

## GLA Events Steering Group (GESG) New Event Proposal Form

Date of GESG meeting: 17 April 2018

Title of paper: 2019 & 2020 FINA Diving World Series

To be presented by: Kevin Evans

Report Author: Kevin Evans

Sponsoring Mayoral Advisor/Director: Leah Kreitzman

### 1. Executive Summary

- 1.1 British Swimming, the national governing body of swimming in the UK, has applied to the GLA for support towards delivery of a London leg of the 2019 and 2020 FINA Diving World Series, to be held at the London Aquatics Centre in May 2019 and May 2020.
- 1.2 British Swimming has applied for:
- 1.2.1 A financial contribution of £80,000 from the GLA Major Sports Events Fund towards event staging costs in 2019.
- 1.2.2 A financial contribution of £70,000 from the GLA Major Sports Events Fund towards event staging costs in 2020.
- 1.2.3 The GLA to share an underwrite agreement with UK Sport and British Swimming, up to the value of £33,000 per year (total £66,000).
- 1.3 Evaluated against the GLA’s Major Sports Events Assessment Criteria, the application scored as follows:

Criteria	Assessment Score	Comment
Economic Impact	<b>Bronze</b>	<ul style="list-style-type: none"> <li>• Return on GLA investment 6:1 (£930k)</li> <li>– Non-London spectator/attendee spend and event organiser spend in Greater London economy.</li> </ul>
Broadcast/Exposure	<b>Silver</b>	<ul style="list-style-type: none"> <li>• Key Markets – UK and China</li> <li>• Strong social/online media potential</li> </ul>
Community Engagement	<b>Silver</b>	<ul style="list-style-type: none"> <li>• Scored 14/21</li> <li>• Overall good concept</li> <li>• Interest in diving is high</li> <li>• Need to expand beyond QEOP.</li> </ul>

## **2. Recommendations**

- 2.1 That approval is given for the GLA to contribute up to £80,000 from the Major Sports Events Budget towards delivery of a London leg of the 2019 FINA Diving World Series.
- 2.2 That approval is given for the GLA to contribute up to £70,000 from the Major Sports Events Budget towards delivery of a London leg of the 2020 FINA Diving World Series.
- 2.3 That approval is given for the GLA to ring-fence £33,000 from the Major Sports Events Budget as an equal three-way contribution (with British Swimming and UK Sport) towards the event underwrite in both 2019 and 2020 (total ring-fenced underwrite being £66,000).
- 2.4 Funding will be subject to the following conditions:
  - 2.4.1 The ring-fenced event underwrite is not able to be drawn down against a shortfall in commercial sponsorship income.
  - 2.4.2 Application for UK Sport funding is successful.
  - 2.4.3 Stage 2 Community Engagement application is approved by Matthew Ryder.
  - 2.4.4 British Swimming is able to secure access to the Amateur Swimming Association's (ASA) participation database in order to promote ticket sales, possibly through a 'membership pre-sale' (see paragraph 6.1).

## **3. Introduction and Background**

- 3.1 The FINA Diving World Series is an annual six-leg international diving competition for the world's best divers to compete across eight diving disciplines. It is the most prestigious annual diving competition in the world and each leg consists of three days of competition. Only the Olympic Games and the World Aquatics Championships host higher profile diving competitions.
- 3.2 The event is a top priority for British Swimming and for the GB Diving Squad. There is a commitment from British Swimming that the best British divers would compete (subject to injury), including: Tom Daley, Jack Laugher, Dan Goodfellow, Chris Mears, Grace Reid and Katherine Torrance.
- 3.3 The 2020 event will be one of the final opportunities for athletes to qualify for the Tokyo Olympic Games and is likely to receive greater domestic and international interest and coverage as a result.
- 3.4 The London Aquatics Centre has hosted the event twice before, in 2014 and 2015. A cash contribution of £70k was provided by LLDC in 2014, with the same amount contributed from the GLA's Major Sports Events Fund in 2015.
- 3.5 Approval was given by GESG in April 2017 to support a leg of the FINA diving World Series in 2018 with a grant of £70,000. However, due to a number of factors, British Swimming did not eventually bid for the event to be staged in London. This was primarily due to a lack of certainty around prize money contributions from FINA and the timeframes for mobilising commercial sponsorship leads.

- 3.6 LLDC has confirmed its support for the application and has offered to contribute two days venue hire free of charge as a value in kind contribution to the event.

#### 4. Rationale for Mayoral Support

- 4.1 Hosting a leg of the 2018 FINA Diving World Series would contribute towards realising the Mayor’s ambition for London to be the undisputed sporting capital of the world through luring even more global sports events to the capital.

##### Economic Impact

- 4.2 Total direct economic impact in the Greater London economy as a result of both events is estimated at £930k. This represents a return on the GLA’s proposed £150k investment of 6:1 (exceeding the bronze scoring threshold).

4.2.1 Based on previous versions of the FINA Diving World Series hosted in London, British Swimming has estimated (based on the eventIMPACTS evaluation methodology) that total expenditure in the Greater London economy by non-London spectators and attendees as a result of the events will be c£550k.

4.2.2 Direct expenditure in the Greater London economy by the event organiser (new money) is estimated at £380k.

- 4.3 The grant requested of the GLA would contribute towards a total event budget of £1m.

- 4.4 In addition to the GLA’s grant, British Swimming is seeking £300k from Government through UK Sport.

##### Broadcast/Exposure

- 4.5 The FINA Diving World Series regularly receives good global and domestic TV broadcast coverage. Based on previous versions of the event and likely audience figures in 2019/20, the application received a score of 6 out of 12 (exceeding the silver scoring threshold). Marks were afforded as follows:

<b>Territory</b>	<b>Score (out of 3)</b>	<b>Comments</b>
UK	2	400k viewers on BBC 3 in 2015, plus 1m cumulative viewers on BBC Red Button.
Europe	1	Confirmation of broadcast in a number of countries, but no insight on audience numbers.
USA	1	Confirmation of broadcast in a number of countries, but no insight on audience numbers.
Growing global markets	2	Audience figures of 3m+ in China in 2017 (for Chinese legs of the event, so conservative estimates used for calculating score)..

- 4.6 The event has a strong potential reach on social/digital media. Luke Marshall-Waterfield, GLA Head of Digital Communications has provided the following comments on the application:

*“Diving has caught the attention of more casual sports viewers, with growing awareness of the sport driven by social media engagement around recent World and Olympic championships. British athletes such as Tom Daley have amassed significant social media followings (Tom Daley has 2.6 million Twitter followers, 1.7 million Instagram followers, 2.7 million Facebook fans) – and can drive major awareness of their sport online. The sports itself is also a spectacular event, with a format that easily translates into the most popular types of social media content (short videos and gifs).”*

## Community Engagement

4.7 British Swimming’s application has been reviewed and scored against the Community Engagement (Stage 1) assessment criteria. The application scored 14 out of 21 (exceeding the silver scoring threshold).

4.8 David Gentles, London Sport Relationship Manager (Aquatics) has provided the following comments on the application:

*“Overall, the concept is good and we would welcome working with them at an early stage to help develop the community plan. From experience the profile and draw of diving has never been higher. I would like to see the schools work, assemblies, school visits etc. to not just be focussed around the Olympic park but other diving facilities across London.”*

4.9 As per paragraph 2.4.3, should British Swimming’s application for event funding be successful, we will work with them and London Sport to develop their community engagement plans over the coming months. We would seek Matthew Ryder’s formal approval of their community project no later than December 2018.

## Comments

4.10 Comments have been obtained from the following:

<b>Team</b>	<b>Person</b>	<b>Notes/Approval</b>
LLDC	Peter Tudor – Director of Visitor Services	LLDC welcomes the bid and the opportunity to bring the FINA Diving Series back to London.
GLA Digital Communications Team	Luke Waterfield	See paragraph 4.5
London Sport	David Gentles – Relationship Manager (Aquatics)	See paragraph 4.7

## **6. Risks arising / mitigation**

6.1 Marketing/Ticket Sales –

6.1.1 Risk - British Swimming has struggled in recent years to create cut-through in their marketing activities and drive ticket sales for events. Poor ticket sales would expose the GLA to additional costs through the proposed approach to underwriting the event and cause reputational damage with empty seats during the event.

6.1.2 Mitigation – We have worked with British Swimming in the build up to their application submission to strengthen the budget available for marketing

activities. British Swimming has recently concluded an internal restructure, with greater emphasis on marketing throughout the organisation (a new post for a Marketing Director has been recruited and agency partners appointed to drive marketing activities). Additionally, we have sought assurance about access to the ASA's participant database in order to promote ticket sales to the aquatics membership base.

## 6.2 Sponsorship

6.2.1 Risk – The current budget is showing unsecured sponsorship revenue of £90k in 2019 and £120k in 2020.

6.2.2 Mitigation – British Swimming is in advance discussions with a number of potential commercial partners and is confident of securing this should the event be secured in London. We propose a condition of funding as per 2.4.1 to ensure the GLA is not exposed to additional financial risk from sponsorship.

## 6.3 Underwrite exposure

6.3.1 Risk – Should GESG agree to the GLA contributing 1/3 of the event underwrite, there is the risk of exposure to additional costs should the budget be in deficit.

6.3.2 Mitigation – Close monitoring of the budget and event planning through GLA membership of the event steering group.

## 7. Financial Overview

7.1 This proposal will require the contribution of £150,000 in grant from the GLA's Major Sports Events Budget, with a further £66,000 ring-fenced for event underwrite. The Major Sports Events budget has sufficient uncommitted funds to cater for this request.

## 8. Next steps

8.1 The next steps are summarised below:

<b>Activity</b>	<b>Timeline</b>
UK Sport funding approved	April 2018
Bid to international federation submitted	July 2018
Event Steering Group formed	September 2018
Stage 2 Community Engagement proposal approved	December 2018
Event held	May 2019 and 2020

## Appendices:

Appendix 1 - British Swimming application form

## **LONDON: HOME OF WORLD CLASS SPORT FUNDING APPLICATION**

### **INTRODUCTION**

<b>Name of Event:</b>	FINA Diving World Series
<b>Date of Event:</b>	May 2019, May 2020
<b>Location of Event:</b>	London Aquatics Centre, Queen Elizabeth Olympic Park
<b>Award Applicant:</b>	Rebecca McCreath
<b>National Governing Body:</b>	British Swimming
Fédération Internationale de Natation (FINA)	Fédération Internationale de Natation (FINA)
<b>Cash Request from London:</b>	£80,000 for 2019 £70,000 for 2020

### **Summary of Event**

**Short narrative providing a summary of the event and how hosting the event in London will support the Mayor of London's vision to remain the No. 1 destination for world-class sport.**

The FINA Diving World Series (FDWS) is a high-profile competition offering an annual meeting opportunity for the world's top 8 divers in each event. This prestigious and exclusive event invites internationally-recognised divers, mostly medallists from previous Olympics, World Championships and World Cups.

Running between March-May every year, approximately 70 divers exhibit their prowess in a four-leg competition format which features ten events: women's and men's 3m springboard, 10m platform, 3m springboard synchro and 10m platform synchro. All are included in the Olympic programme. Each leg in the Series is held over three days with qualification (prelims) in the morning and finals in the afternoon or evening.

The 2015 edition featured for the first time 2 mixed events, 3m and 10m synchro. 16 countries and 88 divers participated in the 2017 Series, with Great Britain finishing second in the medal table. In addition to 1st, 2nd and 3rd place cash prizes for each event in each stage there is an overall series prize for each event. A total prize money of USD 1'350'000 is distributed in the Series.

Launched in 2007 by diving powerhouses Great Britain, China and Mexico, other countries have since joined the "club" as host organisers: Canada, Qatar, Russia and the United Arab Emirates, boosting the sport's exposure on the international scene.

The event is held in accordance with the FINA rules and regulations.

British Swimming in conjunction with London and UK Sport will need to bid to

host this event for the next three years. To do so, a bid document will be required to be sent to FINA in early May 2018 following the outcome of the UK Sport Major Events Panel on 25<sup>th</sup> April. British Swimming have already engaged with FINA regarding our intention to host the event for 2019- 2020 and later 2021. We are fully aware that FINA are keen to bring the event to the UK, specifically to the city of London, and believe that if we were able to submit a bid it is highly likely to be successful.

The dates and cities of the other legs of the 2019 FINA Diving World Series have already been confirmed, so we need to send our proposal to FINA as soon as we know the outcome of the UK Sport funding request. This does mean we have to work around the other dates in 2019, likely meaning a late-May London leg. We are currently holding two weekends at LAC. FINA are in the process of confirming cities now for 2020 too, so being able to confirm two consecutive years with intention to bid for a third, would put us in a strong position for the future. Because 2021 falls in the next funding cycle for UK Sport, they are unable to offer any financial contribution at this stage. They are however willing to accept a request for the 2021 event following the bid for 2019 and 2020. With this in mind, we are currently only requesting financial contributions from GLA and UK Sport for 2019 and 2020.

In line with our new events strategy British Swimming intend to bid to host this event for three consecutive years as part of our Diving performance programme. Having discussed with FINA, UK Sport, London (GLA, LLDC, GLL) we are progressing with a bid to host the three-year event in London only. In 2018 we had originally proposed taking the event to Edinburgh in the second year, however following the feedback from UKS regarding the importance of the commercial strategy for this event, we feel that we are better positioned commercially if we bid for the event to be held in London only. Our new approach is based around building strong commercial partners over the 3 year period seeing the event grow each year as awareness and local following also increase. A strategic marketing and ticketing plan will complement this approach.

### **How does the event fit within the wider NGB major event strategy for London and the rest of the UK?**

British Swimming have recently set out our Major Events Strategy taking us up to 2024 and outlining the key events we aspire to host for both performance reasons but also for raising the profile of each of our disciplines.

From our domestic calendar we are able to create clear a performance pathway for our athletes leading them to success on the international stage by providing them with vital competition experience to then establish their benchmark meets each year leading towards Olympic success. Through staging major events we will link our performance programmes to European and World aquatics which not only facilitates our athletes achieving their performance goals but simultaneously will build interest in the sport and our various disciplines.

Following the unprecedented success in the Rio Olympic and Paralympic Games, the major events strategy for 2016-2024 sets out the framework of events to achieve the strategic objectives set out below with a clear focus on excelling at the Olympic and Paralympic Games in Tokyo 2020 and beyond.

In addition to our annual domestic calendar, we have identified major events that we have a desire to host based on a range of objectives:

- Fits with the Performance Programme
- Greater exposure of the sport – marketing benefits/increasing spectator base
- Media opportunities – potential broadcast partners, digital

- Commercial benefits – potential to partnerships
- Financial opportunities to both the host city in economic impact and British Swimming

Our ability to host international events is hinged on our established relationships with the host cities. Our domestic calendar allows us to work closely with the various cities to ensure these relationships are as effective as possible and venues, stakeholders and volunteers are all working together ready for the international stage. With increasing competition from other potential host cities around the world London is a fundamental host city on our strategy for both domestic and international events and we are keen to ensure events come to the city at least on a biannual basis.

The FINA Diving World Series is a performance critical event for British Diving and where better to host it than in one of the worlds most connected cities and a world class venue. Having consulted the British divers, the London Aquatics Centre is unrivalled in its attraction to teams given the variety of hotels, shops and restaurants all within walking distance of one of the best diving facilities in the world.

British Swimming were extremely disappointed when we were not able to secure the support and funding from UKS to host a leg of the DWS in 2018. As a result, considerable time has been put into establishing a strong commercial strategy to support the new 3 year bid. From a performance perspective, not hosting a leg of the DWS is detrimental to the development of our performance pathway athletes. As a host country we would be able to secure positions for every round of the DWS therefore the implications on hosting go even further than the experience we can offer on the home leg but actually include the entire series.

### **How will the event support London's ambition to remain the number 1 destination for world-class sport?**

This prestigious, exclusive event promotes awareness for countries that are renowned for diving, while fostering the discipline's growth in the host nations and other parts of the world. The series provides a solid global marketing platform for sponsors and a promotional vehicle for FINA and for the development of diving.

Overall, the FDWS also aims to increase international exposure to the sport of diving, which has been an Olympic sport for men since 1904 and women since 1912. This means that the series will simultaneously bring fantastic exposure for London both as a host venue and as a leader in world class sport.

### **How will the event support the elite performance and wider participation objectives associated with the legacy of the Queen Elizabeth Olympic Park?**

The FINA DWS series sees the best athletes in the world of diving attend this high profile event meaning the world elite divers will be performing in the Aquatics Centre. This facilitates a fantastic opportunity to raise the profile of existing participation programmes already in place but also to allow new initiatives to be launched supported by the elite athletes.

This is a key event for the British Divers and they have a proven track record of doing well throughout the world series events. At the 2017 World Series, we won 13 medals, at the 2016 World Series we won 12 medals, but at the 2015 World Series where Great Britain (London) hosted a leg, we won 20. There is a commitment from British Swimming that the best divers would be competing (subject to being injury free) with the following all expected to be there: Tom



Daley, Jack Laughler, Dan Goodfellow, Chris Mears, Grace Reid and Katherine Torrance. Indeed one of the key benefits for hosting a leg on home ground is that as a host we have the benefit of being able to bring a larger team which is something we would welcome the ability to take advantage of.

Participation at the home leg of the WS will give us great advantages. The crowd's support (family members, friends, fans on the stands), the 'home' venue, the 'home' media and TV coverage will significantly enhance the motivation and the spirit of the team. As well as the above World Series medal figures from the last time we hosted a leg, we can also see the positive effect of a home venue on medals from the European Championships 2016 which London Aquatics Centre hosted; we won 11 medals compared to the previous European Championships where we only won 2.

As hosts of the event, British Diving has the opportunity to involve more support and sports science staff, development coaches and even young divers which provides a great opportunity for the programme as a whole.

A targeted community engagement programme will be developed between British Swimming, Swim England, Sport England and London to ensure that Londoners are engaged with the event. As many volunteers as possible will be locally sourced, a schools programme will be in place to ensure children of all ages and backgrounds are given exposure to this world class sport and initiatives will be in place to help facilitate people getting involved in diving. There is clearly a huge benefit to being able to plan a three year engagement programme with the local community, rather than just a one year for a one-off event. On top of this, the event will facilitate judges schools to allow a new wave of British judges to be trained.

## HOST CITY SUPPORT

### Request for Host City Support

#### Overview of the elements of the potential support from London that you wish to apply for.

British Swimming are requesting support from London in 4 areas:

1. Cash contribution towards the costs associated with the delivery of this prestigious event
2. Financial underwrite or shared underwrite of the event
3. Support with sourcing local volunteers
4. Support with marketing and PR

LLDC have committed in writing to provide two days free of charge venue hire per year for this event, as well as marketing support across their (and GLL's) channels.

As we are bidding for the event across two years, we have created a separate budget for each year. We are currently only focussing on the budget for 2019 and 2020 then will be able to create a more accurate budget for 2021 when we bid to UK Sport for the funding in the next cycle:

2019: estimated total cost is £514,336 with an income of £342,248 based on London supporting to the requested level.

2020: estimated total cost is £542,835 with an income of £392,470 based on London supporting to the requested level.

Therefore to be able to stage this prestigious and performance critical event we are requesting cash support for 2019 and 2020, but on a downward sliding scale as the event grows in status year on year, we are confident we can increase revenue.

We are aware that funding for multiple years may be a unique request, however we are sure that the appeal will be much greater to commercial partners and spectators if we have a confirmed venue for the longer term, and not just a one-off event.

We are confident that the 'Olympic year factor' will mean that ticket sales and broadcasting income will be higher in 2020 than 2019. We are also adopting a new ticketing strategy whereby we will sell the Friday prelims session tickets at a lower fee than normal in order to fill the venue with school groups, to generate a good atmosphere on a day that would usually be the quietest. We think this is really important not only to make tickets more accessible to spectators who wouldn't normally be able to purchase a ticket, but also to create good 'word of mouth' about the atmosphere, hopefully to encourage people to then purchase tickets for the weekend and/or to return the following year. Although the prices for that session are lower, we wouldn't anticipate losing too much income as we aim to fill more seats than we would with normal prices. Any shortfall that we do encounter will then be compensated by selling 'premium' seats for the evening weekend sessions when Tom Daley is diving when we see peak ticket sales. These premium tickets will have the closest view possible of the boards, but also can be arranged for an athlete to 'host' those guests by sitting with them during the session and explaining the action, or to have a meet and greet with the team after the session.

The funding from London would allow us to deliver the event to our usual world class standards as well as guarantee the delivery of the community engagement initiatives set out in our objectives for hosting this event.

Currently the budget includes the following amounts for corporate sponsorship.

These figures are simply the budget deficit so are subject to us being granted the UK Sport and London funding:

2019: £90k (Based on selling three £30k packages)

2020: £120k (Based on selling four £30k packages)

Since our previous bid for this event last year, British Swimming has undergone a significant change and improvement in its approach to our commercial strategy as a whole. In October 2017 we appointed a new CEO, Jack Buckner. Jack has brought a wealth of commercial experience into the organisation, as well as a renewed focus and drive to improve our commercial status which is hugely supportive to our bids for Major Events across all disciplines.

As of January 2017, British Swimming appointed a freelance commercial expert who is working with us on selling key assets. There has also been an internal restructure whereby the events and communications team have become one team and a full time marketing manager is now in place. In the budget, we have included the BS marketing manager's time as VIK for 1 day per week from August – December, then 1.5 days per week from January until the event each year.

We have undergone significant work on our vision and values and are investing in building our assets including our domestic and major events. We have appointed Two Circles to work on our customer data and engagement strategies to support our approach to maximising income from our assets. We are in the final stages of writing a new commercial strategy which is due to go to the Board for final sign off this summer.

The combination of these actions have already proved highly successful as our domestic Diving Championships that took place in January this year saw additional income from increased commercial revenue and 300% growth on ticket sales. Jack and the freelance commercial expert have several live conversations ongoing, two of which are at the stage of discussing rights. Jack also considering the use of a specific agency to sell sponsorship for the two years.

Specifically to support our bid for the FINA Diving World Series we held a launch breakfast with Tom Daley at London Aquatics Centre to engage in conversations with potential local partners in January. Work is ongoing in this area and Jack Buckner has had several meetings with potential commercial partners facilitated by this launch event and the commercial freelancer.

We are currently out in the market with this event and have several good leads. Any additional revenue obtained being used to enhance the budget in areas such as:

- Marketing & PR
- Community Engagement
- Sports Presentation
- Spectator Engagement

In addition to the cash support, LLDC have agreed to provide two free venue hire days per year at the Aquatics Centre. This has been reflected in the budget.

We are also requesting that London work with British Swimming and UK Sport on a three-way shared underwrite of the event each year, up to a value of £30k (2019) and £33k (2020) each. As part of our new events strategy this is an approach that we are now taking towards all our Major International events whereby the host city is involved in the underwrite of the event.

Another area where we are requesting support is with sourcing local volunteers and with marketing and PR where possible. Although we have our own databases and communications team, we are keen to work closely with all major

stakeholders on these areas to ensure the community are fully engaged in the event and that the event is promoted accordingly and feel we would greatly benefit from your own experience and expertise in these areas. We would like to utilise your marketing databases and existing channels to support the delivery of a comprehensive marketing and PR campaign. Any possible support in reviewing the proposed marketing campaign would be greatly appreciated however we are aware resource is already stretched.

## EVALUATION OF KEY OBJECTIVES

### Economic Benefit

#### Summary of the anticipated direct economic impact of the event.

The FINA Diving World Series has the potential to bring with it a large range of benefits, which put into context the costs associated with staging it. Please see below a summary of both the economic and social benefits that the event can bring to the host nation and city.

#### Social benefits:

- The FINA DWS would act as a clear demonstration for the legacy use of the Aquatics Centre
- The event gives the local and swimming community the opportunity to volunteer and be involved in the event as well as facilitating community engagement initiatives
- Exposure of London on a national and World level

#### Economic Impact:

The table below provides an estimated economic impact. In 2014 the event saw 5,863 people attend however there was a reduction in the total attendees in 2015 to 3753. It is believed that the reasons for this reduction in attendance includes consideration for the fact that the 2014 event was the first event in the Aquatics Centre since the Olympic Games and therefore people were interested in seeing the pool. Also, due to the late confirmation of hosting the event in 2015, there unfortunately was only limited time and resource for marketing the event.

Following the success of our British Divers in Rio, and along with the change in ticketing strategy for the traditionally less attended sessions, we would expect that we can increase attendance from 2015 and have based the figures below on 7300 for 2019 and 2020.

<b>Spectator spending</b>	<b>£142,840</b>
Total Spectator Admissions	7,300
Average number of days attended	1.2
% of Spectators resident in the host economy	50
% of non-local spectators who are casual visitors	12
Number of Commercial stayers	481
Number of Non-Commercial stayers	152
Number of Day visitors	2,044
Average number of nights spent in the host economy	1
Average cost per bed-night (per person)	£130
Average daily spend on non-accommodation items	£25
<b>Attendee spending</b>	<b>£133,025</b>
Total Attendees	230
Average number of days attended	5

% of Attendees resident in the host economy	16	
Number of Commercial stayers	165	
Number of Non-Commercial stayers	18	
Number of Day visitors	10	
Average number of nights spent in the host economy	6	
Average cost per bed-night (per person)	£110	
Average daily spend on non-accommodation items	£25	
<b>Direct leakages</b>	<b>£0</b>	
<b>Direct spending</b>	<b>£190,000</b>	
<b>Direct Economic Impact</b>	<b>£465,865</b>	

## International Exposure

**Summary of the anticipated level of exposure generated for London from television coverage and other forms of media particularly in the key markets of the UK, USA, Europe and growing worldwide markets.**

The Diving World Series is a popular event throughout the world and historically has seen extremely positive broadcast viewings.

At the London leg in 2015, BBC were the host broadcaster and had very impressive viewers of over 400,000 during the live sessions they showed on BBC3. There were also 1 million viewers on the red button.

The table below shows a summary for the international broadcasters:

2015 International Broadcast Summary			
Country	No of territories	Cumulative live coverage	Households
Malaysia	2	9hrs	3,500,000
France	3	9hrs	1,700,000
USA	2	9hrs	7,000,000
China	1	9hrs	360,000,000
Hungary	1	9hrs	750,000
Romania	1	9hrs	2,100,000
Hong Kong	1	9hrs	2,500,000
Germany	3	9hrs	4,500,000
Mongolia	1	9hrs	340,000
Turkey	1	9hrs	16,500,000
Mexico	5	9hrs	10,000,000
<b>TOTAL</b>	<b>21</b>	<b>99</b>	<b>408,890,000</b>

Looking to the most recent Diving World Series in 2017, we have been given insight into the broadcast coverage and viewer figures by China's largest channel (CCTV5) of the two legs hosted in China. For the Beijing leg, CCTV5 Sports provided a cumulative broadcast time of 5 hours and 11 minutes, with a total of 21,842,000 viewers:

2017 FINA Diving World Series - Beijing leg broadcasted by CCTV5									
	Event	Type	Date	Start time	End time	Duration	Audience rating (%)	Market share (%)	Viewer
1	Women's 10m Synchro Platform Final	Live	2017/3/3	10:00:08	10:49:37	0:49:29	0.1195	2.2965	1,534,000
2	Men's 10m Synchro Platform Final	Live	2017/3/3	10:54:21	11:33:55	0:39:34	0.1842	2.8924	2,365,000
3	Women's 3m Synchro Springboard Final	Live	2017/3/3	15:00:09	15:35:44	0:35:35	0.0808	1.3633	1,037,000
4	Men's 3m Synchro Springboard Final	Live	2017/3/3	15:43:51	16:28:39	0:44:48	0.0771	1.1718	990,000
5	Women's 3m Springboard Semifinal	Delay	2017/3/4	9:30:00	9:55:31	0:25:31	0.1204	1.5763	1,546,000
6	Men's 3m Springboard Semifinal	Delay	2017/3/4	9:57:31	10:25:01	0:27:30	0.1483	1.8638	1,904,000
7	Women's 3m Springboard Final	Live	2017/3/4	18:35:01	19:06:26	0:31:25	0.3249	1.4013	4,171,000
8	Men's 3m Springboard Final	Live	2017/3/4	21:54:49	22:21:50	0:27:01	0.2631	1.1362	3,377,000
9	Women's 10m Platform Final	Live	2017/3/5	18:57:08	19:07:33	0:10:25	0.1828	0.6876	2,346,000
10	Men's 10m Platform Final	Live	2017/3/5	21:35:47	21:55:52	0:20:05	0.2003	0.8137	2,572,000
Total						5:11:23	/	/	21,842,000
Average						0:31:08	0.17014	1.52029	2,184,200

For the Guangzhou leg, CCTV5 Sports provided a cumulative broadcast time of 4 hours and 23 minutes, with a total of 16,042,000 viewers:

**2017 FINA Diving World Series - Guangzhou leg**  
broadcasted by CCTV5

	Event	Type	Date	Start time	End time	Duration	Audience rating (%)	Market share (%)	Viewer
1	Women's 10m Synchro Platform Final	Live	2017/3/9	10:32:25	11:16:35	0:44:10	0.0942	1.5316	1,210,000
2	Men's 10m Synchro Platform Final	Live	2017/3/9	11:22:19	11:58:50	0:36:31	0.1051	1.2968	1,350,000
3	Women's 3m Synchro Springboard Final	Live	2017/3/9	18:37:52	19:13:05	0:35:13	0.2451	1.0823	3,147,000
4	Men's 3m Synchro Springboard Final	Live	2017/3/9	19:19:06	20:00:01	0:40:55	0.2811	0.9435	3,609,000
5	Women's 3m Springboard Final	Live	2017/3/10	16:30:49	17:03:09	0:32:20	0.1005	1.1637	1,290,000
6	Men's 3m Springboard Final	Live	2017/3/10	17:06:32	17:47:26	0:40:54	0.1542	1.4126	1,980,000
7	Women's 10m Platform Final	Live	2017/3/11	18:34:56	19:08:52	0:33:56	0.2692	1.1763	3,456,000
Total						4:23:59	/	/	16,042,000
Average						0:37:43	0.1784857	1.2295429	2,291,714

In addition to the traditional broadcast, we also expect the event to benefit from emerging technology and social media exposure. For example Tom Daley had a partnership with FINA and Lagardere Sports to provide a live stream of the 2017 World Series via his YouTube channel. We do not have the data from this, however given Tom's extensive following across social media it is expected to have been highly successful and to have brought much greater audiences to the legs in the Series.

Also as of 2017, FINA launched a new "FINAtv" digital OTT platform which provided unparalleled reach for aquatics fans. FINA have provided the following data from their FINAtv live and on-demand streaming service from the 2017 World Series where they streamed all of the finals sessions:

- 409,800,00 households covered
- 542 hours of broadcast
- 210 territories covered by FINA TV

In 2015, the FINA live stream saw 74,820 viewers during the period of the Series with the UK being the largest territory (28.15%) of viewers.

## **Community Engagement**

**Summary of the ability of the event to improve the lives and conditions of the local community and to encourage participation.**

A legacy programme is essential ensure that a real impact can be made for the sport within the local community as a direct result of this three year major event. The legacy programme linked to this event has the following key objectives:

- Displaced users: to ensure that the public and diving squads who attend the facility regularly are engaged with the event
- Community stakeholders: to promote the event to the participants and the wider community linked via schools and community groups
- Encourage participation: to increase awareness of diving as a sport in the local community
- Elite performance: raise the profile of Team GB's divers
- Facilities: to promote the facilities and programmes at the London Aquatics Centre, in particular opportunities available in the area to learn how to dive
- Future: to continue developing a progressive annual legacy programme linked to the FINA Diving World Series
- To offer free taster sessions for those who have not experience diving before, with the opportunity joint a regular programme

The legacy programme will be delivered jointly by GLL, British Swimming, Swim England and LLDC and hopefully Sport England. Swim England's National Diving Development Team will lead on the delivery of the activities, with British Swimming and GLL being the facilitators.

We have the commitment from Swim England to work together on building a strong legacy programme with a long term impact on both diving but also aquatics in general and have already begun engaging with them on the opportunities this event brings. This will include investigation into potential partnerships with other organisations. We have had some extremely positive meetings with the Swim England Diving Development Officer, who has had input in writing this paper, and plan to further develop this in the coming weeks with a meeting already requested with Sport England.

The following budgets have been allocated by British Swimming for this legacy programme:

2019 : £10,000

2020: £15,000

We have included £10,000 per year from Swim England, and have engaged with Sport England about accessing their Major Events Engagement Fund.

The above budget that has been allocated per year will be utilised on coaches, pool costs, marketing support and administration costs associated with putting on courses and taster sessions.

We would plan the below initiatives as part of the Community Engagement Legacy Programme. Initiatives such as these have contributed to increasing the number of national club diving members in England over the last four years as follows so have a significant impact on the profile and growth of the sport, as well as on participation and activity in this country:

2015: 4439

2016: 4646

2017: 4884

2018: 5688



If all of the below projects are put into place, we would aim for the membership figures to increase by 5% each year for the duration of the event as follows:

2019: 5972

2020: 6270

- In 2016 the diving club at London received £2000 from Sport England to run the **START Diving** programme, which involved inviting London school children to the Aquatics Centre to participate in a free diving taster session. 200 children took part in taster sessions, leading to 20 being recruited into lessons programme. In 2017 the Sport England funding for this programme was reduced to £1200, so using additional budget from British Swimming on top of this, the START Diving programme that the London club delivers, can be extended to have a greater impact – engage with more schools, test more children, offer more free taster sessions and ultimately recruit more children into the sport, both at the bottom end and also into talent squads. If we were to run this programme alongside the FINA Diving World Series in 2019 onwards, Swim England could have more input to help the centre structure the programme properly, in order to compete with other centres around the UK e.g. Luton who delivered 540 free tasters and recruited 40 children into lessons and 8 into talent squads with just £2000. We would aim to invite 1500 children from London schools to try the programme for free. The additional funding could even be used to support an additional centre who wouldn't otherwise be able to run the START Diving programme.
- Recent budget cuts and reallocations for the 2017-2021 cycle have meant that in 2018 there will be no funding available for the **Little Rippers Schools Testing**. This program has been an integral part of the pathway for over 10 years and has produced more than 50% of the current squad system, including Olympians. With the potential of the London region to host the FINA Diving World Series in 2019-2021, it would be a fantastic opportunity to have a big push in the surrounding schools for Talent Identification search. The program could capture any aspiring divers who are able to see the world leaders in diving compete at their local pool and would link well with allocating free tickets to these schools.
- £VIK from British Swimming: **Taster sessions** led by coaches and/or elite athletes teaching basics of diving using world class facilities (dry dive and pool). These can be linked to British Swimming offering **100 free tickets per heats session** allocated to local school groups, young people, displaced users and community stakeholders in three ways:
  - Groups can watch a morning prelims session then have a taster at lunchtime
  - Groups can attend a taster session in the weeks prior to the event, then be given free tickets for a prelims session of the event
  - Groups can watch a morning prelims session then come back to the venue for the following three weeks for taster sessions.
- £VIK from British Swimming: British Swimming will arrange for schools groups to **watch an elite training session** (Tom Daley with his coach) at the London Aquatics Centre prior to the event to build interest locally.
- **Assemblies** on an introduction to diving for local primary and secondary schools prior to the event in advance of children attending the event. Pupils

would learn more about the sport of diving, the upcoming FINA Diving World Series event receiving marketing materials, who to look out for, as well as promotion of the GLL Tom Daley Diving Academy to give pupils the opportunity to have a go. The Little Rippers and START Diving programmes facilitate discounted club membership fees and vouchers/taster sessions for participants so the opportunity exists for pupils to access discounted rates to join the Academy.

- £VIK from British Swimming: **QEOP Champion volunteers** to be used for non-sport specific volunteer roles during the event including front of house, field of play runners, medal bearers and stewards. Developing an effective volunteer workforce will be integral to the success of the FINA Diving World Series. We will aim through the delivery of the event to provide unique event volunteering opportunities to both the local community not engaged in aquatics. We will specifically develop partnerships with London FE institutions to offer volunteering opportunities to the 18-25 demographic, an area identified by Sport England as showing a keen desire to engage in social action/volunteering.
- Work in conjunction with **local media** to promote and increase knowledge of how to participate in the diving programme at the London Aquatics Centre.
- British Swimming and Swim England will deliver **professional development opportunities** for coaches and judges. Swim England can run a judges school in a classroom at the venue in the days prior to the Diving World Series event, which would enable the judges to use the event as their assessment if they were to sit in the stand and act as a 'shadow' panel i.e. not the official judges of the event.

A report will be published post-event on the success of the legacy programme, along with photos. All of the above points are focussed on diving only, however we recognise the importance of increasing participating and engaging the local community in aquatics as a whole. Therefore, once we have a realistic understanding of what Sport England can contribute to the programme, we will also consult Swim England Development/Talent Officers about swimming too.

## Budget

Please include a budget for the event, including information on partner funding

Budget attached in appendix 1 with a tab for each year.

Funding information included:

	2019	2020
<b>GLA</b>	£80k not confirmed	£70k not confirmed
<b>British Swimming</b>	£25k not confirmed	£25k not confirmed
<b>UK Sport</b>	£150k not confirmed	£130k not confirmed

The budget currently reflects VIK values as follows:

- £12,000 venue hire from GLL for 2 days per year
- £28,500 (2019 for 9 months) and £38,000 (2020) staffing resource from British Swimming resource as reflected in the staffing model
- £6,700 from British Swimming each year for the marketing manager to spend 1 day per week Aug-Dec then 1.5 days a week from Jan to the event
- £1000 per year for bottled water from Strathmore

The budget is based on the staffing model as shown in appendix 2. As you will see the majority of the senior team members are made up of British Swimming staff which will be a VIK contribution towards the event with only the Project Manager role being funded by the event budget. The contractors are captured in the budget under the specific budget area and all other positions are voluntary with the exception of a venue lead and legacy manager which we would expect to be supported from Swim England.

The budget also currently indicates £90,000 income from sponsorship for 2019 and £120,000 for 2020. As mentioned earlier we have developed a commercial strategy for this event and are currently working with our commercial freelancer on several potential leads.

Additional notes on the budget:

Marketing budget is currently £15,000 for 2019 and £13,500 for 2020. We are committing to greater levels of VIK from British Swimming towards the marketing and PR of this event especially in regards to resource now that a new structure exists internally whereby we now have a full time marketing manager at British Swimming. This is reflected in the budget as VIK. In addition, over the past 18 months and following the unprecedented success in Rio in 2016 British Swimming assets have grown stronger than they were in 2015, therefore we have a greater reach through our own website and social media channels which we would expect to benefit this event greatly. British Swimming are currently writing a new communications strategy to align with our major events strategy and we anticipate this to positively influence our already growing spectator following and therefore enable a more direct marketing campaign through existing channels and therefore in a cost effective way. Recent evidence of this increased marketing and PR drive by British Swimming is the astounding success of the 2018 British Diving Championships. We live streamed the event for the first time since 2014, seeing 23,400 viewers on YouTube alone. On top of this, we also succeeded in getting the stream shown on the Olympic Channel and the BBC's digital platform. We also increased net spectator ticket sales from £1550 in 2017 to £8800 in 2018.

E15.4.1 Volunteers Accommodation. These figures have been based on average room rates inflating from £135 in 2019 and 2020. The 30 rooms covers the management volunteers, such as Meet Director, Chief Recorder and Field of Play Manager, who will be travelling from around the United Kingdom. As part of the British Swimming policy, we already encourage room sharing so this will be in place for this event. Although it is not stipulated in the event contract with FINA that we have to provide accommodation for volunteers, this is something that we do at all of our domestic events for those that are travelling from outside of the local area. Unfortunately there is only a small number of volunteers who have the necessary experience to manage an international diving event and therefore it is essential that we accommodate them.

## BUDGET AND TIMELINE

### Timeline

Please indicate the key milestones associated with this project.

Milestone Group	Delivery Milestone	Milestone Date
1. Award	All major public funding confirmed	End April 18
	UK Sport Conditions of Award met	Aug-18
	Objectives tracker approved	Jul-18
	Cashflow agreed	Jul-18
2. IF	Host contract signed	Aug-18
3. Governance	Conflicts of Interest on SHB agenda and registered	Aug-18
	Hosting responsibilities and IF Contract reporting	Aug-18
	Terms of reference agreed and in place	Sep-18
4. Venue	Venue contract signed	Sep-18
	Site plan agreed	Oct-18
5. People	Organisational structure agreed by SHB Board	Aug-18
	Project Manager appointed	Sep-18
	Functional heads appointed/allocated	Dec-18
	Volunteers recruited and scheduled	Dec-18
6. Accommodation & Transport	Accommodation contracted/delivery agency contracted	Sep-18
7. PR, Marketing and Commercial	Marketing plan approved	Sep-18
	Commercial plan approved	Aug-18
	Sponsorship contracts received	TBC
	Tickets on sale	Dec-18
8. Broadcast and Presentation	TV production company appointed	Sep-18
	Domestic broadcast rights awarded	TBC
	Sports presentation contract appointed	Sep-18
9. Risk	Event contingency plan approved	Oct-18
	Event insurances in place - Cancellation, liability etc	TBC
10. Legacy	Legacy group operational	Jul-18