

Community and Sport Legacies

Professors Kristine Toohey & Chris Auld
Griffith Business School

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Outline of Session

→ Community and Sport Legacies

→ Health

- International trends and the role of community sport CA

→ Elite Performance and Mass Participation KT

- Compatible or conflicting priorities?
- The politics of sport policy CA/KT

→ What are stakeholders and why are they important? K

→ Case study CA

→ **OUTPUT:** Mapping legacy stakeholders

Elite Performance and Mass Participation Compatible or conflicting priorities?



- The social, economic, health benefits of mass participation are a major justification for public funding of sport events (trickle down effect)
- There has been **no evidence** collected or collated that any previous Games has raised participation (this is not the same thing as not having raised participation) and, secondly, no previous Games has employed strategies towards raising physical activity or sport participation (Weed, Coren and Fiore, 2009: 8)



Research shows that

- No Games prior to the London 2012 Olympics appear to have employed strategies that should explicitly, and potentially, raise physical activity or sport participation.
See <http://www.london.nhs.uk/publications/independent-publications/independent-reports/a-systematic-review-of-the-evidence-base-for-developing-a-physical-activity-and-health-legacy-from-the-london-2012-olympic-and-paralympic-games>
- Festival effect: only influences sedentary or pre-contemplative
- Demonstration effect: role models have only limited impact: athletic success does not readily translate to more sport engagement. (Lyle, 2009 Sporting success, role models and participation: a policy related review, sportscotland).
- Festival and demonstration effects are short term and only “once-in-a-lifetime”

Research shows that

- Links between major sporting events and community participation need to be strategically planned and implemented
- Should include improvement of facilities and emphasis on recreational sport participation and physical activity.
- Event related initiatives should be effectively linked to long-term programmes to secure sustained sport engagement
- Range of services and opportunities for participation increased.
- Tailor for local people in their own communities
- Link to clear communications to educate about the benefits of physical activity

Data b
Source

| HEADLINE INDICATORS | Scotland | Glasgow | East End | Source |
|--|----------|---------|----------|--------|
| INTERMEDIATE OUTCOME: Increase physical activity and participation in sport | | | | |
| A1: % of population participating in moderate exercise at recommended levels | ✓ | ✓ | GW | SHeS |
| A2: % of children participating in moderate exercise at recommended levels | ✓ | ✓ | GW | SHeS |
| A3 : % of adults with low levels of physical activity | ✓ | ✓ | GW | SHeS |
| A4: % of children with low levels of physical activity | ✓ | ✓ | GW | SHeS |
| A5: % of adult population participating in sport | ✓ | ✓ | GW | SHS |
| A6: % of children participating in sport | ✓ | ✓ | GW | SHeS |
| A7: Awareness of Physical Activity Recommendations | ✓ | X | X | SHeS |
| A8: % of adults making one or more visits to the outdoors per week | ✓ | X | X | SRS |
| A9: % of adults walking more than 30 minutes for recreation | ✓ | ✓ | GW | SHS |
| A10: Active travel to work | ✓ | ✓ | X | SHS |
| INTERMEDIATE OUTCOME: Improve the active infrastructure (people and places) | | | | |
| A11: GVA – sport and leisure | ✓ | ✓ | X | ABS |
| A12: Employment– sport and leisure | ✓ | ✓ | X | ABS |
| A13: Ultimate Sports Cities : ranking and score (Ranking) | X | ✓ | X | SB |
| INTERMEDIATE OUTCOME: Improve Scottish Sporting Success | | | | |
| A14: Sporting Success | TBD | TBD | TBD | |

✓ Available x Not available GW – available through GoWell TBD – to be determined

SHeS- Scottish Health Survey; SRS- Scottish Recreation Survey; SHS- Scottish Household Survey , ABS – Annual Business Survey; SB – Sportsbusiness, *Glasgow Greater Glasgow & Clyde (GGC) Area if the data is from the Scottish Health Survey, and the City of Glasgow local authority area if the data is from the Scottish Household Survey

‡ Note that different wordings of questions in the GoWell survey mean that the figures will not be directly comparable with the SHeS and SHS.

The politics of sport policy

- After the Sydney 2000 Games unease in sport that much federal funding would be redirected to agendas other than sport
- In 2001 *Backing Australia's Sporting Ability* (BASA) policy direction and funding continued to favour elite sport.
- 2001-2005 additional \$A161.6 million allocated to sport
- Total Fed govt. funding for sport = record \$A547 million.
- Elite sport = \$A408 million (approx. 75%).
- Federal government seeking outcomes other than increased physical activity
- Strategic move towards implementing activities/programmes that can be evaluated more easily and effectively than recreational ones (Stewart, Nicholson, Smith and Westerbeek).
- Continuing preoccupation with elite athlete development
- Australia is currently challenging the US for the 'title' of the world's fattest country.

In terms of health, sport policy could be classified as a 'market failure'

Figure 1. Obesity rates

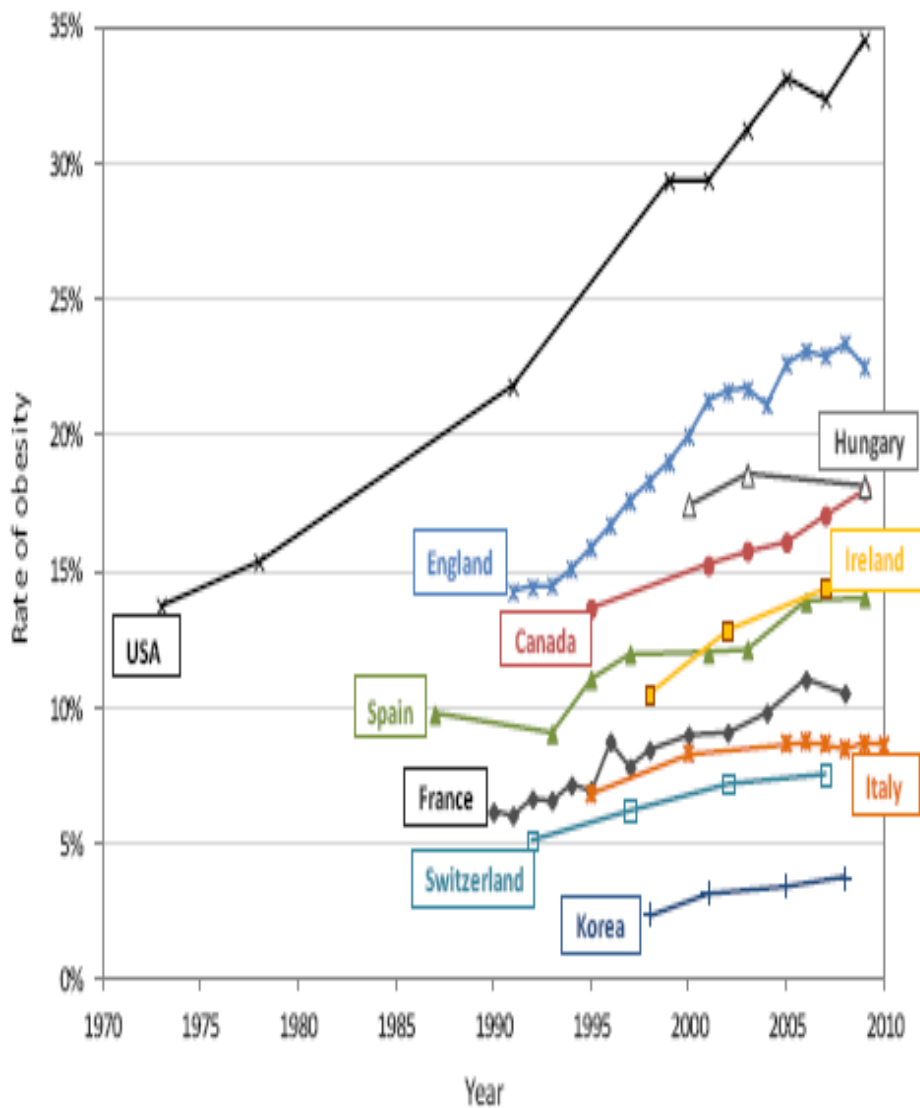
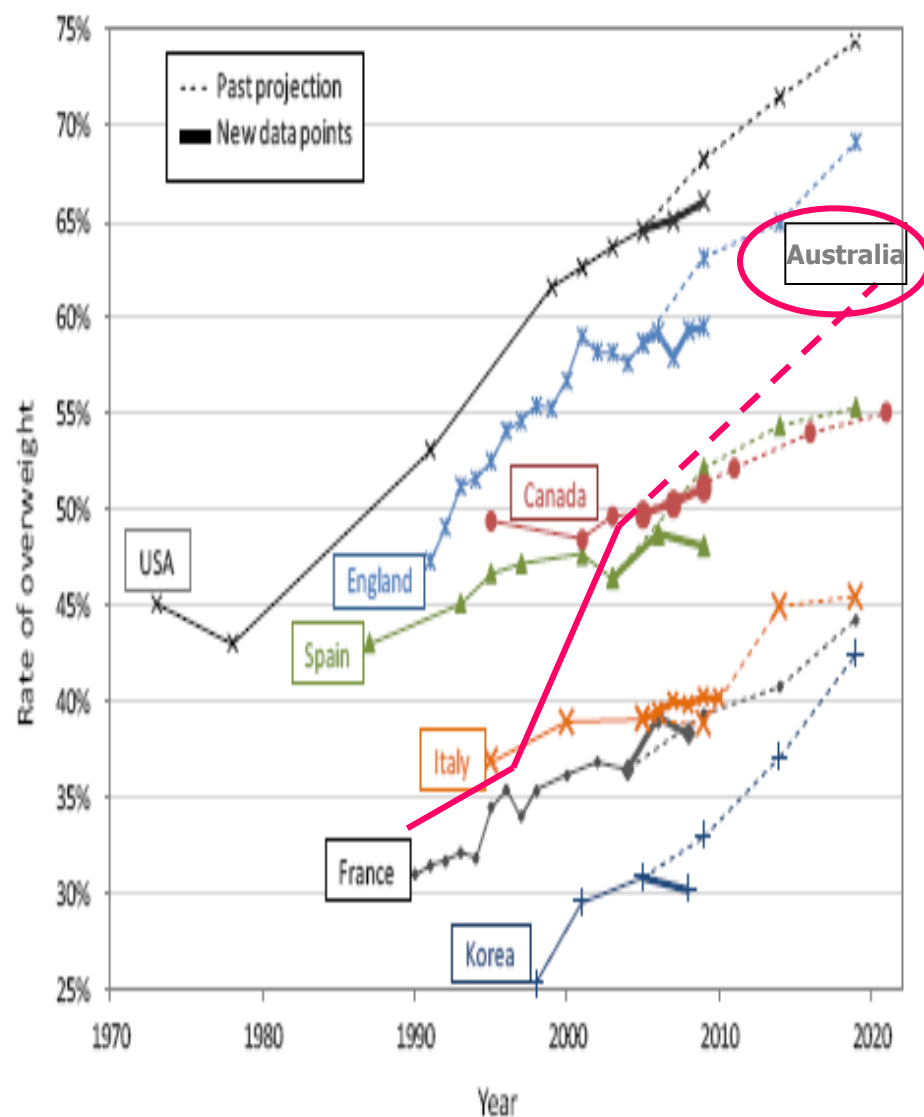


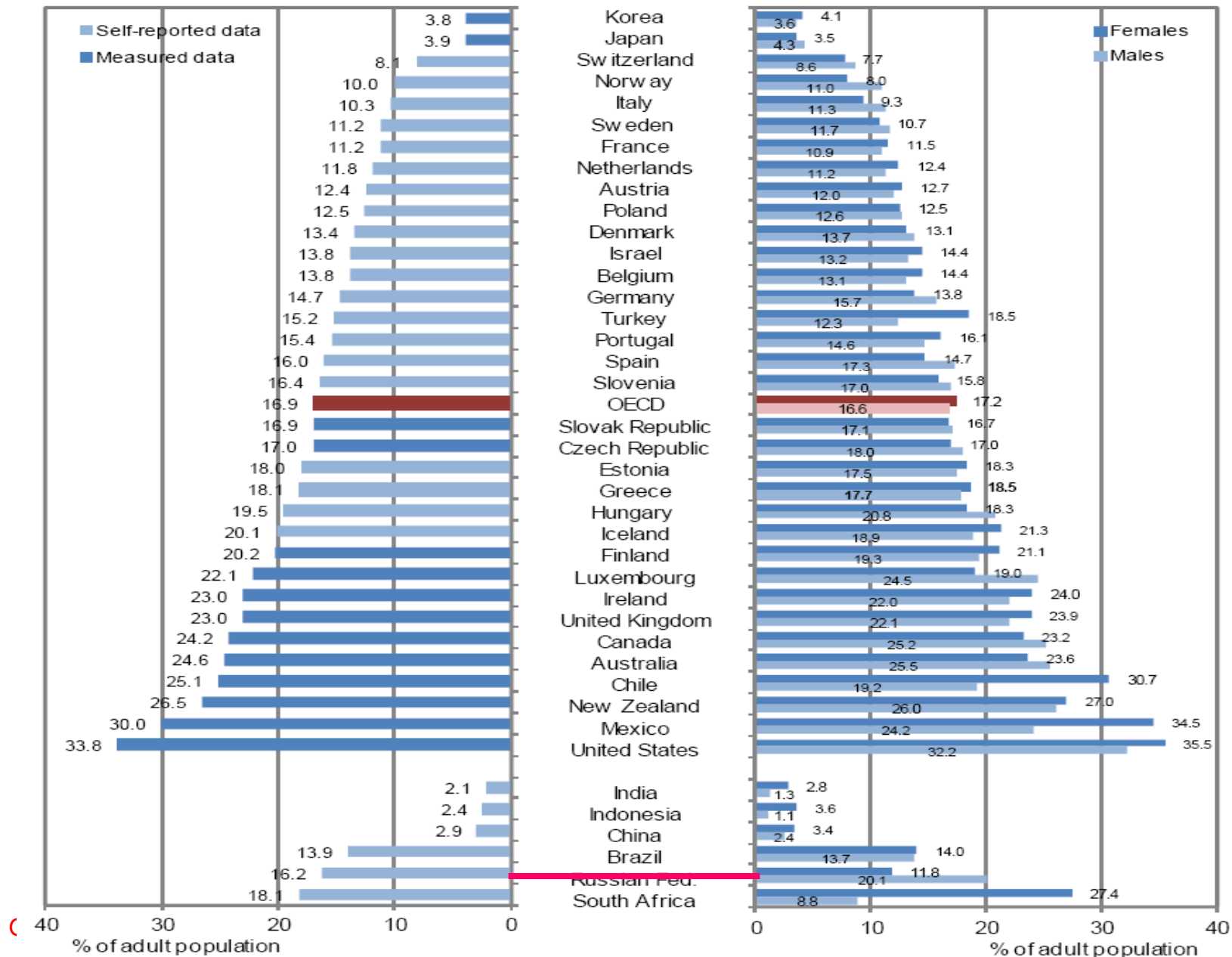
Figure 2. Overweight rates



OECD, 2012 : Based on WHO: adults with BMI between 25-30 defined as overweight, and those with BMI 30+ as obese

Appendix: obesity rates in the OECD and beyond

Obesity rates among adults, 2009 (or nearest year)

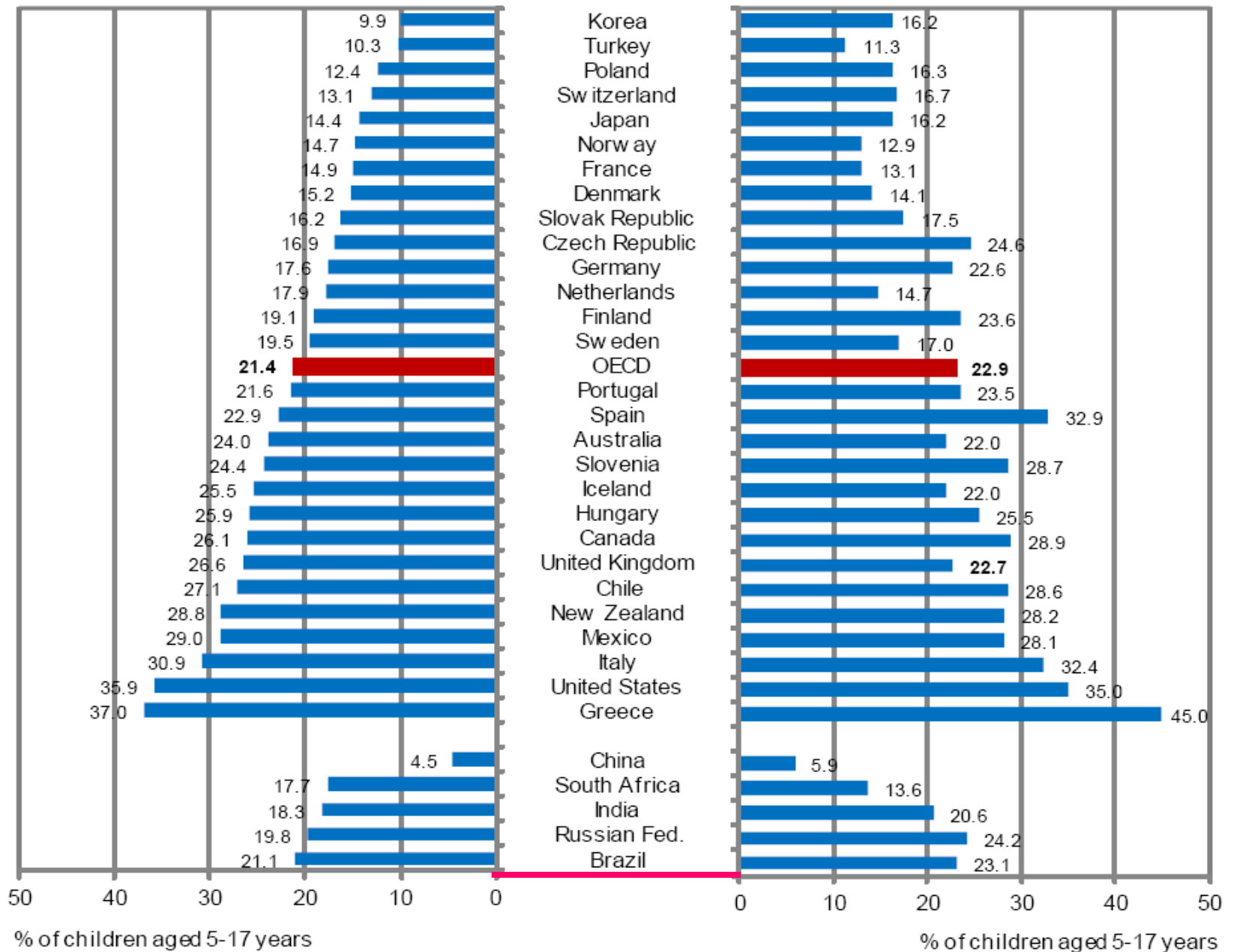


Source: OECD Health Data 2011; national sources for non-OECD countries.

Children aged 5-17 years who are overweight (including obese), latest available estimates

Girls

Boys



Source: International Association for the Study of Obesity (2011).

The politics of sport policy – policy paradox

How to facilitate livability, health and identity in a socially and fiscally responsible manner?

The politics of sport policy

- What is the purpose of government in this context?
- How important is public input?
- How to negate strength of sport lobby and naivety of politicians through policy informed by research?
- How to seek a mutually beneficial relationship - not a free ride for sport? Can subsidies be justified in era of budget pressure?

The politics of sport policy

- Can revenue be earmarked for community sport as well as elite?
- How to ensure viable local clubs and competitions?
- How can non-economic issues be better articulated?

What is a stakeholder?

- A stakeholder is any individual or group who can affect, or is affected by, the operations of an organisation (Freeman, 1984)
 - Differentiate between those ***with an interest*** and those that ***can influence***
- Stakeholders have something “at stake” i.e. something of value invested
- It is important for organisations to recognise the needs / motives / expectations of their stakeholders

What is a stakeholder?

- Involuntary
- Voluntary
- Cooperative
- Competitive
- Adversarial

Examples

Event owners

Government – federal, state, local
Government agencies

Event management staff /
volunteers

Facility owners / operators

Equipment / resource / service
suppliers, i.e. food and
merchandise outlets

Broadcasters / media

Sponsors
Corporate hospitality guests
(VIPs)

Spectators and fans (local and
tourists)

Athletes / participants
Coaches / athlete entourage
Sport organisations –
international, national, state level
Other Commonwealth countries

Officials

Examples of different 'stakes'

- City marketers – shape image of city, stimulate economy
- Tourism marketers – reach specific target markets, position destination
- Governments – build community spirit, create jobs / boost economy
- Politicians – appeal to constituents
- Sponsors – increase brand awareness, launch new products
- Sport and recreation organisations – promote involvement in sport, get new facilities and opportunities
- Other?

Why interact with stakeholders?

To avoid:

- loss of support
 - poor performance
 - stakeholder retribution
 - organisational failure
- (Bryson, 2004)

Stakeholder influence strategies:

- withholding resources
- controlling the use of resources
- lobbying

Examples

Understanding key stakeholders

- What do they expect from the organisation?
- Why is the organisation important to them?
- How important is the organisation to them?
- What are their attitudes and values?

Key considerations in stakeholder management

What is of interest to stakeholders?

- How resources are distributed
- Who is involved or excluded from decision making
- How they are being treated
- Whether their concerns are being taken seriously

Examples

Decisions about what sports are included

Decisions about location of venues

Who benefits from infrastructure projects?

A successful legacy project requires you to:

- Know who your stakeholders are
- Know what your stakeholders want
- Look for alignments / win-win situations

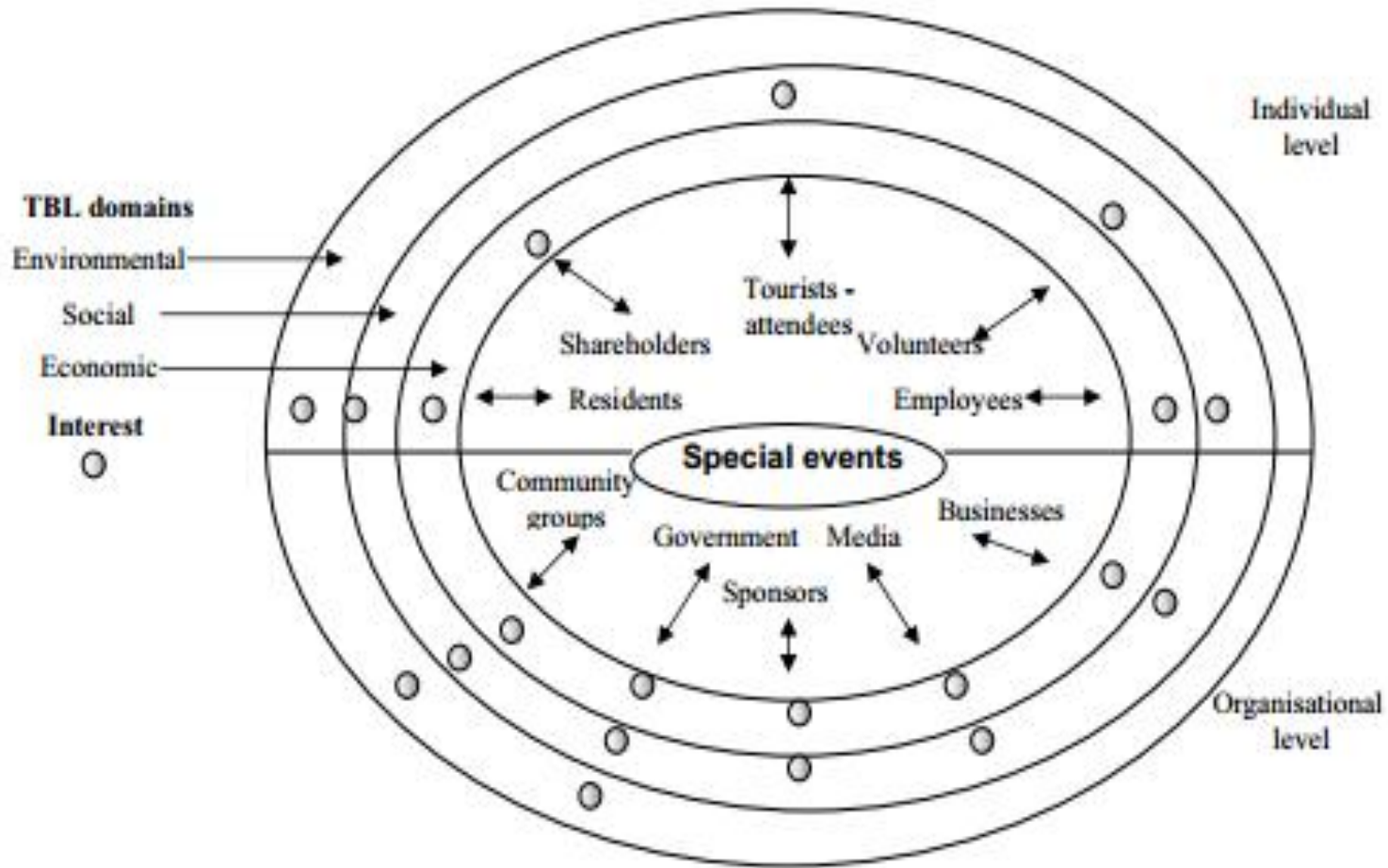


Figure 1. TBL Primary Stakeholder Map.

LEGACY PROJECT ACTION PLAN

Name

Organisation

Project Title

| Legacy Objectives | Actions | KPIs and Target Date | Who (Internal/ External) | Resources Required | Legacy Evaluation Method |
|-------------------|---------|----------------------|-----------------------------|-----------------------|-----------------------------|
| 1 | | | | | |
| 2 | | | | | |
| 3 | | | | | |
| 4 | | | | | |
| 5 | | | | | |

QUESTIONS/DISCUSSION

