

"Our Games Our Legacy" for Leicester and Leicestershire

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“Our Games Our Legacy” for Leicester and Leicestershire

An empirical study of the London 2012 Games
legacy outcomes for a non-hosting region

Executive Summary

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Executive Summary

The London 2012 Olympic and Paralympic Games was the biggest sporting events in the UK's history. When the announcement was made in July 2005 that London had been awarded the 2012 Olympic and Paralympic Games, a group of local stakeholders (e.g. Chief Executives of local authorities and sport advocates) envisaged this as a unique opportunity for Leicester and Leicestershire to raise their profile; and recognised the potential for the sub-region to use the Games as a catalyst to drive forward economic, sporting and social development.

Subsequently, a Leicester and Leicestershire 2012 Legacy Steering Group, consisting of multiple-agencies, was established to provide strategic direction and co-ordinated action for Leicestershire on matters relating to 2012 Games-inspired activities. Inspiring Leicestershire – a small team with dedicated human and resource capacity – acted as a conduit to the steering group, and provided support for all 2012 Games-related activities across the sub-region.

Inspire Leicestershire, Children & Young People (CYP) Legacy, and LeicesterShire and Rutland County Sport Partnership (LRS) were concerned to obtain an external evaluation of the impact of the Games and therefore tasked the Centre for Olympic Studies and Research at Loughborough University to produce an independent assessment of impact. The study incorporated work for a doctoral piece of research was conducted between October 2010 and December 2012. Findings and conclusions are therefore a reflection of information which could be sourced in this time period.

This report explores the nature of such impact across the seven Leicestershire 2012 priority strands (i.e. *business, sport and physical activity, health and well-being, visitor economy, children and young people, volunteering, and culture*) identified by the steering group in its initial strategy document, with specific reference to the seven legacy programmes delivered in the sub-region. The seven legacy programmes were as follows:

CompeteFor, Workplace Challenge, Get Set, My Games My Legacy (MGML), Sport Makers, Games Maker, and Tourism STEAM data.

Cost and benefit implications of Inspire Leicestershire project

The Inspire Leicestershire legacy programme, operating over three years, with a total of £416,000 funding from *emda* and local authorities, offered considerable value for money.

Breaking down the total expenditure, the largest portion of the total spending contributed to **Human Resource** (overheads/staffing costs were £330,000 over the course of the programme period). However, in return, this small legacy team committed to deliver and develop 2012 related activities and to facilitate the required communication between partners. The team provided a resource unique to the sub-region within the region, and one which existed in few, if any, other non-hosting regions. The headline achievements delivered by this programme are highlighted as follows.

With around £20,000 spending on **Events**, a number of landmark events were either directly organised or provided in cooperation with other agencies by Inspire Leicestershire. These proved to be successful in terms of numbers attracted and media attention and raised the profile of the sub-region. The Legacy programme milestone events include:

- ✚ A series of Games 'counting down' events (e.g. '500 Day Event' and '100 Days to the Games');
- ✚ MGML Patchwork Pledge Blanket related events (e.g. re-launching Event and Exhibition Launch Event);
- ✚ 'International Paralympic Day Celebration';
- ✚ 'Chairman's Reception for Sport';
- ✚ 'UK Inspire Day Live Site';
- ✚ 'Olympic Torch Relay for Leicestershire';
- ✚ 'SportsFest and Paralympic Flame Event';
- ✚ 'MGML Celebration Event'.

Around £50,000 spending on **Marketing and Promotion** helped to increase awareness of the London Games and benefited local authorities and partner organisations through:

- ✚ A sub-regional website which was regularly maintained and updated - 68,614 visits to the website, of which 68% were first-time visitor;

- ✚ Over 10,000 people signed up to the quarterly newsletter;
- ✚ During Games times, a peak of 2,562 followers on Twitter;
- ✚ Access to elite athletes; local ambassadors used to champion legacy from the outset
- ✚ Significant TV, Radio and Press coverage for localities;
- ✚ By working together with Loughborough University, provision of a robust, independent, and academically endorsed piece of research and evidence base;
- ✚ Public and media relations were also enhanced;
- ✚ My Games My Legacy merchandise was made available to enhance promotion.

Headline achievements per theme¹

Business and Visitor Economy

- ✚ 78 businesses in the county won 176 **Games related contracts** (highest in the East Midlands) worth over £110 million to the local area;
- ✚ The hosted **Olympic Torch Relay** across Leicestershire was seen as a prominent opportunity for enabling people from across the county to engage with the Games, and for the tourism attractions as well. An estimated 194,500 people and 40 schools participated in the Olympic Torch Relay (spectators/audiences);
- ✚ 16,500 people attended the **Evening Celebration Event** of the Olympic Torch Relay in Leicester. On the night of the evening celebration, 62 local restaurants and bars participated in the Big Eat, boosting restaurant revenue by an estimated £174,000;
- ✚ Loughborough University successfully hosted the Team GB's **Pre-Games Training Camp** which was seen as an opportunity to raise the profile, to bring economic impact to the area, and to build further relationships. During a six week period, 524 of the 541 athletes from all of the 26 Olympic sports selected visited the training camp; approximately 200 athletes from 13 sports utilised the facilities on campus.

¹ The headline information was provided by the operational event/programme leaders, but not drawn based on a primary source. For the details of evaluation notes please refer to Section 4.1 of the main report.

Sport and Physical Activity

- ✚ 19 sport projects were awarded the London 2012 **Inspire Mark**;
- ✚ An overall success of delivering (or coordinating) the **Places People Play** initiative (e.g. *Sportivate, Sport Makers, Inspired Facilities*);
- ✚ Hosting of the inaugural 2012 Leicester-Shire and Rutland **School Games Championships**;
- ✚ Developing and leading a series of **local legacy initiatives**, including *Olympian/Paralympic athlete tour, Active Together Workplace Challenge, Go Gold, Legacy Makers, Local Sport Alliances*.

Health and Well-being

- ✚ A multi-sports 6 week programme, '**Playing 4 Health**', was delivered by local professional sports clubs and involved 66 targeted Leicester primary schools. It will be carried out again and expanded in the next academic year;
- ✚ A local 12 week programme '**Healthy Lifestyle Club**' engaged 50 young people (11-16 year olds) from Leicester, aiming to change their lifestyle through nutritional awareness sessions and physical activity interventions;
- ✚ A Cultural Olympiad 'Big Dance' related project, **Routes**, was carried out to inspire a small group of 'inactive' participants to develop creative walks as a playful way to experience their local parks and environment;
- ✚ A physical activity promotion campaign, **Leicester Gets Active 4 Life**, will be launched once the national Games4Life campaign has finished, to adopt its questionnaire and continue offering a personalised physical activity planner;
- ✚ '**Ride Leicester**' cycling initiatives including a targeted workplace challenge to increase levels of cycling, with a target of 14,000 new and returning cyclists;
- ✚ A programme of taster activity was delivered via '**Give It A Go**' to encourage more new people to try a sport or activity by signposting to local e.g. community sports clubs;
- ✚ 2 health projects were awarded the London 2012 **Inspire Mark**.

Children and Young People

- ✚ Over 90% local schools and colleges registered for the **Get Set** educational programme (compared with 85% nationally);
- ✚ Over 78% schools and colleges were in the **Get Set Network** (compared with 66% nationally);
- ✚ 8 Get Set Network schools in Leicester and Leicestershire formed a **Guard of Honour** at the Opening Ceremony of the 2012 Games;
- ✚ Ticket share numbers for the county showed that 72% of schools eligible took up the option of **free tickets**;
- ✚ Over 1,000 CYP took part in the legacy programme **key milestone events**;
- ✚ 52 **Well Sports Foundation** school visits, which involved Olympic athletes visiting schools to deliver free and educational workshops, took place in the county reaching over 8,000 young people;
- ✚ 5 educational projects were awarded the London 2012 **Inspire Mark**.

Culture

- ✚ **Igniting Ambition** was a five-year cultural programme for the East Midlands from 2008, and was considered as the key driver for the region's contribution to the UK Cultural Olympiad. A range of cultural festivals or showcases events were delivered in Leicestershire, e.g. 2009 Leicester Special Olympics, 2010 Leicestershire Igniting Ambition Festival;
- ✚ **The 2012 Cultural Olympiad** in the East Midlands was the coming together of several different programmes that were developed over the past four years including, e.g. Igniting Ambition, Unlimited, Inspire and Festival 2012. Activities delivered in Leicestershire included, e.g. Leicestershire Children's Book Prize, engaging estimated over 30,000 children taking part; over 30,000 children took part in the Summer Reading Challenge – Stories of the World project;
- ✚ Squared a total of 22,000 **My Games My Legacy patchwork** made up a London 2012 inspired blanket (measured approx. 500 square metres). Over 2000 **legacy pledges** were made. The staging of the project was celebrated in a legacy plaque at the Olympic Park;
- ✚ 16 cultural projects were awarded the London 2012 **Inspire Mark**;
- ✚ Hosted a full dress rehearsal of the **Olympic Torch Relay** (the only place in the UK).

Volunteering

- ✚ Over 1,000 Leicestershire volunteers were recruited and trained through **Sport@Val**, providing a large and diverse volunteer workforce;
- ✚ 62 local London 2012 Games Makers were supported by the Leicester and **Leicestershire Games Maker Grant Scheme**;
- ✚ 5 volunteer projects were awarded the London 2012 **Inspire Mark**;
- ✚ 561 Leicestershire **Sport Makers** were supported to activate sport for their friends and community, of which 73 reported volunteered over 10 hours since their registration.

Conclusions and lessons learnt

During the course of the legacy programme, there were enhanced benefits for Leicestershire and Leicester City on many different levels. Details of particular initiatives subject to investigation include the following:

Benefits for **business** – evidence collected for the *CompeteFor* programme suggests that, Leicestershire achieved a high level of performance in East Midlands, in terms of the number of businesses registered and published, and total contract wins. However, any ‘displacement’ effect (in terms of contracts which would have been let had the Games *not* gone ahead) was not taken into account; local businesses benefitted from the networking events and seminars, being supported in the programme registration, and in bidding for the contracts; the experience of engaging with the programme was intended to be beneficial for Leicestershire businesses to establish networks, and to be able to compete effectively for contracts relating to other sporting events in the future, which suggested a potential positive business legacy of the Games (see Section 4.2 of the main report and Appendices 7.2 for details).

Benefits of **sport** – statistical results of the *Workplace Challenge* programme indicate that, 52% of the respondents either agreed or strongly agreed that taking part in the programme motivated their participation in sport and leisure activities; 62% of the respondents reported that they were participating in moderate intensity physical activity for 150 minutes or more per week, compared with the prior level of participation in the programme (31%). Key stakeholder interviews signified that, although the existence of the programmes was not directly attributable to the Games, its effectiveness was probably enhanced as the message of the ‘London 2012 Games’ had been

emphasized together with some of the key programme activities and events. In addition, the stakeholders' intention of sustaining the programme suggested a potential sporting legacy for Leicestershire (see Section 4.2 of the main report and Appendices 7.3 for details).

Benefits for **children and young people** – qualitative data from the *Get Set* programme evaluation indicates that, through learning the Olympic and Paralympic values and involvement with the programme, students gained knowledge of the Games and its values; their social skills were reported as improved (e.g. boosting confidence, showing respect to teachers and students, improving leadership); and they had opportunities to try different sports (in particular Paralympic sport). However, although some schools reported an improvement in sport participation, school attainment and attendance, it was difficult to pinpoint whether those were directly attributable to the programme, as other additional factors cannot be ignored (e.g. having improved school management system, recruiting a committed new sports coach, having adopted other new educational programmes). In addition, for the majority of the schools where interviews were conducted, strong views were expressed regarding the intention of maintaining Get Set related activities, which suggested a potential legacy for children and young people (see Section 4.2 of the main report and Appendices 7.4 for details).

Benefits of **culture** – the participants of the *My Games My Legacy Patchwork Pledge* programme reported a general improvement in health factors (both physical and psychological for the largely elderly participants); as well as gaining social benefits from their engagement in the programme (e.g. meeting new friends, and establishing social bonding). The Legacy Pledge Campaign involved over 2000 local people who were asked to consider what kinds of impacts London 2012 would have on them, and it was intended to encourage participants to commit themselves to a legacy pledge that they had made with implications for their actions in the future (see Section 4.2 of the main report and Appendices 7.5).

Benefits of **volunteering** – two volunteering programme evaluations (i.e. *Sport Makers* and *Games Maker*) suggest that, the branding of the Olympics appeared to work effectively to attract more volunteers, but the sustainability of their volunteering behaviour was too early to identify. Although Leicestershire Games Makers respondents indicated that they would have volunteered for the Games anyway even without being awarded the Grant, this was based on the premise that they would have had savings to cover the costs. Therefore, it suggests that, if any non-hosting region

intends to encourage local people to be involved such an event in the manner of volunteering, adequate financial support from local authorities would have worked more effectively to encourage those participants who had little or no income, or only worked for the minimum wage (e.g. students, part-time employees). In addition, the respondents stated their intention to continue volunteering for their communities and promoting volunteering in the local community, which suggested a potential volunteering legacy (see Section 4.2 of the main report and Appendices 7.6, and 7.7 for details).

But most of all, the 2012 Games were a platform from which to practice Leicestershire partnership planning and working. Partnerships provided not only funding but expertise and experience. This demonstrated the sub-region's ability to mobilise the right skills and resources necessary to leverage the legacy of the Games, and to work together towards a common goal.

Learning from the experience of the Leicestershire legacy programme there are a range of lessons which stakeholders will need to take forward. These include:

Lesson 1: A reduced number of strategic foci would have been likely to reduce the number of conflicts existing in relation to priorities across different strands.

Lesson 2: Feedback from some stakeholders on the strategic document suggested that it perhaps would have been preferable to identify the key linkages between the nature of the event (i.e. London 2012 Olympics) and different agencies' policy priorities at an early stage. Key stakeholders should be fully engaged throughout the process, to make sure that a shared understanding of the possible potential benefits and actions between the department and delivery partners can be achieved. Such an approach would have been seen to be more likely to result in a detailed strategic document, with relevant operational targets and measurement indicators.

Lesson 3: The life cycle of Inspire Leicestershire was across a particularly turbulent period in economic, political, and social terms (with recession, change of central government, London riots). The ability to revisit priorities in the strategy to reflect changing context would have been further facilitated if a 'mixed-scanning' approach to planning have been adopted, with strategic goals being revisited periodically and confirmed, amended or revised.

Lesson 4: There may be a danger that legacy gains will be lost unless the organisations or

stakeholders involved continue to leverage the legacy that Games would provide. One of the means of communication which may be adopted would be web-based information and forum resources promoted through email contact to e.g. individuals who had volunteered or participated in legacy initiatives. Spaces for telling 'stories' of the Games, 'forums for participants', and 'information pages' about future opportunities could be effective media for generating and celebrating legacy.

Lesson 5: Making the most of the London 2012 Games for Leicestershire requires concrete legacy plans for long-term benefits. Improved working relationships between sub-regional and regional partners were created up to 2012. This should be capitalised upon as a basis for future projects. In order to use the unique experience and skills gained from the Olympics, to inform the development of the Leicestershire local authorities and key partners' thinking regarding the legacy of the Games, it is important to set up detailed plans on, e.g. bidding for hosting of major showcase events, ensuring more volunteering opportunities to be identified to make a better use of the volunteering base.

Lesson 6: The success of maximising the benefits of London hosting the Games has raised the potential for sport, cultural and social prospects for Leicestershire. At the national level, in order to sustain the legacy of the Games, the government has been working on attracting over 70 international major sporting events (referred to as the 'Gold Event Series' strategy) to the UK. It means that sporting organisations and local authorities should be prepared and start to plan ahead for maximising the benefits (economic, sporting and social) of the UK staging the upcoming events, to continue the momentum generated by London 2012 at the sub-regional level. In addition, long-term benefits of the Games are worth evaluating to provide an evidence-base for policy analysis in the future event, and acting as a bench mark for other regions.