between those concerned with the immediate staging of a successful event (for example, attendance, audience engagement with ancillary activities and satisfaction with event attributes) and those concerned with more developmental social

outcomes. The former are concerned with the event and its immediate delivery, whereas the latter implies longer term interventions using the event as a catalyst to bring about change on a before, during and after basis. Clearly there are different scales of complexity involved in evaluating these two types of objectives.

- If the objectives are to engage with, and provide for, socially disadvantaged or marginalised groups, it needs to be recognised that this will require specific approaches and skills that might fall outside the delivery of the event (and the responsibility of event organisers).

- Thus, events targeting these groups or including aims and objectives about *social inclusion* or *community cohesion* will need to work with other bodies to realise their desired outcomes. In trying to achieve impacts around *social inclusion* for example, an event will act as a catalyst upon which to build ancillary activities or interventions but is in itself unlikely to achieve such outcomes.

To further illustrate this point, consider the following hypothetical example of Event A which is funded by UK Sport (as part of its World Class Events Programme). UK Sport has the financial resources and a remit to deliver world class events in furtherance of its elite sport development role. However, UK Sport has no participation, social inclusion or regeneration agenda in its pre-2012 programme objectives; though Sport England, Regional Development Agencies and local authorities may well have such remits. There is nothing to stop organisers of Event A from collaborating with other bodies should they have broader motives for supporting an event than those covered by UK Sport. The point being, that it is important to appraise the policies and priorities of partners when planning to use an event to deliver potential social impacts, as well as ensuring that the aims and objectives of the event are consistent with the remits of the bodies concerned. An illustration of the differing bodies and their differing requirements from Event A is presented in Table 1.

Table 1: Exemplar Event Structure

Requirement	Organiser	Funder	Stakeholder
	National Governing Body	**UK Sport**	**RDA**
Primary	Deliver a well presented event. Deliver the event within budget as per the business plan.	Major international event providing opportunities for UK athletes to sample international competition; and Use home advantage to help produce medal winning elite athletes.	Increase regional GDP via positive economic impacts. Use the event to deliver positive place marketing effects.
Secondary	To develop the NGB infrastructure to deliver quality major events in the future. Provide experience for officials and volunteers.	Increase the UK's influence in international sport. Opportunity to give future elite athletes some high level competitive experience.	Improve the quality of life for residents. Engender feelings of civic pride amongst residents.

When setting aims and objectives, the implications for what objectives actually mean in practice and the requirements for M&E must be better understood as discussed in section 4.2. Not having clearly articulated aims and objectives is the equivalent of *falling at the first hurdle* as without them there can be no basis for systematic, cost effective M&E. As a general rule, objectives usually describe the way in which aims are to be achieved.

4.2. Principle 2: The aim and objectives of events should be subjected to reality checks
Particularly in instances where public money is involved in supporting an event or where stakeholders are making claims about the wider impacts of an event, any such claims should be subjected to more objective and systematic evaluations. Coalter & Taylor (2008) recommends the following lines of enquiry.

- Is the event part of a systematic strategy (e.g. sports development, tourism development), or is it simply part of a hopeful 'trickle down approach, in which the supposed benefits of an event are simply assumed?'

- Is the presentation of the event (especially via media coverage) part of a systematic approach to *place marketing* and re-imaging? Is there an attempt to promote a destination rather than an event or venue?

- If the event is part of a re-imaging strategy, is this aimed at specific target groups (e.g. young 'sports tourists'), or is it simply a more general 'shot gun' approach?

- Is it a one-off event or part of a more general programme of events?

- What is the scope and range of outcomes that could reasonably be included as 'event effects'?

- What is the assumed geographical area for the impact of the event?

- What is the timescale for the measurement of such effects?

- To what extent are organisers concerned with monitoring negative impacts such as: crowding out effects, congestion; loss of amenity; increased crime rates; and environmental damage?

Ancillary activities that might be run alongside the main event (the catalyst) may well cost money in their own right; hence any events with wider objectives may cost more than those without. Thus an important question to consider is whether using additional resources over and above the prime cost of staging an event is the most effective use of funds?

Proposed M&E should also be subjected to reality checks. In the same way that wider impacts might be levered by a programme of activities that incur additional costs to the core costs of running the event, so too M&E is an additional cost and should be carried out in proportion to expense and the likely returns. Not all events will be subjected to formal M&E, but where it is required; the resources committed should be proportionate to the scale of the event and the ambition of the impacts to be measured. As Coalter & Taylor (2008) suggest, small investments in one-off small events are unlikely to provide a justification for substantial programmes of monitoring and evaluation. For larger events, although there is no *rule,* the Scottish Executive commit between 4 and 5% of a total budget to monitoring and evaluation; though this will depend on the overall aims and objectives and the role the event plays in wider and longer-term strategies.

4.3. Principle 3: Monitoring & evaluation should be *bolted in* not *bolted on* to event delivery
M&E should be integrated into event planning at the earliest possible stage. As a general rule of thumb, the latest point at which this should occur is on approval of budgets. In instances where the organisers of an event wish to demonstrate, or claim, a difference between a 'before' and 'after' position, monitoring and evaluation should be committed to in sufficient time to be able to establish baseline positions. M&E (where relevant), could help inform each stage of the event planning, bidding and delivery process. Ideally it should be integrated within:

- The setting of realistic strategic aims and objectives, informed by research into previous events;

- The context of determining which aims and objectives are measurable;

- The implementation of best practice in delivery based on an understanding of lessons learnt from previous events;
- Overall event planning;
- The event itself, including where possible helping to inform event practice; and
- Post event evaluations, reporting and planning for future events.

All too often monitoring and evaluation is left until the last minute when either funds become available or funding bodies insist on certain monitoring and evaluation being undertaken. When requirements are imposed on event organisers or when organisers query the worth of M&E, the net result is that the process is more difficult than it would be in more ideal conditions. All stakeholders affected by M&E should be clear about the requirements of them and should co-operate fully with the monitoring and evaluation team in an atmosphere of mutual trust and understanding. M&E teams need access to certain data and this should be available on request, with organisers being comfortable in the knowledge that this is an essential part of the agreed M&E process. It is difficult to oversell the importance of achieving buy-in and the necessary co-operation from event organisers with respect to the quality of the M&E exercise. Where cooperation is not forthcoming, it has the effect of compromising the quality of M&E and delaying the availability of results.

To achieve robust event evaluations requires a culture change in the way in which M&E is perceived. Event delivery should (where appropriate) incorporate and promote M&E. For example by, providing the research team with requisite access to engage with any groups targeted by the event; promoting surveys on event websites; including research materials in ticket distribution; encouraging participants and attendees to take part in the research via public service announcements at the event; involving event personnel and facilitating access to participants and event documentation. Such requirements should be discussed at the outset between the research team and those commissioning any research (i.e. the *bolt in* phase) in order that all parties are aware of what is required of them.

This point is immediately exemplified when considering the six events in this study. Without wishing to discredit the efforts of event organisers, there were instances at some of the events where better promotion of the research would have resulted in increased engagement amongst those attending; in particular linked to some of the on-line tools employed.

In attempting to *bolt in* M&E to an event, those on the research side need to demonstrate why it is important to evaluate events more thoroughly and systematically for three key reasons.

- First, organisers will be able to demonstrate the successful delivery of their aims, rather than relying on presumed impacts and rhetoric.
- Second, to attract future support from the public, financial backers, and other stakeholders.
- Third, so that organisers can improve their events and understand their participants and audiences better.

M&E therefore needs to meet the needs of event organisers and be able to communicate its findings in ways that suit a variety of audiences. The points outlined under this principle imply the need for closer working relationships between organisers and research teams.

With regard to social objectives – such as educational outcomes for young people – it is also necessary for event organisers to embrace a broader concept of evaluation than is the case at present, including:

- Qualitative approaches;
- Longitudinal research;
- Participatory approaches;

- Measurement of 'distance travelled'.

In reality, the approaches to evaluation are often dependent on the budget available. The costs of M&E should be integral to the planning of events and should be balanced against the relative importance of objectives in terms of whether measurement is essential, desirable or a luxury. Where there is a potential imbalance between the two then the aims and objectives should be revised accordingly, or the M&E should be *bolted in* to those outcomes that are genuinely 'mission critical'.

4.4. Principle 4: Organisers should be required to demonstrate the mechanisms by which planned social impacts will be delivered

For social impacts, such as *increasing participation* or *cultural engagement*, it may be difficult to attribute causality for an outcome to an event, associated activities, or indeed entirely unrelated activities. Not least because events do not occur in a vacuum and behaviour may be influenced by a multitude of additional factors Despite this comment, by considering the issue of causality at the outset it will be possible to subject any desired outcomes to a test of reasonableness. In this section we propose three tests of reasonableness using simple models from management theory, which are in common use and can be rolled out to incorporate events.

4.4.1. Sport development / audience development effects

One of the most simple methods of assessing how events might contribute to the way in which engagement in cultural activities or sports participation is increased, is by using the Ansoff Matrix, which is a technique used to evaluate business strategies. In short, the Ansoff Matrix (see Figure 6) is concerned with evaluating business strategies according to the customers and markets a given course of action is designed to reach.

Figure 6: The Ansoff Matrix

The 'holy grail' for those working in sport development or audience development is to broaden the base of participation by securing new customers (or markets) for existing products. For example, having experienced a major cycling event at first hand will there be some people who wish to take up cycling? If a cycling event is to lead to new participants, what are the strategies or influences that cause somebody who was previously a non-cyclist to take up cycling?

Previous research indicates that those people who attend major events tend, not surprisingly, to be those who are already sensitised to the activity or subject matter being promoted by a given event. Whilst 12% of the adult population might ride their bicycles at least once every four weeks, the corresponding statistic for attendees at the Tour of Britain cycling race is 95%. Therefore, how can those who claim market development effects justify their claims? Our evidence to date is that if there is any sport or audience development effect at an event, it tends to be encouraging those who engage already to increase the frequency of their engagement, that is, a market penetration effect (existing customers making more intensive use of existing products).

4.4.2. Logic chains

Another way of looking at cause and effect is via the use of a logic chain model as shown in Figure 7. This process starts by assessing the extent to which intentions to generate wider social impacts were translated from business plans or funding applications to action on the ground. By taking a logic chain as a starting point (aims & objectives → inputs → activities → outputs →

outcomes → impacts) it is possible to support or disprove arguments that specific social impacts can be attributed to an event, or any related activity around it.

Figure 7: Strategic Approach to Event Evaluation (Logic Chain Model)

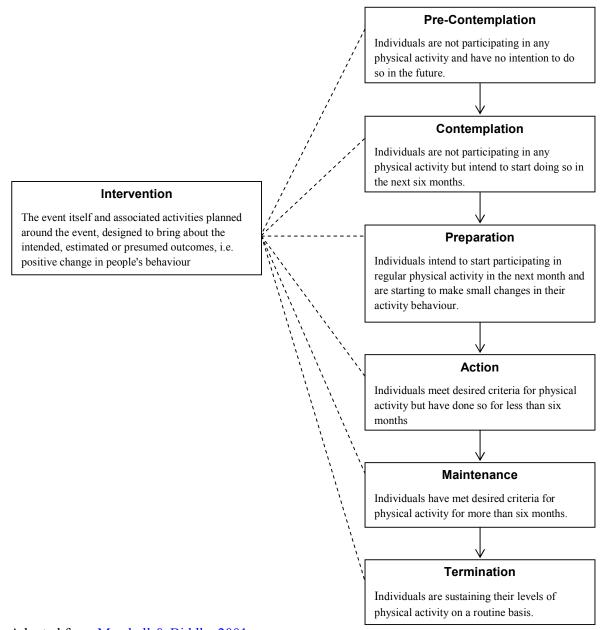|	
AIMS & OBJECTIVES	e.g. Stimulate participation in sport / culture
↓	
INPUTS	Resources: time, money, staff, facilities etc.
↓	
ACTIVITIES	The event and ancillary activities planned around the event
↓	
OUTPUTS	e.g. People attend the event, engage with event related programmes
↓	
OUTCOMES	e.g. People are satisfied, and/or are enthused to take part in activities being promoted
↓	
IMPACTS	e.g. Some positive change in active / passive participation behaviour

4.4.3. Trans Theoretical Model (TTM)

Allied to the use of logic chains, especially when considering the capacity of an event to bring about higher level impacts (such as changes in behaviour); the Trans Theoretical Model of Behaviour Change (TTM) is another tool worthy of consideration. This model helps with the setting of clearly defined aims and objectives and can be used to determine which types of people, at which stage of their engagement with an activity might change their behaviour on the basis of their exposure to an event.

In applying the TTM in an events' context, it should be apparent to organisers that it is highly ambitious to expect an event in isolation to deliver increased participation or engagement. Indeed, as suggested elsewhere in this document, event partners should be engaged to provide ancillary and promotional activities using the event as the lever to (at least) encourage people to think about changing their behaviour.

The TTM is perhaps of most use when considering impacts on participation (see Figure 8). People go through a variety of stages before they actually change their behaviour and M&E strategies can be tailored to assess the 'distance travelled' through these stages towards sustained participation. If increasing participation amongst those attending is a desired outcome of an event, the TTM could help organisers articulate their aims relative to the behavioural stages of the model it is seeking to 'move' people 'from' and 'to'. The concept of 'distance travelled' is equally applicable to impacts linked to *social inclusion*, or behaviour change in young people.

Figure 8: Trans Theoretical Model (Applied to Sport)

Pre-Contemplation

Individuals are not participating in any physical activity and have no intention to do so in the future.

Contemplation

Individuals are not participating in any physical activity but intend to start doing so in the next six months.

Intervention

The event itself and associated activities planned around the event, designed to bring about the intended, estimated or presumed outcomes, i.e. positive change in people's behaviour

Preparation

Individuals intend to start participating in regular physical activity in the next month and are starting to make small changes in their activity behaviour.

Action

Individuals meet desired criteria for physical activity but have done so for less than six months

Maintenance

Individuals have met desired criteria for physical activity for more than six months.

Termination

Individuals are sustaining their levels of physical activity on a routine basis.

Adapted from Marshall & Biddle, 2001

4.5. Principle 5: Accurate crowd estimates are key to accurate monitoring & evaluation

The significance of accurate crowd estimates as key to meaningful evaluation cannot be overstated, especially at free to view (*open access*) events. Exaggerating event crowd sizes compromises the reliability of any M&E that is based on estimates of attendance. This has implications for much of the research being undertaken at events, and it is vital that event organisers recognise the implications of misrepresenting the popularity of an event in terms of spectator or audience numbers. In particular, there should be a clear differentiation made between the number of attendances (throughput) and the number of different people (attenders) who generated the throughput figure. Given the more operational nature of estimating event attendance, we examine this issue in more detail in the accompanying *Toolkit*.

4.6. Principle 6: The value of survey data is entirely dependent on the quality of sampling
Principle six focuses on the need for robust sampling when collecting survey data, especially where any findings are to be aggregated to target populations. Sampling is considered to be an operational element of the project and the eventIMPACTS *Toolkit* presents more detailed information on random sampling, sampling error, sample sizes relative to specific target populations and the implications for M&E at events.

Having presented the six principles of good practice for assessing event impacts, we now return to examine environmental impacts in more detail.

5. EVENT ENVIRONMENTAL IMPACTS

Having provided some context to the measurement of event environmental impacts in section 3.3, we now assess in more detail the likely impacts and where these might arise, and associated management and measurement processes. However, before providing such detail it is worth considering the concept of *sustainable development* as defined in the Brundtland Report (1987)[4].

> *Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*

The sustainability agenda will be increasingly at the forefront of public consciousness in the lead up to the 2012 London Olympic Games and if the definition above could filter into the psyche of event organisers, this would be an excellent starting point to any M&E.

5.1. *What* type of impacts and *where* will they arise?
'Events' may be responsible for a set of environmental impacts that vary in nature, timescale and in geographic location. Each type of effect should be considered by an event as part of any environmental management and monitoring system, although all may not need action.

Event related impacts can be ***direct, local and immediate***. Examples might include damage to natural habitat (or remediation of brownfield land) that arises as a result of event hosting. Direct impacts may be quite subtle encompassing implicit losses to the services derived from the natural environment and which need to be addressed via site-specific environmental impact assessments.

Climate change linked emissions arising from spectator travel or infrastructure development are examples of impacts that are ***direct, global and longer-term***. The damage is not just localised (but can be significant in global-aggregate), and temperature effects might take decades to arise. Here events need to concentrate on the 'input' (e.g. fuel / energy use) whilst relying on wider society or science to provide the explicit link to the 'outcome'.

Event stakeholders should also consider impacts that are ***indirect***. These might include, on the global scale, carbon emissions that were consequent on the production of event merchandise even when they are directly attributable to third party suppliers, often far away. Other, local examples might be any environmental damage caused by contractors in the construction of event venues.

There must also be an explicit approach to impacts where an event can be considered as having a ***partial*** responsibility. An example here would be travel emissions by event attendees who are on multi-purpose trips – for example, a visitor from Australia who has come to the UK to attend rugby internationals, but also to visit family; or the portion of responsibility that can be attributed to the FA Cup for Wembley Stadium's environmental footprint.

Any comprehensive assessment of event impacts should cover these bases, however unlikely it is that all can be directly measured or ameliorated by the event in question. Even if only a rough

---

[4] The Brundtland Commission, formally the World Commission on Environment and Development (WCED), produced a report on sustainable development in 1987 entitled *Our Common Future* (a.k.a. *The Brundtland Report*).

appreciation of the likely relative size of direct, indirect or partial impacts is possible, this can nevertheless inform an event's prioritisation of actions and general approach to environmental monitoring and management.

Figure 9 illustrates the type of environmental impacts that event organisers may consider relative to the resources available for any monitoring and evaluation.
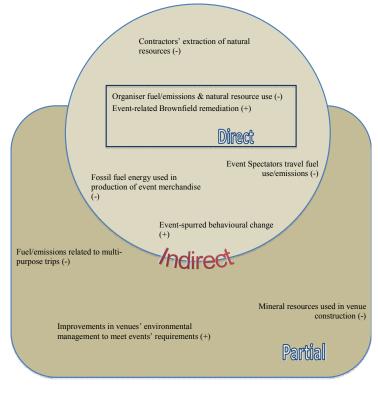
Figure 9: The Boundaries of Event Responsibility?

Contractors' extraction of natural resources (-)

Organiser fuel/emissions & natural resource use (-)
Event-related Brownfield remediation (+)

Direct

Event Spectators travel fuel use/emissions (-)

Fossil fuel energy used in production of event merchandise (-)

Event-spurred behavioural change (+)

Fuel/emissions related to multi-purpose trips (-)

Indirect

Mineral resources used in venue construction (-)

Improvements in venues' environmental management to meet events' requirements (+)

Partial

5.2. *What* sort of management and measurement?

The variety of environmental impacts associated with events (as detailed in Figure 9) has required a number of approaches to environmental impact assessment. Such assessments can be *quantitative and 'outcome' oriented* (e.g. carbon footprints) or *qualitative and 'process' oriented* (e.g. sustainable procurement strategies; attainment of Standards). Either, or a mix of both may be appropriate for specific events.

Qualitative, process-oriented environmental management will examine the portfolio of actions undertaken in support of an event, and seek to improve the environmental performance and environmental management systems associated with these activities. It has some similarities with quality assurance approaches, and International and British Standards are in development to help events in this area. These approaches have many benefits. As actions are based on existing activities, they are transparent and communicable, and intuitive for organisers; they can yield immediate benefits, because practicable actions will be identified and prioritised. There are, however, limitations. The actions taken may not be those most effective in ameliorating impact, due to the lack of an external reference framework against which to prioritise (i.e. the 'low hanging fruit' may not be very important). Hence conflicts over the prioritisation of scarce resources or time may not be easy to resolve. Also, because these approaches examine an existing set of actions, they may encourage incremental rather than radical, transformative actions, when it may be the latter that are appropriate.

Meanwhile, ***quantitative, outcome-oriented*** measurement approaches have very different characteristics. For example, the *ecological footprint* involves a series of complex calculations

to estimate how much resource a person, country or event uses compared to a fair, global 'one planet' share. *Carbon footprints* are conceptually simpler (although difficult in practice) requiring only an estimate of the climate change emissions consequent on an event. Quantitative approaches offer benefits in prioritising event actions (e.g. those with the biggest carbon savings per £), and make reference to external frameworks that are widely familiar. Setting very tough numerical targets might encourage a radical appraisal of how an event has to change to survive. Measurement can, however, be resource intensive. Moreover, the link from action to outcome will usually require outside expertise. Related measurement techniques are constantly developing, and different consultancies already offer differing 'products', which may be problematic.

The example below relates to reporting of environmental impacts connected with the 2004 FA Cup Final at the Millennium Stadium in Cardiff (Collins et al, 2007).

A large part of the FA Cup footprint was caused by people travelling to the match by car, said Dr Collins. "If match day travel by car could be replaced by coach travel, there would be 6,500 fewer cars on the road, and an additional 209 coaches, and the environmental impact could be reduced by as much as 24 per cent, the equivalent of 399 football pitches," Dr Collins said.

The **ecological footprint** of the match could also have been reduced significantly if there had been recycling of waste, Dr Flynn said. This was not done because the local council did not distribute rubbish bins because of security fears.

"Recycling food and drink packaging alone could reduce the footprint of waste by as much as 14 per cent," Dr Flynn said.

The Independent, April 2005

5.3. *When* do I need to act?
The answer to this question is *yesterday*. Emerging evidence from the UK Sport pilot study is unequivocal: *the earlier environmental management is incorporated into event planning, the more effective are actions and outcomes*. This has strong implications for how and when event organisers incorporate environmental actions into the planning of their one-off or repeated event. Effectively, there are real advantages where environmental monitoring and management processes are *bolted in* to event organisation rather than *bolted on* to already-developed management structures as an afterthought or PR exercise.

This evidence is consistent with much of the commentary around social impacts of events referred to previously, and raises a key issue that will influence the likelihood of guaranteeing wider social impacts as well as environmental good management: the extent to which the event is strategically planned, and over what period. It is to be expected that there will be a degree of 'instrumentalism' in the management of events: that is to say event organisers will manage and measure those elements that they are obliged to in order to attract funding, or be successful in a bidding process. Hitherto, there has been a limited requirement to display coherent, grounded and explicit environmental management and evaluative actions, which are evidence-based and where results are measureable. In the UK, this is changing, and it will be difficult for events to demonstrate their environmental good management without reference to a wider strategic event management structure.

Environmental actions are best developed at the earliest planning stages, when the goals for the event are first set: here, events that seek to partner with UK Sport (and other agencies) can show how they are addressing 'impact' and 'legacy' in their widest forms, incorporating economic, social and environmental aspects. Early and explicit consideration of how an event impinges on these different spheres will reveal potential synergies and conflicts, help an organiser to understand where an event is organisationally strong or weak, and shed light on how an organiser might work towards levering the largest and longest lasting legacies, thus addressing public policy demands within the context of an event (or event programme) that is viable, risk-aware and successful in a sporting or cultural sense. For events that are one-off or peripatetic,

this is also the opportunity to develop an exit strategy which guarantees the sustainability of environmental and other actions, for example by identifying which partners will be responsible for specific actions after the core event team has been dissolved or has moved on.

Consistent with an approach outlined previously in the social impacts section, Figure 10 details the logic chain an event should follow when considering the extent of its environmental impacts.
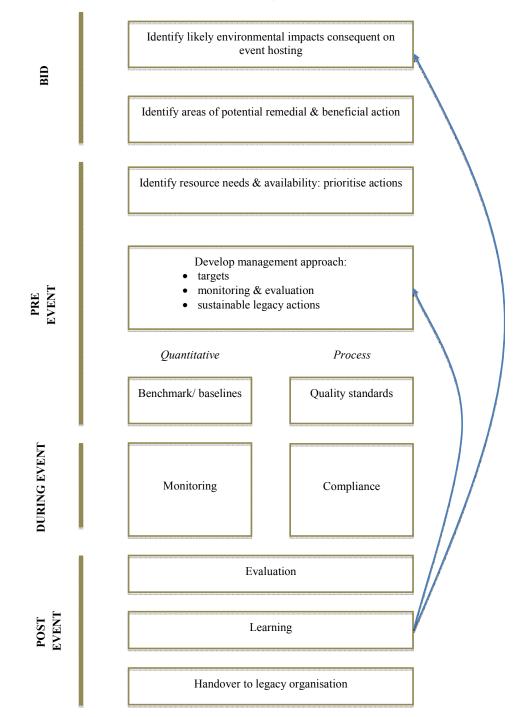
Figure 10: Logic Chain Model for Environmental Impacts

Recognising that the decision to conduct any event impact assessment is often dependent upon available resources, we now consider the way forward for event organisers.

5.4. *How* can I move forward?

Ultimately, the companion material to this document will comprise a toolkit for event managers and organisers wishing to make sense of the various management and measurement options that can help classify and understand environmental impact. Prior to embarking upon a detailed examination of the options, managers should consider the following basic questions which will help them decide what options are most realistic and practicable in their own context:

- ***What are the most important impacts?*** – Given the nature of the event, can a prior estimate be made of which impacts are likely to take priority? For example, an event that utilises existing infrastructure but attracts a large number of overseas attendees or participants might expect to focus on travel behaviours and carbon footprinting.

- ***What variables link to these impacts?*** – If an assessment of the likely 'big hitting' impacts can be made, are there variables that can be tracked which have a strong relationship with the outcome/impact in question? In the above example, a monitoring of the mode and distance of attendee travel, together with actions to encourage more sustainable travel patterns, would be favoured.

- ***Are these practically measurable and can they be influenced?*** – Organisers should only target variables and behaviours that can be adequately measured and influenced given the level and mix of resources available. There is no point in an event promising to bring about radical, sustained behavioural change if these claims are not credible or verifiable. To reiterate the point made in relation to social impacts; modest but demonstrable achievement will be more appropriate than excessive rhetoric.

- ***What is the mix of in-house or third party resources?*** – Some management and measurement may be undertaken in house, some by third parties/consultancies. An assessment of the personnel and financial resources available – and how these will be provided if they are currently inadequate – will be required to guide future action.

- ***Will the results influence future event management?*** – Measurement actions are only worthwhile if they influence future event management, either of the event in question, or of events in the UK more generally (through dissemination of best practice). Organisers should consider how best to structure, schedule and communicate environmental actions such that the results inform better, more effective management in an incremental fashion.

Put simply the points made above should lead event organisers to consider the following questions when deciding upon their environmental monitoring and evaluation:

1. What does the indicator attempt to measure?
2. What perspective on event sustainability does the indicator provide?
3. Does the indicator link to wider policy objectives (e.g. national level greenhouse gas targets)?
4. Is the indicator relevant to the wider stakeholder community?
5. Is the indicator readily understandable, can it be developed in a transparent fashion?
6. Will the indicator aid comparison with other events, and aid development of event benchmarks?
7. What are the development costs and practicalities in deriving the indicator?

5.5. *Who* should be involved?

Event bodies alone cannot implement the holistic approach to event environmental management suggested by this document. There are a number of limitations that are here to stay, both technical and resource-related. This means that events will partner with others to deliver

environmental management, and the identification of core and tangential stakeholder groups will be critical. These often overlapping groups will include (but not be limited to):

- *Sport sector stakeholders*, such as UK Sport and the sub-national agencies, governing bodies and international agencies;

- *Local stakeholders,* including affected host communities, local authorities, regional development agencies and venues;

- *Technical partners*, such as environmental, management and economic consultancies;

- *Private Industry*, either in a sponsorship or funding role, or as event suppliers;

- *Event participants and attendees*, without whom the intrinsic worth of the event is lost, and without whose support no event is viable, let alone 'sustainable'.

This is a complex context, and different partners will require different forms of interaction and information regarding the environmental management of an event or programme. This can best be delivered as part of a dedicated event communication and networking strategy that takes explicit account of;

- The 'inter-institutional' structure that will best meet event objectives;

- The inputs expected from partners, and when they will arise;

- The outcomes expected by partners;

- The nature and 'milestones' of information dissemination.

The early development of such a document, even in outline helps manage expectations across partners and also helps event organisers maximise the dissemination of information regarding their approaches to environmental management.

6. CONCLUDING REMARKS

This document provides an account of the processes through which organisers and their partners should go in planning and then delivering on the intended outcomes of events. The document is complementary to the evaluation *Toolkit* for social and environmental impacts. From the research undertaken at the various events underpinning this project there are four key points emerging.

1. There is a need for greater clarity amongst organisers in articulating the aims and objectives of their events.

2. Social and environmental impacts have not been priorities for event organisers to monitor and evaluate in the recent past.

3. In the few instances where social and environmental impacts have been cited as formal objectives there tends to be a lack of clarity as to how such objectives will be operationalised, delivered and measured.

4. M&E has been *bolted on* rather than *bolted in* to event planning. The net effect of this last point means that stakeholder buy-in has been of variable quality and research design has been compromised as a result.

7. REFERENCES

Brundtland Commission (1987). *Our Common Future.* Oxford: Oxford University Press. ISBN 0-19-282080-X.

Coalter, F. & Taylor, J. (2008). *Large Scale Sports Events: Event Impact Framework.* Report to UK Sport, Dept of Sport Studies, University of Stirling.

Collins, A., Flynn, A., Munday, M. and Roberts, A. (2007) Assessing the Environmental Consequences of Major Sporting Events: The 2003/04 FA Cup Final, *Urban Studies*, 44(3), 457-476.

Crabbe, T. (2006). 'Going the distance': Impact, journeys and distance travelled. *Third Interim National Positive Futures Case Study Research Report*, London, Home Office.

Department for Children, Schools and Families (2007). *Aiming High for Young People*, p4, London: DCSF:

Department for Education and Skills (2004): *Every Child Matters: Change for Children*, London: DfES

Fredline, L., Jago, L. and Derry. M. (2003). The Development of a Generic Scale to Measure the Social Impacts of Events, *Event Management*, 8, 23-37.

Getz, D. and Fairley, S. (2004). Media Management at Sports Events for Destination Promotion: Case Studies and Concepts, *Event Management*, 8(3), 127-139.

Vanclay, F. (2003). Social Impact Assessment - International Principles. *IAIA Special Publication Series 2, May 2003,* North Dakota: International Association for Impact Assessment.

Marshall, S.J. and Biddle, S.J.H. (2001). "The Transtheoretical Model of Behavior Change: A meta-analysis of applications to physical activity and exercise", *Annals of Behavioral Medicine*, 234, October 2001, 229-246, ISSN 15324796.

Mules, T. (1999). Estimating the Economic Impact of an Event on a Local Government Area, Region, State or Territory. In K. Corcoran, A. Allcock, T. Frost and L. Johnson (eds) *BTR Occasional Paper No. 28, Valuing Tourism: Methods and Techniques,* , Bureau of Tourism Research, Canberra, New South Wales, Chapter 5, 33-44.

Oldenboom, E.R. (2006). *Costs and Benefits of Major Sports Events: A Case Study of Euro 2000*, Amsterdam, Meer Waarde Onderzoeksadvies.

Preuss, H. (2004). *The Economics of Staging the Olympic Games: A Comparison of the Games 1972-2008*, Cheltenham, Edward Elgar.

Ritchie, J.R.B. and Smith, B.H. (1991). The Impact of a Mega Event on Host Region Awareness: A Longitudinal Study, *Journal of Travel Research*, 1, 3-10.

Scottish Government (2008). Commonwealth Games in Glasgow in 2014 – Delivering a lasting legacy for Scotland*: Interim Games Legacy Plan for Scotland*, Games Legacy Team, 18 December 2008:

Shibli, S. and Coleman, R.J. (2005). Economic Impact and Place Marketing Evaluation: A Case Study of the World Snooker Championship. *International Journal of Event Management Research,* Vol. 1(1), 13-29.

Shibli, S. and Gratton, C. (2001). The Economic Impact of Two Major Sporting Events in Two of the UK's 'National Cities of Sport'. In C. Gratton and I. Henry (eds) *Sport in the City: The Role of Sport in Economic and Social Regeneration*, London, Routledge.

Smith, A. (2001). Sporting a New Image? Sport-based Regeneration Strategies as a Means of Enhancing the Image of the City Tourist Destination, in C. Gratton and I.P. Henry (eds) *Sport in the City: The Role of Sport in Economic and Social Regeneration*, London, Routledge.

UK Sport (1999). *Major Events Blueprint: Measuring Success*. Prepared by the Leisure Industries Research Centre, Sheffield Hallam University. London, UK Sport.

UK Sport (2004). *Measuring Success 2: The Economic Impact of Major Sports Events.* Prepared by the Sport Industry Research Centre, Sheffield Hallam University. London, UK Sport. Available at www.uksport.gov.uk/pages/economic_impact_of_major_sports_events/

UK Sport (2007). *Measuring Success 3: The Economic Impact of Six Major Sports Events.* Prepared by the Sport Industry Research Centre, Sheffield Hallam University. London, UK Sport. Available at www.uksport.gov.uk/assets/File/Measuring%20Success%203%20-%20Overview%20of%20Findings.pdf