



department for
culture, media
and sport

improving
the quality
of life for all

Before, during and after: making the most of the London 2012 Games



host government
department

DCMS aims to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries.

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Foreword



The London 2012 Olympic Games and Paralympic Games will be the biggest and best event the UK has ever hosted. But the five weeks of the Games will not be the only test of our success.

Tessa Jowell.

Rt Hon Tessa Jowell MP
Minister for the Olympics and London

I supported London's bid because I believe the London 2012 Games can deliver much more than being a great sporting occasion. And it is because of this belief that we have made five bold promises for the 2012 Games around the key areas of: promoting sport; regenerating East London; inspiring young people; promoting sustainability and business, tourism, jobs and skills.

One of the lessons we have learned from previous Olympic Games and Paralympic Games is the need to plan things early. The long-term rewards from London hosting the 2012 Games can be best realised if we invest now.

These are the UK's Games – in London. We are going to great lengths to ensure that any benefits extend beyond sport to wider opportunities, including increasing skills and sustainability, and beyond London to the rest of the UK.

But this is not just a task for Government; it means everyone drawing inspiration from 2012 to unlock their talents. Those with the potential to be elite athletes must have every chance to achieve sporting success. Everyone should have an opportunity to participate in events linked to the Games and the Cultural Olympiad. Providing such opportunities will require public, private and charitable sector help from across the UK. This plan is an invitation to get involved and a challenge to everyone to show just how much can be achieved through the Games.

This is an action plan that explains in detail how we intend to keep our promises and provides a check on our progress. It sets out concrete objectives for tourism, jobs and skills, education and sustainability. It explains how we plan to use the Games to boost sport and physical activity, and to make the UK *the* place to do business. And it shows how the regeneration brought about by the Games will have a lasting impact in terms of housing, jobs, transport and infrastructure for East London.

Too often in the past, governments have expected major events to bring automatic windfall benefits. But we know now that nothing is guaranteed without careful planning and initiative from the outset. This explains what needs to be done between now and 2012, how we will monitor progress and how we will measure success or failure.

This is not the last word, or the ceiling of our ambitions. It is the minimum we pledge to do, and the start of four years work to give the UK and the world a reason to remember London 2012. I am accountable to Parliament and the public for it, and will in turn hold to account all those who have pledged support. I am sure that much more will flow from this plan than is contained in these pages. The prize is the greatest in a generation – the chance to turn the rhetoric of legacy into fact. Faster progress towards a healthy nation. Higher aspirations for young people in their work and their play. A stronger community, bound by self-belief and the knowledge that Britain has hosted the greatest ever Games.

Executive Summary

This action plan is about the long-term benefits that we can stimulate through London hosting the Olympic Games and Paralympic Games in 2012. It builds on *Our Promise for 2012*, published in June 2007, which made five promises to set the scale of our ambition:

1. To make the UK a world-leading sporting nation
2. To transform the heart of East London
3. To inspire a generation of young people
4. To make the Olympic Park a blueprint for sustainable living
5. To demonstrate the UK is a creative, inclusive and welcoming place to live in, visit and for business.

These promises provide a framework for organisations and individuals across the UK. We are inviting them to play their part in fulfilling the potential of the Games, and here set out the first steps we have taken to realise our legacy ambitions.

When we published *Our Promise for 2012*, we pledged to follow it up with research into public attitudes towards the 2012 Games,¹ and to use that information to help inform an action plan that set out the practical steps required.

This document, *Before, During and After*, is the first edition of this action plan. It tells a coherent story about what our priorities are for the long-term benefits from the London 2012 Games. The detail will continue to grow and develop over the next four years. We will report regularly on progress.

With the 2012 Games as a unique catalyst, existing objectives across a broad range of government and local activity can be achieved more quickly or effectively. The whole can be more than the sum of its parts if we all work together in this way.

The legacy of the Games is therefore integral to all we do. This is the approach we are encouraging our partners in local government and other parts of the public and charitable sector to take. So it is right that there is no separately costed London 2012 Games legacy plan. In many cases policy is devolved to the governments of Scotland, Wales and Northern Ireland, all of which are developing their own delivery plans. All the English regions, and London, have also developed their own plans based on local needs and priorities. The London 2012 Nations and Regions Group has been set up to coordinate delivery, share best practice and update on progress.

What these promises mean in practice

The Games will help to unlock talent. And the first priority of the Games is **to make the UK a world-leading sporting nation**. We hope to see people becoming increasingly active, with a goal of seeing two million people more active by 2012 through focused investment in our sporting infrastructure and better support and information for people wanting to be active. The new focus on sporting excellence in England will reinvigorate clubs and coaching, which will attract and bring on young sporting talent.

We will transform the lives of young people through sport. The Government's target that all pupils should be offered a minimum of two hours a week of sport has been met by most schools. We now want to offer all 5 to 16 year-olds in England five hours of sport a week by 2012, with three hours on offer to 16 to 19 year-olds. The PE and Sport Strategy, with a network of sports coordinators based in every school and college, is key to delivering this goal. All of this will be made possible by inspirational teachers and coaches, alongside modern facilities.

And, of course, we aim to help our athletes achieve a world-class performance with the goal of coming fourth in the Olympic medal table and at least second in the Paralympic medal table in 2012. We hope to achieve this with the help of UK Sport's World Class Performance Programme.

The Games will accelerate regeneration. Our second promise is **to transform the heart of East London**. In an area of traditionally high unemployment, we are committed to ensuring that 20,000 workless Londoners from the 5 Host Boroughs² have permanent jobs by 2012. We expect to see up to 12,000 extra job opportunities in the vicinity of the Olympic Park post-Games.

The London 2012-related regeneration will also create over 9,000 new homes (a large proportion affordable), new sports and leisure facilities, a health centre and school in the local area, all built to the police's Secured by Design standard. There will be improved transport links to the rest of London. The various Games facilities will be enjoyed by the people of East London and athletes from around the UK after 2012.

A well-planned and well-managed environment around the Olympic Park will attract business investment and promote physical activities. It will also encourage community and cultural use for years to come that is consistent with government targets and policy to reduce anti-social behaviour and crime, including improved crime prevention. There will be a particular emphasis on working with young people in delivering these aims. This includes an anticipated £7 billion of private sector investment flowing into the area as a result of the wider regeneration.³

The spirit of the Games will help inspire community activity and artistic endeavour. Our third promise is **to inspire a generation of young people**. This means thousands of young people, particularly the most disadvantaged, getting involved in local activities that are inspired by the Games, including community projects linked to the Cultural Olympiad.

Schools and colleges will have a big role to play in motivating their students through the Games, often using the excitement surrounding London 2012 to enliven lessons. A new website, available at a later date through www.london2012.com will provide resources for teachers, and there will be a range of initiatives and competitions to encourage creativity, entrepreneurship and innovation. Schools and colleges will have a chance to earn the right to be recognised as having been inspired by the Games. The Personal Best programme will help young people and other priority groups around the UK learn new skills and gain employment.

The Games will be a beacon of sustainability. Our fourth promise is **to make the Olympic Park a blueprint for sustainable living** – encapsulating aspirations around the environmental impacts, healthy living and inclusion. Not least, given the enormous challenges of climate change, it is vital that we build sustainability into the London 2012 legacy. These Games have the potential to show the world how a major event can minimise its environmental impact.

Implementing the London 2012 Sustainability Plan and the Olympic Delivery Authority (ODA) Sustainability Strategy will help to reduce carbon emissions from the built environment of the Park by 50% by 2013. Sustainability initiatives from government, local councils and the Mayor of London will encourage people to be more energy efficient and to increase their recycling. Efforts to reduce the carbon footprint of the Games will be assisted by a new and robust methodology to quantify emissions from the Park.

The Games will be good for business. Our fifth promise is to demonstrate that **the UK is a creative, inclusive and welcoming place to live in, visit and for business**. The Games can help to increase and sustain UK business, particularly many small firms. They can do so by encouraging more firms to consider bidding for public and private sector contracts, increasing tourism and overseas investment, and showcasing the best of British exports to a global audience. The ODA and the London Organising Committee for the Olympic Games and Paralympic Games (LOCOG) will advertise up to 75,000 Games-related contracts right down the supply chain through a recently launched, free-to-use contract-matching service, which is integrated with support services and a programme of business events to drive up awareness.

An important part of the Games strategy relates to skills: the Games are an excellent opportunity to improve skills, especially in the construction, hospitality and leisure, sports and media industries, and build a workforce with greater long-term capacity and capability. With the Tourism Strategy, we should see a warmer welcome and a better visitor experience, not least as the quality of accommodation and tourist attractions will be improved. The Games will also be a showcase for the UK as a world-class destination for future major sporting, cultural and business events.

Delivering UK-wide benefits

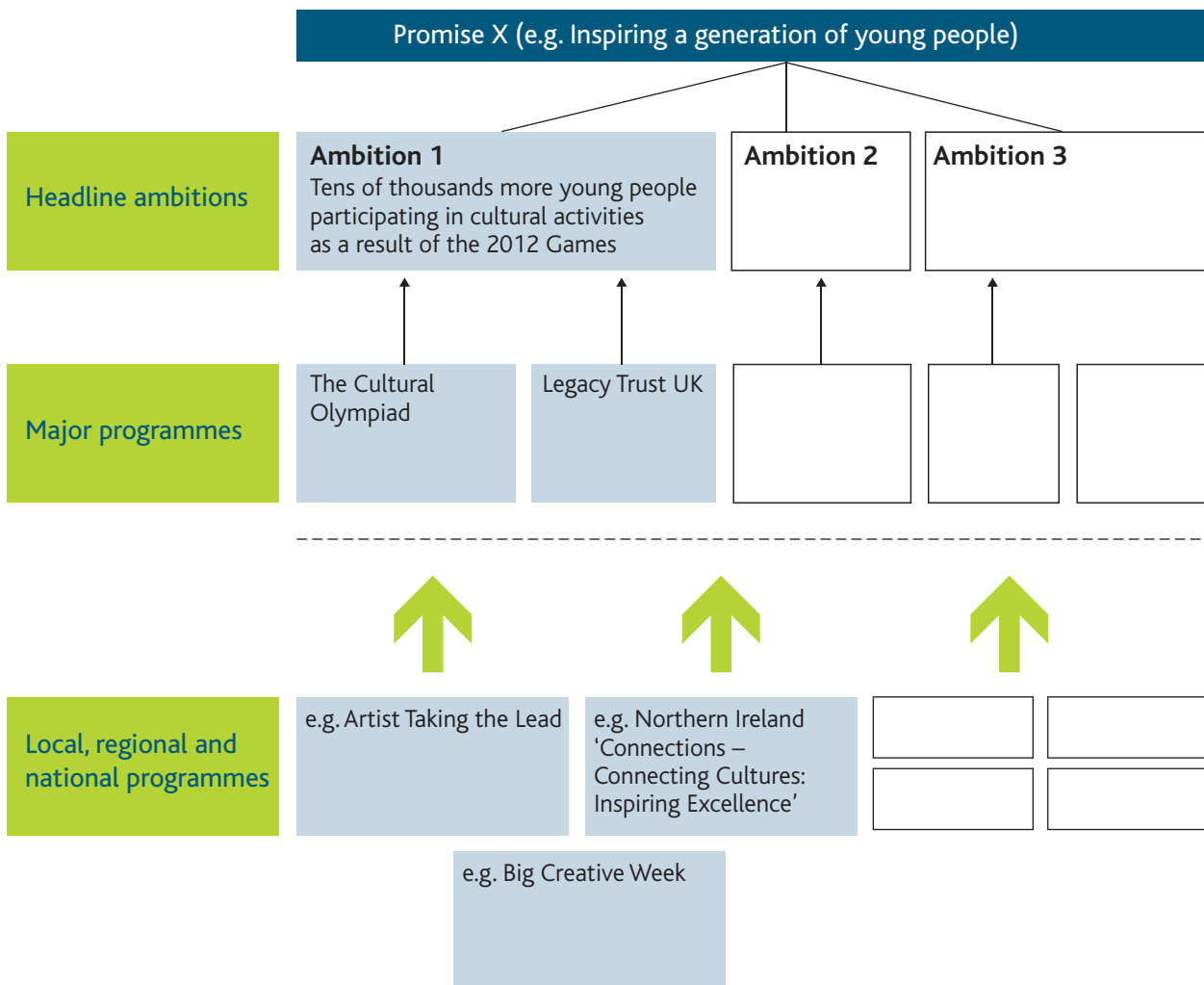
The long-term economic benefits will be felt beyond East London. There will be community activities and educational programmes throughout the country. In Scotland, Wales and Northern Ireland, and in the English regions, plans are being developed to maximise the impact of London 2012 in their areas. These are being shared through the London 2012 Nations and Regions Group. These plans will link to other major sporting events such as the 2014 Commonwealth Games in Glasgow and the 2010 Ryder Cup in Wales, to ensure maximum impact. Delivery of the Games will ensure particular benefits for our diverse communities, including through new business and training opportunities. There will also be a new community recognition mark available to not-for-profit and governmental organisations that have developed activities inspired by the hosting of the Games. See page 15 for more details.

How this action plan works

This action plan provides detail on each of the five legacy promises. Behind each promise lie between two and four measurable headline ambitions, each backed by major delivery programmes. The programmes fall into two categories: new, 2012-specific programmes developed as a direct result of the Games coming to London; and existing government programmes expanded or re-focused as a result of London 2012 to deliver improved results on their previously agreed objectives. But many more will be developed between now and 2012. National, regional and local plans for 2012 also contribute to these aims: *Before, During and After* provides them with a clear framework within which to drive and develop those plans.

Figure 1 illustrates how these fit together. This action plan describes the headline ambitions and programmes above the dotted line. National and regional plans capture activity below the line. Overleaf is a summary of the headline ambitions and major programmes under each promise.

Figure 1



Our plans for the London 2012 legacy

1 Promise 1 – Make the UK a world-leading sporting nation.

Headline Ambitions

Inspiring young people through sport: offer all 5 to 16 year-olds in England five hours of high-quality sport a week and all 16 to 19 year-olds three hours a week by 2012.

Getting people more active: help at least two million more people in England be more active by 2012.

Elite Achievement: aim for 4th in the Olympic medal table and at least 2nd in the Paralympic medal table in 2012.

Key Programmes

The PE and Sport Strategy; Sport England's strategy for quality community sport; £75 million healthy living marketing campaign; and UK Sport's World Class Performance Programme.

2 Promise 2 – Transform the heart of East London.

Headline Ambitions

Transforming place: create a well-planned and well-managed environment in and around the Olympic Park which will attract business investment and promote recreational and cultural use for years to come.

Transforming communities: build over 9,000 new homes, a large proportion of which to be affordable; and provide new sport, leisure, education and health facilities that meet the needs of residents, business and elite sport.

Transforming prospects: help 20,000 workless Londoners from the 5 Host Boroughs into permanent employment by 2012; and create 12,000 job opportunities in the area of the Park post-Games.

Key Programmes

The ODA Delivery Plan for the Olympic Park; the Legacy Masterplan Framework and Regeneration Strategy for the area; and local jobs and skills training initiatives including the London Development Agency (LDA) London Employment and Skills Taskforce for 2012 (LEST) Action Plan.

3 Promise 3 – Inspire a generation of young people.

Headline Ambitions

Giving time and expanding horizons: tens of thousands more young people giving time to their local communities as a result of the 2012 Games.

New cultural activities: tens of thousands of young people participating in cultural activities as a result of the 2012 Games.

Engaging and learning: thousands of schools, colleges, universities and other learning providers inspiring young people through the Olympic and Paralympic values.

Going global: three million young people overseas accessing quality physical education and sport, and at least one million participating in these regularly by 2010.

Key Programmes

The Cultural Olympiad and the work of Legacy Trust UK; the Personal Best programme; the London 2012 Education Programme; and the International Inspiration programme.

4 Promise 4 – Make the Olympic Park a blueprint for sustainable living.

Headline Ambitions

A model of sustainable development: a 50% reduction in carbon emissions from the built environment of the Olympic Park by 2013 as part of delivering the ODA Sustainability Strategy.

Inspiring sustainable living: people encouraged to live more sustainably as a result of the 2012 Games, such as reducing their carbon footprint, being energy efficient or recycling on a greater scale.

Key Programmes

The London 2012 Sustainability Plan;⁶ a new methodology for measuring carbon footprinting; and local sustainability initiatives.

5 Promise 5 – Demonstrate the UK is a creative, inclusive and welcoming place to live in, visit and for business.

Headline Ambitions

Improving business: contribute to increasing and sustaining growth in UK business, including small and medium-sized enterprises (SMEs).

More jobs, improved skills: help more people across the UK get and stay in work and build their skills long-term.

Making the UK more welcoming: create a warm welcome for all our visitors and ensure they receive world-class service while in the UK.

Key Programmes

The Business Network brokerage service for businesses across the UK, Train to Gain Compact for 2012, Personal Best, skills strategies in construction, hospitality and leisure, sport and media, the Government's Tourism Strategy, and the Cultural Olympiad.

Next steps: getting more information and getting involved

The potential benefits of London 2012 can only be realised if individuals and organisations around the UK know how to access the new opportunities.

To get more information on how to be part of these plans:

- Contact your London 2012 Coordinator, Creative Programmer or Legacy Trust representative (details on page 14)
- Go to www.london2012.com – the main source of information on all 2012 programmes
- Go to www.legacytrustuk.org to find out about funding for London 2012-inspired programmes
- Contact your local Council to find out about its plans for London 2012
- Go to www.london.gov.uk to find out about the Mayor's plans for London
- A new website www.legacy-now.co.uk will provide more information on plans for the Olympic Park and surrounding area after the 2012 Games, and how you get can get involved now
- Go to www.culture.gov.uk for updates on this action plan.

Introduction

The Olympic and Paralympic Programme

The 2012 Olympic Games and Paralympic Games are unmatched in their scale, scope and ambition. They will bring real economic and social benefits through: the regeneration of East London; improved skills and business opportunities; the development of sporting talent; and increased tourism. But the 2012 Games present an opportunity for the whole of the UK, and have the potential to deliver benefits across the country, with a lasting legacy of improvement and achievement.

The Games' unique nature means that they require an extraordinary degree of planning. We are actively shaping the legacy to spread the benefits across the whole of the UK instead of simply allowing the lion's share of the economic benefits to accrue to London.

Government and its public, private and voluntary sector partners are investing the necessary time and money to stage the best possible Games and to generate lasting benefits. While the majority of funding comes from the Government, which realises the substantial long-term benefits from large-scale infrastructure and regeneration, some money is also coming from the Lottery, as has been the case in the past – for instance with the Millennium celebrations.

Private sector investment is also crucial to ensuring the ongoing benefits are spread before, during and after the London 2012 Games. For example, in construction, the industry is contributing an additional £50 million for training to reinvigorate the sector. More widely, the commercial sponsors of the London 2012 Games are all considering how they would like to contribute to the legacy. Adidas has pledged to go further than just inspiring people to get into sport and is looking at ways to help people participate. Lloyds TSB is supporting the Live Sites that will be a centrepiece for sporting and cultural events taking place in those cities around the UK, while EDF Energy has set people a 2012 Carbon Challenge to help them make small changes to their lives to reduce their carbon footprint.

We are on track with preparations for the 2012 Games themselves, having met every milestone and won endorsements for our progress from the International Olympic Committee (IOC), most recently during their visit in May 2008. We announced the detailed baseline budget for the construction projects in December 2007 and this is now forming the basis of half-yearly public reporting through the Government Olympic Executive's (GOE) Annual Report and related updates.

The Government is committed to applying this principle of transparency and accountability to the legacy plans for the London 2012 Games, where we will rigorously focus on delivery against milestones, risk management and collaborative working between stakeholders.

What we mean by 'legacy'

The 'legacy' of the London 2012 Games refers to the imprint they will leave. It is therefore not just what happens after the Games, but what we do before and during them to inspire individuals and organisations to strive for their best, to try new activities, forge new links or develop new skills. The Olympic Games and Paralympic Games have a unique power to inspire all of us as individuals, to motivate everyone to set themselves a personal London 2012 challenge.

Many of the benefits will come from enhancing existing programmes, and within existing Departmental budgets. There is therefore no addition to the total Games funding package of £9.3 billion. But we have jointly created a new, London 2012-inspired charity called Legacy Trust UK. The Trust's mission is to use sporting and cultural activities to ensure communities from across the UK have a chance to take part in London 2012, and to leave a sustainable legacy after the Games. Using money from existing sources, including the Lottery and the Arts Council, it is endowed with £40 million of expendable funds, with a target to double the value of the fund by 2012.

Why the London 2012 Games are different

The London 2012 Games have a number of unique features, with an approach that includes:

- Aiming for UK-wide benefits and focusing our plans accordingly. Previous Games have often only focused on the host city and its surrounding region. LOCOG has created the London 2012 Nations and Regions Group⁵ to help spread the benefits more widely
- Planning the legacy much earlier than ever before
- Designing legacy into the Olympic Park and venue plans to benefit local people
- Creating a UK-wide Cultural Olympiad, with Creative Programmes in each region
- Ensuring sporting and cultural benefits through an investment of £40 million in the new Legacy Trust UK from government, the Big Lottery Fund, Millennium Commission⁶ and Arts Council England
- Making the London 2012 Games truly sustainable
- Creating a Business Network that will drive benefits for years to come
- Creating, for the first time, London 2012 Inspire Programme that will recognise public and charitably funded bodies to develop programmes that have been inspired by the Games and which will ensure the Games is carried to new and wider audiences over the four years of our Olympiad
- Putting diversity at the heart of our plans.

See page 15 for more detail on branding and on our approach to diversity.

Research behind our approach to legacy⁷

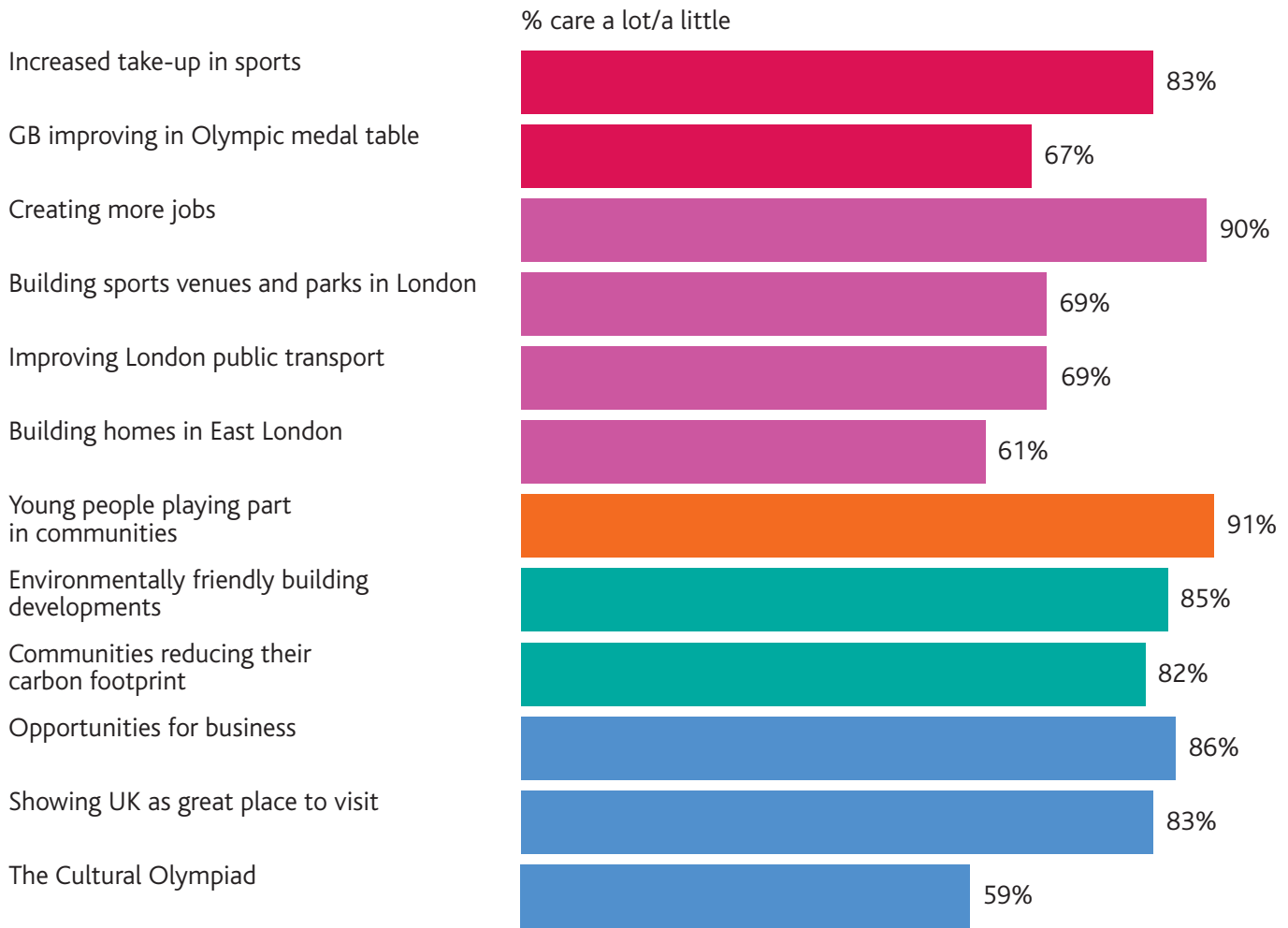
This action plan is designed to reflect the public's priorities. It draws on a programme of research carried out between July and October 2007, outlining popular priorities for the long-term benefits of London 2012. This included qualitative and quantitative studies of people's impressions of the five promises and how they saw those promises working in their own communities. We also commissioned research into the extent to which the planned legacies of previous large events had been achieved.

Research by the British Market Research Bureau (BMRB)⁸ last year found that people are generally pleased that the Games are coming and confident they will have a positive impact on London and the UK:

- *76% say they are extremely, very or quite pleased about the Games*
- *76% are confident the Games will be a success*
- *81% agree the Games will have a positive impact on London*
- *70% think the Games will have a positive impact on the UK.*

But the public feel that they lack detailed information about our plans and do not immediately see a personal connection. One in five people say they know nothing of the plans for the Games, and 68% of people say it will make no difference to them personally. However, perhaps unsurprisingly, Londoners know more about the Games and their likely impact. 64% of Londoners know something about plans for the Games (compared with an average nationwide of 39%) and Londoners are twice as likely to say London 2012 will have a positive impact on their area.

People's priorities for the 2012 Legacy



Base: 2,115 UK adults aged 15+, 27 September – 3 October 2007

Encouragingly, people respond positively to each of the promises and to a legacy that benefits more than simply sport. Their support increases the more they have a chance to discuss and understand what the promises mean in practice. While sport emerges as an important part of the 2012 legacy, particularly in focus group discussions, nearly two-thirds of people believe that the legacy should be wider than sport. In our quantitative survey, as shown, the highest scoring ambitions were those about young people getting increasingly involved in their communities (91%) and more jobs being created (90%).

Meanwhile, our background research into the impact of past mega-events found that governments have only recently tried to plan systematically for the long-term benefits of events such as the Olympic Games and Paralympic Games. Parallels to other events are difficult because the context is always different, and there is little accurate measurement of the long-term impact. However, we have drawn two helpful conclusions from past events. Firstly, we need to start planning as early as possible where we want to mobilise public engagement and activity, and we need to build enthusiasm from the grass roots. Secondly, the Games can have a powerful effect as a catalyst to existing, mainstream, long-term government policies (including those on sport or sustainability) – so we should not try to create a wholly separate set of Olympic and Paralympic programmes and policies.

The public have told us their priorities. Our promises match their hopes about the wider benefits of London 2012 – in particular, more opportunities for young people, jobs and skills training for East Londoners, and a better sporting environment for everyone. But they want more information about London 2012 programmes too: indeed, as their knowledge of the legacy proposals increases so does their support.

Further information

The central point for information on all aspects of the 2012 Games is the London 2012 website: www.london2012.com. This action plan is available at www.culture.gov.uk and will be updated regularly to give a composite view of how plans are developing on a UK-wide level. For information at a regional level or for each of the home nations, contact the London 2012 Coordinator, Creative Programmer or Legacy Trust representative listed on page 14.

Delivering the legacy

This chapter explains how legacy will be delivered in the English regions, Scotland, Wales and Northern Ireland. It sets out how we will ensure that all our work around the London 2012 Games promotes diversity. The Inspire Programme⁹ explains a new concept of recognition for initiatives created by non-commercial organisations to carry the Games to new and wider audiences. And it provides a detailed explanation of the links between this action plan and the work of other organisations.

Last June saw the publication of government's legacy ambitions; we are now publishing the outline plans and the timescales within which we expect these to be achieved. Delivery can begin in earnest once London 2012 takes the torch from Beijing this summer. This first edition clarifies the process for delivery and the early plans that have been scoped and gives ideas about the future programmes that are being considered. We will provide regular updates giving detail on progress and additional programmes that will contribute to delivery of this plan as they are developed.

To achieve the aims outlined in this action plan, and to ensure that opportunities for everyone to benefit from the Games continue to be identified and developed, the delivery mechanisms need to be clear and robust. On the Olympic Board, the Minister for the London 2012 Olympic Games and Paralympic Games has overall responsibility for legacy delivery, with central government's legacy work coordinated and led by the GOE. The Mayor of London is responsible for legacy delivery in London. We have established a Programme Board to oversee and assure delivery of both the legacy promises and the Public Service Agreement (PSA) to "deliver a successful Olympic Games and Paralympic Games with a sustainable legacy and to get more children and young people taking part in high quality PE and Sport."

The Olympic Board monitors LOCOG's legacy plans. Each of the home nations and the English regions have legacy plans, and update reports on delivery against these plans are shared with the London 2012 Nations and Regions Group.

This action plan articulates the framework for legacy delivery. However, it does not represent the totality of 2012-related activity around the UK. Other important plans that contribute to the delivery of these aims include:

- The Mayor of London's *Five Legacy Commitments* which mirror the Government's five promises but are focused on the capital
- The joint LDA and ODA *Legacy Masterplan Framework* which will develop the plans for the physical and social legacy of the Olympic Park
- The *English regions' and nations' respective legacy plans*, which focus on themes supportive of the five promises. Many counties and boroughs have their own complementary plans reflecting local priorities.

Many partners are working together to create a successful legacy by developing initiatives and communicating the opportunities presented by London 2012. These include:

- The Mayor of London, the Greater London Authority (GLA) and the LDA, the 5 Host Boroughs, and the London Thames Gateway Development Corporation (LTGDC)
- LOCOG and the ODA – collectively termed London 2012
- Central government departments, their agencies, and local government
- The English regions and nations that form the London 2012 Nations and Regions Group
- The British Olympic Association (BOA), British Paralympic Association (BPA) and the UK sports councils
- Official London 2012 corporate sponsors, cultural partners, VisitBritain, education providers and many more.

Legacy planning and delivery in the English regions and nations

Representatives in Scotland, Wales and Northern Ireland and the nine English regions will know best what their communities want and need from the London 2012 Games. They started to plan their strategies soon after London won the right to host the Games. All the English regions have now published plans on sport and physical activity, culture, volunteering, sustainability, skills, business and tourism. Examples are spread throughout this document and full details of the plans are available at www.london2012.com. The nations all expect to publish final plans or consultation documents this year.

Delivery of the regional legacy plans is coordinated and managed by the London 2012 Nations and Regions Group, which includes representatives from Regional Cultural Consortia, Regional Development Agencies, Regional Sport Boards, local government¹⁰ and other sports, arts, cultural, commerce, tourism, health and education bodies.

Scotland

Scotland will host the 2014 Commonwealth Games in Glasgow. Scottish Ministers have recently consulted on a draft plan – *Glasgow 2014 – Delivering a lasting legacy for Scotland* – to ensure that both the 2012 and 2014 Games contribute towards their strategic objectives to make Scotland “wealthier and fairer; smarter; healthier; safer and stronger; and greener”. This builds on existing Scottish work to maximise the London 2012 benefits, but focuses predominantly on 2014 and beyond. Structures are being put in place to ensure that the benefits and legacies of both Games are carried forward in partnership with the appropriate national and local agencies.

Wales

Wales aims to “maximise the economic, sporting, cultural and social benefits of the 2012 Olympic Games and Paralympic Games for Wales, in a sustainable manner”. Its delivery plan will be published in the next few months, but the focus includes:

- Improving health; raising physical activity and sports participation levels; and helping elite Welsh athletes win 15 Team GB Olympic medals between 2004 and 2024 and the Welsh Paralympians maintaining their outstanding Sydney 2000 and Athens 2004 performances
- Promoting business and volunteering; and increasing tourism
- Showcasing Welsh culture and promoting the Welsh language.

Northern Ireland

Northern Ireland has four main aims for 2012:

- Getting young people into sport at domestic and international level
- Achieving high performance (i.e. medals) at multi-sports events
- Creating better facilities on the back of this demand
- Maximising the social and economic impact for Northern Ireland.

It has set up a 2012 Task Force to deliver these benefits. Upgrading sports facilities to an international standard is a particular priority: £50 million has been provisionally set aside with the aim to have Olympic-standard sports facilities in operation by 2010.

Key contacts in the nations and regions

The table below lists the key representatives in each of the nations and regions who can provide information on local plans and advice on how to get involved. The Coordinators are members of the 2012 Nations and Regions Group.

Nation/ region	Coordinator	Cultural Olympiad contact (Creative Programmer)	Legacy Trust UK contact
London – 5 Host Boroughs	Norman Turner norman.turner@ host-boroughs.org.uk	Hadrian Garrard hadrian.garrard@hackney.gov.uk	Jeanette Siddall jeanette_siddall@ yahoo.co.uk
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North East	Tanya Gray tanya.gray@ onenortheast.co.uk	Lorna Fulton lorna.fulton@gone.gsi.gov.uk	Lorna Fulton lorna.fulton@gone.gsi.gov.uk
Yorkshire	Gary Topp gtopp@ yorkshire-culture.co.uk	Tessa Gordziejko tgordziejko@yorkshire- culture.co.uk	Tessa Gordziejko tgordziejko@yorkshire- culture.co.uk
Wales	Arthur Emyr arthur.emyr@ wales.gsi.gov.uk	Gwyn Williams gwyn.williams@artswales.org.uk	Gwyn Williams gwyn.williams@artswales.org.uk
Scotland	Simon Dryden simon.dryden@ scotland.gsi.gov.uk	TBC creativeprogrammerscotland@ london2012.com	Jaine Lumsden jaine.lumsden@ scottisharts.org.uk
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Diversity

We are committed to making the London 2012 Games an opportunity for everyone. Our legacy plans will reflect this aim by ensuring they are open to as diverse a range of people and communities as possible. For example:

- LOCOG is taking an integrated approach to the organisation of the 2012 Olympic Games and Paralympic Games – a unique approach that will help us drive benefits from both Games
- Making the Olympic village fully accessible during and after the Games, according to 'Lifetime Homes' standards
- Using employment, skills and business strategies that target disadvantaged people. For example, in East London where the population is highly diverse, with many aspects of deprivation, there are programmes such as the Employer Accord and Personal Best that help ethnic minorities, women and others who have high barriers to get jobs and improve their skills. Around the UK there will be events, starting shortly, for businesses owned by women and ethnic minorities to find out how they can compete for contracts
- The Cultural Olympiad, which will celebrate the diversity of the UK, and seek to encourage people to participate in events in their local area, thereby strengthening and enriching communities.

The Inspire Programme

The Inspire Programme harnesses the London 2012 brand. The Inspire Programme will recognise non-commercial projects and events genuinely inspired by the London 2012 Games through the award of the inspire mark. The inspire mark will begin to appear on a limited number of high quality, high impact projects and events following the Beijing 2008 Games – working across sports, culture, education, environment and volunteering business skills.

To raise money from the private sector to stage the Games, the Olympic and Paralympic marks are given under licence to the Organising Committee. It is the association with these marks that attracts private sector finance. The marks are carefully protected by the IOC and the International Paralympic Committee, and therefore have a high commercial value.

However, we want to reward other organisations that have been inspired by the Olympic Games and Paralympic Games and are setting themselves a challenge for 2012. We have negotiated a new Inspire Programme mark that outstanding programmes run by non-commercial organisations can apply for, demonstrating they are either inspired by, or enhanced through, London's hosting of the Games. They must be Olympic- or Paralympic-related, and they must help to deliver on one of the key legacy objectives shared by government and the Mayor of London. In the first year, LOCOG aims to start with a limited number of high-impact programmes, including those from national and local government, before opening it up for wider applications. The mark will start to appear following the Beijing 2008 Games and further details will be available over the course of the next year.

A photograph taken at night showing a grassy field in the foreground. A white banner is stretched across the middle ground, displaying the text "Making the UK a world-leading sporting nation" in red. Behind the banner is a concrete wall, a chain-link fence, and a large tree with autumn-colored leaves. In the background, a multi-story building with balconies is lit up, with some windows glowing yellow and others red. The sky is dark blue.

**Making the UK
a world-leading
sporting nation**



1 Our promise is... to make the UK a world- leading sporting nation.

This means... more people of all ages playing more sport and being more physically active than ever before; a greater number of world-class UK athletes winning gold; the creation of a world-class high-performance sporting system; and encouraging athletes to give back to their sport once they have retired.

This will be delivered through... a range of new and planned programmes to increase sports participation; encourage swimming, walking and cycling. A new 'Fit for the Future' incentive scheme pilot for young adults; a £75 million targeted social marketing programme to promote healthy living.

These programmes complement existing activity including: the PE and Sport Strategy for Young People;¹¹ the Home Country Sports Councils' community sport strategies; and UK Sport's World Class Performance Programme.

The Olympic Games and Paralympic Games represent the pinnacle of world sport. Hosting the London 2012 Games will help our best athletes achieve their potential and inspire every person, young and old, to take part in a range of sporting activities and to lead healthier, more active lives.

We are determined that the evidence that emerges from the London 2012 Games will be of a significant and sustained increase in participation – across all communities in the United Kingdom, including ethnic minorities, men and women, and young and old.

But our story does not begin when London's 2012 Olympiad starts this summer, nor did it begin when London was chosen to host the Games in Singapore back in 2005. Our commitment to maximising this opportunity is deep-rooted and long lasting. It has been integral to our plans for an Olympiad since they were first devised.

Our bid for the London 2012 Games harnessed the motivational power of sport, particularly for young people. The excitement of our bid, leading up to Singapore, and the enthusiasm shown in the celebrations when we won has focused interest on competitive sport and the way in which it can push young people to set higher goals and achieve them.

The challenge now is to build on this and the unique opportunity of the London 2012 Games to go further: to use sport to inspire activity – and to sustain increased participation beyond 2012. The building blocks to achieve this are our schools and colleges, working with the community, sports clubs and governing bodies, revitalising competitive sports for our young people.

Our vision is for everyone – children, young people and adults of all ages – to be able to enjoy a much wider range of sports and physical activities. We want 2008 to mark the beginning of a golden decade of sport – raising participation, especially among young people and those who are least active and to stem the tide of young people dropping out of sport.

This achievement must mirror success in all Olympic and Paralympic sports, with our athletes striving to be among the best in the world. We will give our athletes the best support there is, so they can stand proud in 2012 and in international competition for years to come, based on a truly world-class high-performance system.

We have three headline ambitions:

- **Inspiring young people through sport:** offer all 5 to 16 year-olds in England five hours high-quality sport a week and all 16 to 19 year-olds three hours a week by 2012
- **Getting people more active:** help at least two million people in England to be more active by 2012
- **Elite achievement:** aim for fourth in the Olympic medal table and at least second in the Paralympic medal table in 2012.

Government's role is to channel this enthusiasm by building on the substantial investment that Government, the National Lottery and local authorities have made since 1997, counted in billions of pounds. We look to schools, colleges, local authorities, National Governing Bodies (NGBs), sports clubs and their volunteers, Primary Care Trusts (PCTs) and health professionals to raise their ambitions too, to help encourage, raise and sustain increased participation for people of all ages.

1.1 Inspiring young people through sport

Getting more young people physically active and involved in sport is central to how we define the success of the London 2012 Games. People have told us that they believe it should be one of our core aims.¹²

We hope to make it possible for sport to be a natural part of every young person's life, not only during their school years but also into their college and working lives. This will be delivered by a network of inspirational teachers and specialists and coaches working in 21st-century facilities, supported by the biggest ever investment in sport for young people.

Unlocking the potential in young people through sport will help us create a society with a much stronger sense of community. We will be stepping up our sports volunteering programme so that thousands more young people will learn leadership skills that they can transfer to everything they do.

Our *PE and Sport Strategy for Young People* will help us to continue increasing the quality and quantity of PE and sport on offer and give young people more opportunities to be active and get fitter.¹³ We are breathing life back into competitive sport in our schools.

Since 2003 the Government and National Lottery have invested £1.5 billion through the Strategy and this has already delivered a significant increase in the numbers of young people doing at least two hours of high-quality PE and sport a week – from around 25% in 2002 to 86% in 2006/7. Government investment in the PE and Sport Strategy over the next three years will amount to at least £782 million.

We have created a network of 450 School Sport Partnerships based in specialist sports colleges, over 3,200 School Sports Coordinators and 18,000 Primary Link Teachers. Supported by the Youth Sport Trust, they are working with Sport England and County Sports Partnerships to ensure young people aged 5 to 16 have the opportunity to participate in five hours of PE and sport a week, both within the curriculum and beyond it. All pupils will have the opportunity to experience around 17 different sports at school and represent their school in a variety of competitions. Children that demonstrate a talent in a particular sport will receive extra support to improve their performance – currently only 7% of them do.

These opportunities sit alongside the huge improvements that have been made – and will continue to be made – in schools sport facilities. Over the last 10 years, 2,450 schools have received funding to enhance their sport facilities, in addition to 3,000 schools that have benefited from Big Lottery investment for this purpose.

Just as important is our work to end a tragic waste of sporting talent – the large numbers of young people who give up on sport once they reach age 16 or leave school, especially young women.

To tackle this challenge, we have extended PE and sport beyond the school gates, to ensure that from September 2008 young people aged 16 to 19 – who may be in school, at college or no longer in formal education – can benefit.

We will deliver a new network of sports coordinators in Further Education Colleges, who will help provide three hours of sporting opportunities for this important age group. This will be supported by tailored programmes developed by Sport England to target the drop-off in sports activity – including those outside full-time education, especially young women.

Competition matters. Over time we want to create the same enthusiasm for competitive sports found in other countries – in particular the United States, where inter-schools competitions attract large crowds and widespread media interest. We will do this by creating the first-ever national network of competition managers.

There will be more sports coaches in schools and in local communities to work with young people, and Dame Kelly Holmes, the double Olympic Gold medallist, will champion a National School Sport Week to help identify the talent of the future.

Flagship programme:

Five hours of sport for 5 to 16 year-olds and three hours for 16 to 19 year-olds each week



In July 2007, the Prime Minister announced an additional investment of £100 million in England to make sport a part of every young person's day by 2012. A new ambition of five hours of sport per week for 5 to 16 year-olds builds on the existing two hour base, while the ambition of three hours for 16 to 19 year-olds takes account of the fact that many of these young people are not in school and therefore not part of this two hour segment. It is also targeted at young people who are currently doing the least. The programme will deliver:

- A new National School Sport Week, championed by Dame Kelly Holmes, where all schools will be encouraged to be part of festivals and inter-school and intra-school sport competitions
- A network of 225 competition managers across England who will work with primary and secondary schools to increase the amount of competitive sport they offer
- More coaches in schools and the community to give expert sporting advice to young people. This will build on our existing investment into coaching through the Coaching Task Force and help to support the delivery of Sports Coach UK's Coaching Framework that aims to create a world-leading coaching system by 2016

- A network of Further Education (FE) Sports Coordinators across the 377 FE Colleges to help ensure that 16 to 19 year-olds have more opportunities for sport
- A new network of 450 disability multi-sports clubs through School Sport Partnerships.

Sports policy is run differently in Scotland, Wales and Northern Ireland. In Scotland, decisions about school sport are taken locally. Sports Council Wales is helping to deliver a Welsh target of 90% of secondary school pupils doing five hours of physical activity a week by 2020. Northern Ireland aims to get every child over eight participating in two hours of weekly extra-curricular sport or physical activity.

Above: National School Sport Week will start on 30 June 2008 aiming to engage over three million school children.

We have launched three new London 2012-linked programmes that aim to inspire young people:

The UK School Games¹⁴ is a multi-sport event for our school-age athletes. Over 1,500 will compete in the 2008 Games in Bristol and Bath – in an environment designed to replicate the feel of major events such as the Olympic Games and Paralympic Games. The sports include athletics, badminton, fencing, gymnastics, hockey, judo, swimming, table tennis and volleyball, and disability events in athletics, table tennis and swimming.

In England between 2006 and 2012 more than 5,000 16- and 17-year-old Young Ambassadors¹⁵ selected by local School Sport Partnerships will use the inspiration of the London 2012 Games to promote sport and the Olympic and Paralympic ideals and values in their communities.

And an annual National Talent Orientation Camp¹⁶ is bringing together our best 14 to 17 year-old young athletes in a four-day programme that gives them a chance to think about how best to use their talents in the future.

Our success in the future must be built on bricks and mortar too. *Building Schools for the Future*, the largest capital investment programme for 50 years, will provide world-class teaching and learning environments for all pupils and teachers in England. The programme will ensure that all new and refurbished schools have high-quality, imaginative, state-of-the-art education and sports facilities to help develop a world-class sports development system – creating pathways for young people and engendering the habit of life-long participation.

Sport England, with their delivery partners, will work, support and facilitate NGBs to bring clubs, schools and communities together, possibly embedding clubs into local school facilities as their 'home' venue. Where appropriate they will also seek to bring in further investment, for instance from NGBs, Sports Foundations, including the Football Foundation, Trusts and other public sector agencies, to enhance community school facilities even further. These facilities will be a lasting legacy for our communities.

1.2 More people more active

According to the Foresight report, *Tackling Obesity: Future Choices*, by 2050 60% of men and 40% of women could be clinically obese, if we do nothing. The London 2012 Games are our best chance in a generation to encourage people to be more physically active and to give them the opportunities they need to do so. Previous Games' hosts have aspired to do this, but few have achieved long-term success.

Our approach is different. By starting early and working together we are confident that we can get at least two million more people active by 2012. This represents a 1% year-on-year increase – equal to the highest level ever achieved by any country.

What we mean by sport and physical activity

Physical activity is more than just sport. It includes 'everyday' forms of exercise, such as walking, recreational cycling and dancing. Sport means activities that are often more vigorous and undertaken competitively, including football, tennis and swimming. Both have potential health benefits. We want to help people find an activity that suits them and that they enjoy, and we want to encourage them to exercise regularly.

The target will be to increase by two million the number of people doing three or more sessions per week of at least moderate intensity activity (at least 30 minutes long), as a contribution to the five or more sessions per week recommended by the Chief Medical Officer for general health benefits. Data will come from the DCMS Taking Part Survey and the Sport England Active People Survey, based on existing baselines.

For some people, 30 minutes of exercise at a stretch does not fit their daily schedules, but it has been well documented that the benefits can still come from shorter 10 minute 'bouts' of moderate intensity activity across the day.

We will develop indicators to capture this additional activity and will monitor the impact of our legacy programmes on those on their way to becoming more active.

Our target of two million is ambitious. We are not just interested in 'easy wins' – getting people who are already fairly active to do a bit more exercise. We want to reach many of those who are reluctant or unable to participate, including women and girls, people with disabilities, those from minority communities, the elderly, and those from more deprived areas where participation rates are lower than average.

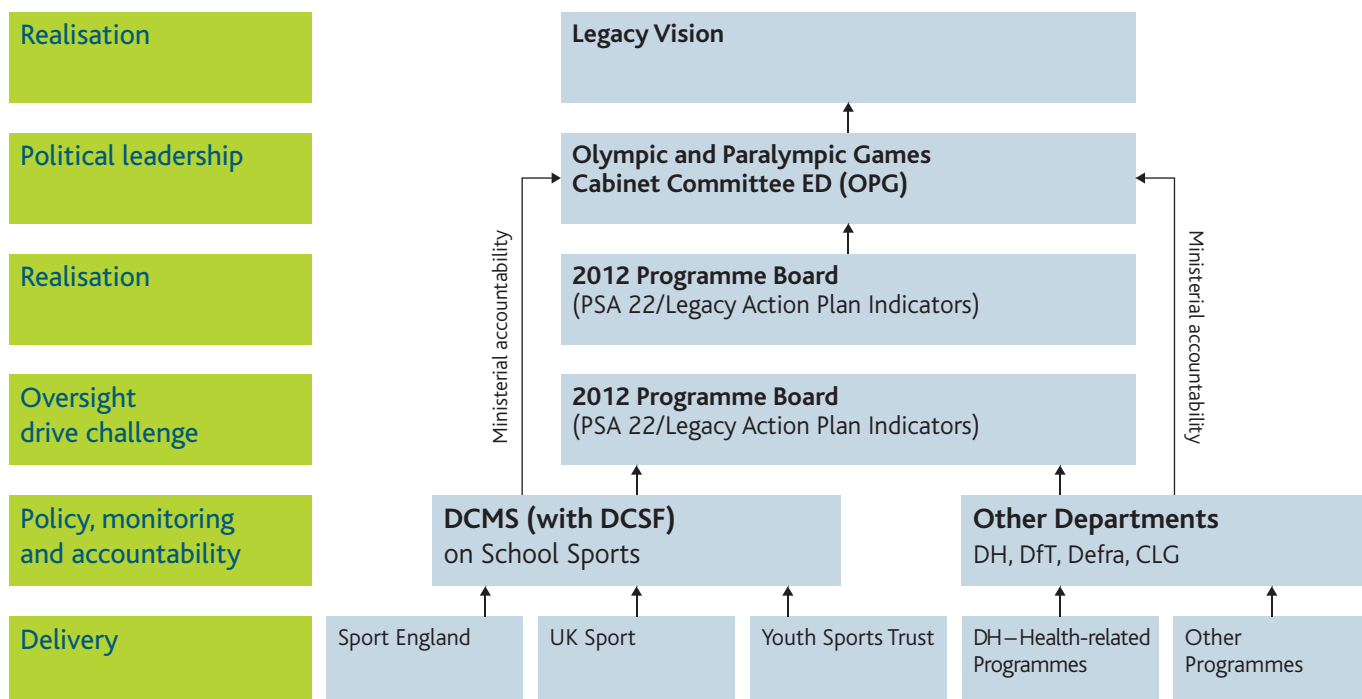
This is a challenge for us all – not just those who aspire to the highest levels of sporting achievement. Our role is to help individuals set their own sporting, lifestyle and health goals that are relevant to their everyday lives. For a patient with a long-term health condition, walking 10,000 steps can be as much of an achievement as winning Olympic gold; for someone who has never exercised, completing a 12-week gym programme might feel like making the team for Beijing.

We will do this by offering individuals a range of activities that match their interests, tastes and circumstances. As they grow in confidence or their lives change, we want as many people as possible to move across this spectrum, graduating perhaps from a jog in the park to joining a running club. Some of us are passionate about sport, others might seek only the social benefits of exercising with family or friends. We will do this by having a world-class community sport infrastructure and through a more coordinated approach to physical activity. We will also look, with delivery partners, at what can be done to better engage the voluntary sector to help raise participation.

Action to achieve the target will be driven by a range of government departments. DCMS will lead on getting more people active through sport. Other departments will deliver programmes that contribute to increasing physical activity including the Department of Health (DH), the Department for Transport (DfT), the Department for Environment, Food and Rural Affairs (Defra), Communities and Local Government (CLG), as well as other key partners.

Progress towards the two million target will be overseen by the 2012 Programme Board, which is responsible for the Olympic and Paralympic Public Service Agreement (PSA 22) and the Legacy Action Plan. The 2012 Programme Board is accountable to the Olympic and Paralympic Games Cabinet Committee ED (OPG). DCMS will form a new Sports Legacy Board, to be chaired by the Minister for Sport. The Board will drive the sporting legacy and ensure a coordinated and strategic approach to legacy activities. UK Sport, Sport England, the Youth Sport Trust, the British Olympic Association (BOA), the British Paralympic Association (BPA), LOCOG and other key stakeholders will be invited to join the group. The health-related activities will be coordinated by the Department of Health, which will be represented on the 2012 Programme Board and will report to the Board on progress. Departments will work closely to ensure that there is effective coordination to achieve the two million target. The Governance Structure is outlined in the following diagram.

Sport and physical activity Governance Structure



World-leading community sport

There has been record investment by government in sport over the last 10 years. Following the award of the 2012 Games to London, there has been a further significant increase in government-funded activity. Sport England's funding from government has increased from £32 million in 1997/98 to over £113 million in 2007/08. And since the Games were awarded to London, the Comprehensive Spending Review has enabled an increase in grant-in-aid to Sport England – £128 million in 2010/11 compared with £81 million in 2005/06. Since 2001, over £1 billion of government and Lottery funds have been invested in renovating and building new sports facilities for local communities. This investment has led to the development of a network of 49 County Sports Partnerships and much closer working with NGBs.

These structures have already proven themselves effective. But we want to go further and have asked Sport England to develop and deliver a new strategy to create the infrastructure necessary to support increased participation based on best practice, using tested ways of increasing participation and working closely with partner organisations.

The key to driving increased sports participation will be the new strategic relationships between Sport England and NGBs, which will be expected to deliver more in return for the public funding they receive. This new relationship will provide NGBs with greater power and control over the investment of public funds in their sport, in return for more accountability for the delivery of key targets around participation, coaching and competition across all sections of society.

This means more and better qualified coaches; more support for volunteers; and a modern club network. By strengthening the sporting infrastructure we will widen opportunities, attract more people and improve the mechanisms to keep them inspired and active.

A critical part of the new Sport England strategy will be efforts to help tackle declining participation amongst young people, especially after leaving school. Sport England will work closely with sports bodies to re-engage young participants. It will also increase participation by identifying which sports are best placed to drive this, and working with key delivery partners – including NGBs, local authorities, Sixth-Form Colleges and other Higher and Further Education institutions.

Sport England will act at a national, strategic level as a commissioner and uphold the public interest by pursuing delivery. The strategy will have three separate strands covering Sport England's future activities:

Sustain – maintaining existing participation levels with specific activities – this includes schemes coordinated with NGBs and colleges to help reduce the drop off in activity between ages 16 and 19. This will be achieved by working with at least five sports to reduce their drop-off by 25%. Lessons learned from this process will be disseminated across sports and used as a basis for tackling drop-off in other sports – and at different ages – in the period 2011-14. Sport England will also improve the quality of the sporting experience, keeping more people participating. In addition, Sport England will contribute to the outcome, shared with the Youth Sports Trust, of more young people accessing five hours of sport a week.

Grow – to commission NGBs, community sports organisations, local authorities and third-sector organisations to deliver a range of high-quality sporting opportunities to increase participation in sport by an average of 200,000 people a year by 2012/13.

Excel – working with NGBs to help develop talented athletes and ensure the most talented can move successfully to the elite programmes sponsored by UK Sport. Precise targets for the size and/or quality of talent pools will be agreed with each sport.

Full details of Sport England's new strategy will be set out in a detailed Delivery Plan to be published alongside this strategy. This will set out how Sport England will work with a range of partners, commissioning work and driving high-quality delivery.

To help foster stronger links between schools and sport clubs to ensure that people continue to play sport throughout their lives and that no barriers stand in the way of the talented we will work with Sport England and other partners to develop a new Community Sports Brand for England. The new brand will be available for programmes and facilities which are aimed at sustaining and raising sports participation and could be used by companies and other sponsors who commit to support community sports initiatives. We will announce more details of the community sports brand later this year.

Plans for sport in Scotland, Wales and Northern Ireland

Scotland's Sport Strategy¹⁷ closely mirrors that of England: increasing participation; recognising and nurturing talent; and improving world-class performance. It also recognises sport's contribution in other areas, such as tackling obesity, community cohesion, volunteering and economic and tourism opportunities. Scotland has targets of 50% of all adults doing 30 minutes – and 80% of children doing one hour – of physical activity five times a week by 2022. Scottish Ministers are looking at how the inspiration of the London 2012 Olympic Games and Paralympic Games, and of the 2014 Glasgow Commonwealth Games, can help to achieve this goal more quickly.

Wales's strategy for sport and active recreation was published in 2005. It sets out how, within 20 years, sport and physical activity will be at the heart of Welsh life and public policy. It demonstrates how the Assembly will maximise the contribution sport and physical activity makes to well-being in Wales. This will be delivered in an integrated manner, spanning the key areas of health, economy, culture, society, environment and Wales on the world stage. It contains targets for measuring achievement across these many dimensions with a view to producing an active, healthy and inclusive Wales, where sport and physical activity provide a common platform for participation, fun and achievement, binding communities and the nation.

Northern Ireland is consulting on plans for developing sport and physical activity to 2012.¹⁸ It sets out 10-year priorities and outlines the direction of future investment. The strategy contains 24 measurable targets, categorised under the three headings: participation, performance, and places. It sets out how the Assembly will provide:

- A world-class start and lifelong involvement in sport and physical recreation for all people
- World-class performances by teams and individuals
- A sustainable sporting and physical recreation culture that contributes to broader Government objectives.

Case study: Local initiatives



All the regions have been looking at the best ways to promote sport in their area. For instance:

- **Sheffield** has been inspired by London 2012 to create a programme of mass participation events called 'the People's Movement', which encourages more physical activity. The council will make gyms and pools more accessible and affordable, and refurbish local parks and playgrounds. We would like to work with local and regional partners to develop such programmes and disseminate best practice so that national strategies are complemented by strong local initiatives.
- In the **East of England** every county is setting up a Sports Foundation in collaboration with the charity SportAid, to raise funds from local business to support the region's talented young athletes. Suffolk County Council is also working with the charity Optua on its Disability Sport Academy that is helping to encourage and support disabled people to try out Paralympic sports in the run-up to London 2012, and to signpost disabled people to sporting opportunities in the area.

Above: Tennis player at an Optua sports showcase day in Ipswich.

Sport England will put in place effective mechanisms to ensure that progress is made towards achieving increased sports participation. Sport England will be accountable to DCMS for its performance.

A coordinated physical activity strategy As set out in the Government's strategy for tackling weight problems and obesity, *Healthy weight, healthy lives*, our vision is of a future where people are encouraged to exercise regularly and stay healthy and well throughout their lives.

Our ambitions for London 2012 go much wider than sport. Many departments including the Department of Health (DH), the Department for Culture, Media and Sport (DCMS), the Department for Transport (DfT) and the Department for Environment, Food and Rural Affairs (Defra), have a role to play in getting the nation more active, and they will work together to coordinate and drive action to achieve the wider target of two million people more active. They will report to the 2012 Programme Board, which will oversee the delivery of PSA 22 and the Legacy promises.

The benefits and drivers of physical activity vary for different age groups. For young people, sport and physical activity help instil a life-long interest in exercise, alongside healthy physical and emotional development, particularly if fostered by a sense of fun and personal enjoyment. As we grow older the short-term health benefits become increasingly important, with the greatest benefits for older people in reducing falls and maintaining independent living. Our plans for London 2012 will reflect this.

We will structure a variety of initiatives around five themes:

1. Healthier families
2. Targeting the least active
3. Removing barriers and creating incentives to be more active
4. Creating a better environment for physical activity
5. Better coordination with Primary Care Trusts.

1. Healthier families

To encourage families to live healthier lives we will invest in a £75 million targeted social marketing programme, as outlined in *Healthy weight, healthy lives*, which will inform and support parents in changing children's diet and levels of physical activity.

This will be launched in 2008/9 across England but with a focus on pregnant women, parents of babies and toddlers, and parents of preschool and primary school children. Future years will see the development of programmes targeting young people and adults. The programme will comprise both advertising and other targeted marketing activities and we anticipate it will make a big contribution to the target of two million people more active.

2. Targeting the least active

We will investigate how health professionals can help inactive adults and those at health risk become more active. 'Let's Get Moving' scheme (currently being piloted in London) uses a 'care pathway' approach, to enable health professionals to overcome barriers to exercise, help set goals, signpost patients to physical activity and keep track of their progress. From November 2009, this scheme will be available to all Primary Care Trusts across England. Let's Get Moving will not directly affect progress towards the two million target, but it will provide a new 'gateway' to physical activity and sport.

The health benefits of walking are well documented, and it is an activity that almost everyone can enjoy. We will invest £7 million between 2008 and 2011 in a programme of innovative campaigns to encourage people to walk more each day. Two national campaigns will run from 2008 to 2011 – a Schools Walking Challenge for 2012 and a Walking Therapy Project for people with long-term conditions. Further campaigns will target employees and the NHS during 2009/10 and 2010/11.

This work will draw upon and expand existing programmes such as the National Step-O-Meter Programme, which loans pedometers to patients, and the Youth Sport Trust's 'Schools on the Move'. Other programmes such as Natural England's 'Walking the way to Health Initiative', with over 33,000 walk leaders and more than 500 health walk schemes across England, have been very successful in engaging deprived communities.

By creating a 'National Coalition for Walking', we aim to get a third of England walking at least 1,000 more steps daily by 2012 – an extra 15 billion steps a day. Over time this will make an important contribution to the two million target.

3. Removing barriers and creating incentives to be more active

We have to recognise that there are barriers preventing people taking up sport or physical activity. Providing information will result in increased participation, but longer-term support may be required in order to make activity a life-long habit.

We will build up our knowledge of which incentives and interventions are most effective in encouraging individuals to change their behaviour. For example, we will explore the use of financial incentives, such as payments, vouchers and other rewards; and social incentives such as workplace or community challenges, to encourage individuals to lead healthier lifestyles, or to be consistently more physically active.

After walking, swimming is the next most popular form of recreational physical activity.¹⁹ Among those who said they were interested in doing a new sport, swimming emerged as the most popular. Swimming has unique fitness benefits and can be particularly appealing to pregnant women, people with mobility problems and those who wish to protect their joints. Swimming is also a very good cardiovascular exercise. Everyday Swim, a project sponsored by Sport England, the Amateur Swimming Association (ASA) and local partners, which aims to get more people swimming in eight local areas has shown how issues affecting participation, whether cultural or physical, can be addressed through a user-focused approach.

We want to extend the considerable benefits of swimming and encourage providers to take a more user-focused approach. We will shortly announce plans for a new initiative to increase the number of people who swim and swim regularly. This will include measures to support local authorities to develop free swimming programmes and initiatives designed to improve the experience of swimming and to encourage adults who cannot swim, or cannot swim well, to take-up swimming.

Finally, we will work with the fitness industry to pilot a 'Fit for the Future' incentive scheme for young adults aged 16 to 22 to address the significant drop-off in sport and physical activity in school leavers. This will offer subsidised gym and fitness club membership based upon frequency of use. We will test this approach across a small number of PCTs in areas of multiple deprivation over two years, commencing in 2009.

Taken together, these new incentives will help many people become more active by 2012.

4. Creating a better environment for physical activity

Simply stepping out of the front door can provide opportunities for physical activity, most obviously through walking and cycling. However, this assumes access to an environment that is supportive of physical activity. With 55% of trips by car under five miles and 25% under two miles, this is a significant opportunity for walking and cycling to contribute to health, and also to cleaner, safer communities.

By getting the environment right for physical activity we can help individuals accumulate shorter 'bouts' of exercise across their daily lives. Some will achieve longer periods of activity, contributing to the two million target, but the contribution of walking and cycling to health and as the first steps on the road to sport and physical activity should not be underestimated.

The recent announcement of a further £140 million in funding for Cycling England by the Department for Transport, including a contribution from the Department of Health of £15 million, and funding for improving the cycling infrastructure and cycling skills in selected areas where child weight is a particular problem.

Up to 11 new Cycling Demonstration Towns (including one large city) will also be created through this funding, alongside the existing six Cycling Demonstration Towns, to demonstrate visible change in a few key areas.

Cycling England estimates that this bigger demonstration programme could potentially cut 16 million car journeys per year, and result in an extra 47 million cycle journeys per year. This would represent a 100% increase in cycling in the targeted towns over four years.

We will also work with a number of interested local authorities to sign up to a Healthy Community Challenge Fund. This fund will total £30 million during 2008-11, with the expectation that participating authorities will supplement these funds with their own to test and validate new approaches to promoting physical activity alongside healthier eating habits. Bids for funding will be invited in early June 2008.

Healthy weight, healthy lives also sets out measures to help implement National Institute for Clinical Excellence (NICE) guidance, published in January 2008, on how to improve the physical environment in order to encourage and support physical activity.²⁰ We will also ensure that the Thames Gateway and the Growth Areas and Growth Points are exemplars of best practice.

Case study:

'Walking the way to Health Initiative' (WHI)



The 'Walking the way to Health Initiative' (WHI), a joint initiative of the British Heart Foundation and Natural England, was originally envisaged as a five-year programme, but the success of the scheme led to continued funding. Health is one of the four main themes on which its successor, Natural England, is currently campaigning and the work of WHI is an integral part of this campaign.

So far, WHI has got more than one million people walking in their own communities (especially those who take little exercise or live in areas of poor health) and has trained over 33,000 volunteer walk leaders.

WHI supports local partnerships of health, leisure and community interests in developing schemes that promote 'walking for health'. Local 'walking for health' schemes provide three core components:

- Places to walk
- Self-help information – literature, maps etc. to promote independent walking
- Led-walk programmes with trained leaders – walks are suitable for those who normally take little or no exercise.

Some schemes also provide additional optional components, such as incentive projects to motivate and retain walkers, community events, improvements to make local walks safer and more accessible, and working with GPs to encourage patient referral. WHI benefits from extra funding from the Big Lottery Fund.

Above: London 2012 is working with London's walking and cycling communities to deliver improvements to the network of paths in and around the Olympic Park.

5. Better coordination with Primary Care Trusts

PCTs all over England are already investing significantly in physical activity programmes, often in partnership with local authorities and agencies. For example, funding allocations from West Midlands PCTs amounted to just over £1 million in 2006/07. This investment not only plays an important role in helping to deliver our two million target, but is also a critically important part of preventative healthcare.

There will be increased scope for future partnerships. Over 90 local authorities have identified adult participation in sport and physical activity as one of their local area agreement priorities. Over time, this will lead to much closer working between local authorities and Primary Care Trusts to promote local physical activity initiatives.

Regional and local working in this manner has already unlocked significant funding from a variety of sources and early indications are that this increases participation – results from the Sport England Active People Survey suggest that participation in Yorkshire has increased by 3.5%, or 160,000 people. We will study these models to determine the best way to coordinate physical activity initiatives.

Case study: Knowsley PCT



The PCT in Knowsley, Merseyside, is providing over £500,000 to support the Knowsley Sport and Physical Activity Alliance. Sport England also supports the Alliance with £292,000 of funding, mostly directed at supporting its 'Back to Sport' and 'Club Coach and Volunteer' programmes. The PCT's funding supports a range of physical activity programmes to get people active and healthy, particularly the over 45s.

Above: Knowsley PCT funding is helping people be more physically active across the region.

Yorkshire Model

Yorkshire and the Humber Region was identified as having the lowest participation rate in physical activity in England as well as some of the poorest figures on health and wellbeing. Recognising the importance of a genuinely joined up approach, a range of bodies including Department of Health, Department of Transport, Department of Culture, Media and Sport, the NHS, Yorkshire Culture, Sport England, Natural England, Yorkshire Forward and Local Government Yorkshire and the Humber came together to develop and coordinate activities across the public health and physical activity realms.

Key achievements include:

- The Region's four Community Sports Partnerships working closely with PCTs, and all four having active PCT involvement on their Boards
- High proportion of Local Area Agreements (LAAs) reflecting physical activity issues
- Successful Big Lottery Fund Regional Health and Wellbeing submission bid which is supporting a portfolio of projects that have physical activity as a strategic priority, and which will bring £6.8 million into the Region over the next five years
- Creation of a good practice network which has identified and shared over 100 examples, many of which are included on the Yorkshire Futures 'What Works' website

Results from the Sport England Active People Survey show that participation in Yorkshire has increased by 3.5%, or 160,000 people – a significant improvement on the previous survey, which placed the region as the least active of all English Regions.

Case study:

Leicestershire and Rutland Community Sports Partnership (LRCSP)



Within the LRCSP Action Plan is the objective of 'promoting the use of sport and physical activity as a way of improving health'. Through this, work is being progressed with PCTs to make sport and physical activity a key part of the public health strategy and local delivery plan.

'Active Together' is a two-and-a-half-year project developed through the Leicestershire Local Area Agreement (LAA), the Community Investment Fund and local partners involved in Sport Alliances. Investment of £750,000 from the Leicestershire LAA and Sport England Community Investment Fund and local partners has been allocated to set up the Active Together programme.

The desire is to increase the percentage of adults participating in at least 30 minutes of moderate intensity sport and active recreation on three or more days a week. This equals an approximate increase of 5,300 people from a 2006 baseline.

As at December 2007, the project had succeeded in getting 2,027 adults achieving the 3 x 30 minutes per week target; this exceeds the forecast target.

Above: 'Active Together' offers a wide range of activities including salsa, chair-based exercise, badminton and buggy walks.

1.3 Elite achievement

Each generation of Olympic and Paralympic champions inspires future ones to participate in sport. But to deliver elite success, government must help create the conditions for excellence at every stage of an athlete's development. That means investing in high quality school sport, coaches, facilities and clubs, and making sure every agency works together to foster and support talent.

It also means enabling the sports themselves to take the very best talent all the way to the podium, and through UK Sport we will establish a network of elite training centres across the country to allow every major sport the opportunity to develop its athletes in a high-performance environment.

The opportunity to compete in the Olympic Games or Paralympic Games is the ultimate sporting goal for millions of aspiring athletes. Most will never have the opportunity to do this in front of home crowds. So, we are aiming to give as many UK athletes as possible the chance to compete – and win – in London 2012. By doing so, we believe that we can also move up the medals tables, inspiring people to take pride in our achievements and creating new role models. We have been ambitious in our goals: seeking to come in fourth place on the Olympic and second on the Paralympic medals table; this is likely to mean a doubling of our previous tallies.

But the investment is about much more than that. It is also about creating a truly world-leading performance system in this country to deliver sustained medal success at future championships and allowing as many sports as possible to get their athletes to the podium. It is also about creating the opportunity for Olympic or Paralympic sports to showcase their sport, inspire new participants to try it out, and build a performance structure for their sport that might deliver medals at subsequent Games.

We will match our ambition with £600 million of investment. £500 million is to be provided from Exchequer and Lottery funding, and we will bring forward proposals to secure an additional £100 million. The investment will be delivered through UK Sport's *World Class Performance Programme*. Its impact is managed through the development by UK Sport of 'Mission 2012', a new means by which sports can measure their progress and assess the challenges they need to overcome. Mission 2012 evaluates each Olympic and Paralympic sport against three key dimensions: athletes, governance and climate, and is the way in which we will be able to measure not just our progress to our goals in 2012, but the ability to sustain that success in future years. Mission 2012 is supported by a range of services provided by UK Sport to drive key areas of athlete development through to 2012: coaching, performance, lifestyle, research and innovation and sport science and sport medicine being among them.

Aiming high in the medals table

To achieve our goal of fourth in the Olympic medals table will mean almost doubling our Olympic gold medal tally. We will always struggle to win as many medals as large countries like the USA, Russia or China, but we are committed to investing in our athletes to give them the best chance of success. In Paralympic sports, other countries are significantly increasing their investment and developing opportunities for more disabled people to get involved. This is happening in China and it is likely their level of investment will continue in the run-up to the London 2012 Games. For this reason, our ultimate goal is to retain second place in the Paralympic medals table but aim for the top spot.

These ambitious goals have been identified based on the UK's current position and performance in international competition, and the size of the pool of talent the UK can draw on. A formal medal target will be agreed a few weeks prior to the Games.

Case study: ParalympicsGB – Parasport



ParalympicsGB has set up a new online disability sport institute in partnership with London 2012 sponsor Deloitte. 'Parasport' is the first UK site aimed at increasing participation levels in disability sport by signposting people to suitable clubs and facilities in their region and improving how talented sports people are identified and nurtured at community level. It helps disabled people to lead an active lifestyle and enjoy all the benefits that are associated with participating in sport, such as health, inclusion and social development, as well as the value of sport in rehabilitation. For more information visit www.parasport.org.uk

Above: Athletes competing in the 2007 British Open Athletics Championships, organised by Disability Sport Events and held in Manchester.

It is also bolstered by a range of talent support and development programmes, including the Talent Identification and Confirmation Programme, the *Talented Athlete Scholarship Scheme (TASS)*,²¹ and the *Advanced Apprenticeship in Sporting Excellence (AASE)*.²² Through TASS, we are enabling up to 1,000 talented athletes in England each year to pursue their sporting career while in university or college, and fast track the most talented on to high-performance programmes. The AASE ensures that talented young athletes develop the skills and knowledge they need to compete successfully, while also giving them the broader education needed to work in an industry outside full-time competition. We will deliver change in elite sport by strengthening the governance and performance programmes of all our Olympic and Paralympic sports, and giving them clear and ambitious annual medal targets. In that way, we hope to deliver change that lasts well beyond London 2012.

Our top athletes can provide lasting inspiration to young hopefuls. We would like to encourage as many elite athletes as possible to give back to their sports once they have retired, for example through coaching, or visits to schools and clubs to hold masterclasses. Many top athletes are already getting involved in this type of work, such as Tessa Sanderson and Dame Kelly Holmes. We will explore how we can encourage even greater support. And through UK Sport we will continue to develop the people involved within the high-performance system: the coaches and medics and support staff that will ensure our athletes' continued success beyond London 2012.

We will also continue to lead the fight against doping in sport. Plans are being put in place for the modernisation of the National Anti Doping Organisation for the UK, currently a responsibility of UK Sport. This modernisation will create a new, stand alone Agency that in addition to continuing to operate a rigorous testing programme will tackle the growing sophistication of athletes and those behind the scenes that are manufacturing, trafficking and supplying prohibited substances and methods.

The London 2012 Games are just the beginning. We are looking ahead to a new decade of sport for the UK: Glasgow's success in securing the 2014 Commonwealth Games, the Ryder Cup in Wales in 2010 and in Scotland in 2014, and England's bid for the 2018 Football World Cup. Hosting the London 2012 Games raises the profile of the UK's sporting venues, infrastructure and expertise, and can act as a magnet for other major international competitions. Since we won the London 2012 Games, UK Sport has doubled its investment to more than £3 million in a *World Class Events Programme*, with a target of staging over a hundred major sporting events – with around 50% being World or European Championship level – in the UK before London 2012. In 2008 the UK will host 14 major events – from the World Track Cycling Championships in Manchester, to the International Association of Athletics Federations (IAAF) World Cross Country Championships in Edinburgh.

Play your part

Local Government can:

- Work with the NHS to ensure that local communities have seamless access to sport and physical activity initiatives
- Promote London 2012 through local sports programmes and at community and leisure facilities
- Encourage people to set themselves personal goals – whether it is trying a new activity or just being more active
- Use the inspiration of the London 2012 Games to improve and widen access to sports facilities in schools, and bring together partners from all sectors, including the NHS, to ensure that the participation agenda is joined-up with the wider benefits of health, community cohesion and tackling anti-social behaviour.

Local sports clubs can:

- Contact the relevant Sports Council (Sport England, sportscotland, Sports Council Wales, Sport Northern Ireland) to explore how to use the London 2012 Games to inspire members to be the best and fittest they can.

Everyone can:

- Set new personal goals, try a new activity, offer to coach or help out at a local club
- In England, go to www.activeplaces.com to find their nearest sports facility.

MIX

Transforming
the heart of
East London



2 Our promise is... to transform the heart of East London.

This means... turning one of London's most deprived areas into a world-class district for living, leisure, business and sport, with safe and sustainable neighbourhoods, new parkland, new homes, jobs, and social and leisure facilities for generations to come.

This will be delivered through... the ODA Delivery Plan for the Olympic Park; the Legacy Masterplan Framework (LMF) and Regeneration Strategy for the area; and local jobs and skills training initiatives including the London Employment and Skills Taskforce for 2012 (LEST) Action Plan.²³

Fundamental to our decision to bid for the London 2012 Games was the potential for the regeneration of East London, where unemployment is almost double the national average at close to 10%, and 22% of working age residents have no qualifications. Hosting the Games will help us tackle disadvantage and improve opportunities for these communities.

The London 2012 Games themselves provide vital infrastructure, parkland and venues, all of which have a long-term value for the area. But the full transformation goes far beyond that, creating conditions to attract new housing, business development, tourism and inward investment which will place this part of London at the centre of the city's growth in the coming decades. This will benefit local people and attract new residents and businesses, and accelerate regeneration plans for a much wider area.

The regeneration of the Olympic Park and its surroundings – Stratford City²⁴ and the Lower Lea Valley – will create a major regional focus in East London for new jobs and sustainable growth. It will also play a key part in the wider plans for the Thames Gateway, which is the largest regeneration project in Western Europe and which could ultimately contribute up to £12 billion each year to the UK economy.

In helping bring about this change, local people will have a genuine say in what they want from their neighbourhood – how it should look and feel and what services it should provide – so that local communities can build their sense of identity and take advantage of all the opportunities that the London 2012 Games will bring.

Headline ambitions

- **Transforming place:** create a well-planned and well-managed environment in and around the Olympic Park which will attract business investment and promote recreational and cultural use for years to come
- **Transforming communities:** build over 9,000 new homes, a large proportion of which will be affordable; and provide new sport, leisure, education and health facilities that meet the needs of residents, business and elite sport
- **Transforming prospects:** help 20,000 workless Londoners from the 5 Host Boroughs into permanent employment by 2012; and create 12,000 new job opportunities in the area of the Park post-Games.

2.1 Transforming place

Around 75 pence in every pound in the ODA's budget is spent on regeneration. The Games will turn a huge area – 300 hectares – of some of London's least known, most neglected and under-used land into a spectacular ecological and environmental setting for a new quarter for London. The area's utilities network will be completely renewed, in a modern sustainable form. Land is being decontaminated and forgotten waterways reinvigorated. Newly created parkland and the Olympic venues retained after the Games will provide the backbone of this new neighbourhood.

The major programmes that will deliver this physical transformation are:

- The **ODA Delivery Plan** – the central programme that will ensure the Park and supporting infrastructure is delivered on time and to budget, overseen by the Olympic Board.²⁵
- The **2012 Transport Plan** – which sets out the improvements being delivered that are both essential to the Games, and that will leave lasting regional benefits. These include the upgrade to Stratford Regional Station, more services on the North London Line and the new Docklands Light Railway (DLR) service to Stratford including three new stations and investment in new rolling stock to increase capacity on the wider Docklands Light Railway (DLR) network. In addition, up to 50km of new cycle tracks will be created and connected to the London Cycle Network and 30km of new footpaths provided. These improvements will make Stratford one of the best connected places in the capital, providing excellent links for local people to jobs, leisure and social facilities across London and the Thames Gateway, and attracting new residents and investment.
- The **LMF**²⁶ – this is led by the LDA with the close involvement of the 5 Host Boroughs and Government and will steer the transformation of the Olympic site after 2012. Local people, businesses and third sector organisations will have real input into the plans at every step. It will shape the long-term future of the physical aspects of the Park and its surroundings as an attractive and vibrant place to live and work with a mix of cultural, sporting and other uses. The plan will aim to attract investment to the surrounding area that can trigger benefits for the wider community. Its completion in 2009, well before the Games begin, will ensure plans are in place and regeneration proceeds seamlessly post-Games.

2.2 Transforming communities

The long-term benefits of the Games must include a strengthening of local communities in East London, which is the most socially diverse part of the UK. New facilities will be provided for everyone to enjoy. There will be more homes, and a regenerated centre for business. It is important that its local communities should have their say in what their area should look like beyond 2012. We recognise that local people could feel excluded as the regeneration and construction work changes the environment around them. We want to avoid this and ensure they feel a sense of ownership and involvement. The LMF (see page 37) has a resounding emphasis on consultation and collaboration with local people and organisations. The LDA's Regeneration Strategy will complement this by linking the physical transformation with the social and economic needs of communities in the Park and the surrounding areas, working in close cooperation with the boroughs and their combined regeneration efforts to improve living conditions for local residents. This approach can help to promote social cohesion and integration within local communities and offer them a sense of ownership over the area, ensuring that community activities are all consistent with government targets and policy to reduce anti-social behaviour and crime, including improved crime prevention. There will be a particular emphasis on working with young people in delivering these aims.

Some components of the long-term future of the area are already clear.

The Olympic Village will create around **3,500 new homes**, at least 30% of which will be affordable to people on low and average incomes, together with all necessary social infrastructure such as health and education provision. After the Games around a further **5,500 homes** are anticipated on the rest of the Olympic Park site. All the buildings will be designed with community safety in mind and will meet the police Secured by Design standard. A mixture of size and tenure will ensure a rich and diverse community.

The **sports facilities** in and around the Park will be available for elite and community use post-2012. Once the site has been converted, local people will have access to:

- The Olympic stadium, which will remain with a 25,000 seat capacity
- The Aquatics Centre – containing two 50m pools and a diving pool for community and competition training use
- The VeloPark – containing the velodrome as well as a mile-long road cycle circuit, a mountain bike course, BMX circuit and cycle speedway track
- The Handball Arena – available for a range of multi-sport uses such as basketball, handball and fencing
- Eton Manor – a community facility with a 3,000-seat hockey centre, indoor tennis courts, and five-a-side football pitches (the full configuration is still to be finalised).

Other venues will also provide new opportunities for local people to be active. Sport England, LOCOG and the ODA are also improving a number of local community sports facilities around East London for visiting athletes to use in the run-up to the Games themselves,²⁷ leaving a long-term benefit for many communities. These improvements to facilities create potential economic benefits by enabling East London to attract further major sporting events.

SkillsActive's proposed relocation of its National Skills Academy for sport to the main stadium site after the Games would further strengthen the area's potential economic dividend. We are also considering the establishment of a secondary school at the stadium site after the Games to promote excellence in sport, with an expert panel advising government on how this could be taken forward.

2.3 Transforming prospects

The 2012 Games in East London can help foster the strong community links that already exist, raise people's aspirations by encouraging them to take advantage of both new and existing job opportunities, and motivate young people through expanding local career options. They create a new economic base for the area in the long term. Our plans help do three things:

- **Add more jobs to the local economy in a variety of new industries** through the re-engineering of the site into a world-class centre for business, sport and leisure. There will be up to 12,000 employment opportunities through the post-Games conversion of the Park for business and other uses, including the potential conversion of the Media Centre²⁸ into a new, state-of-the-art creative industries centre. In the lead up to 2012, we aim to get 20,000 more people from the 5 Host Boroughs into work through the 2012 Games – within a London-wide target of 70,000.²⁹
- **Provide the skills and training programmes that help local people, particularly the most disadvantaged, compete for these jobs.** We need both to bring local people into the job market and to provide them with the training and support that gives them the confidence and skills to stay in employment and progress into higher-skilled jobs. To date around 17% of the jobs on the Park site have gone to local residents – we aim to continue to give local people the best possible opportunity to compete for jobs in the area after the Games have finished. Full details of the training and skills programmes that will deliver this are on page 60.
- **Create the momentum for development to continue and diversify by creating an environment to which businesses and people want to move.** We anticipate that, over time, the development of the Olympic Village, Stratford City Retail Development, the Media Centre and utilities infrastructure will attract around £7 billion of private-sector investment.

Play your part

Local businesses, community groups and residents can:

- Find out more through local radio broadcasts and regular briefing sessions from the LDA.
- Contribute views through the local consultation programmes.
- Become a local 2012 ambassador for their community.
- Go to www.london2012.com or www.legacy-now.co.uk to find out about business and job opportunities, local consultations and events during 2008.

Inspiring a generation
of young



neration
people



3 Our promise is... to inspire a generation of young people.³⁰

This means... giving hundreds of thousands of young people across the UK opportunities to learn new skills, try different activities and enjoy being part of their communities as a result of the London 2012 Games; and improving the lives of millions of disadvantaged young people around the world.

This will be delivered through... the Cultural Olympiad and the work of Legacy Trust UK; the London 2012 Education Programme; and the International Inspiration programme.

We have put young people³¹ at the heart of our plans for the London 2012 Games. Our research has confirmed that this was the right decision: over 90% of people think this should be a top priority. Young people themselves are very excited about the prospect of the 2012 Games coming to the UK. They want it to be a success and see it as being a 'once in a lifetime' opportunity for them. We have therefore developed plans that give them a chance to play their part. We would like to direct young people's enthusiasm into projects that give them the chance to learn new skills, broaden their horizons and be more active and creative in their local communities. In particular, we hope that it will be a chance for disaffected or disengaged young people to feel involved. We will ensure that programmes meet their needs. This chapter focuses on the community, cultural and educational initiatives that will be available to every young person.

We have four headline ambitions:

- **Giving time and expanding horizons:** tens of thousands more young people giving time to their local communities as a result of the London 2012 Games
- **New cultural activities:** tens of thousands of young people participating in cultural activities as a result of the London 2012 Games
- **Engaging and learning:** thousands of schools, colleges, universities and other learning providers inspiring young people through the Olympic and Paralympic values³²
- **Going global:** three million young people overseas accessing quality physical education and sport; and at least one million participating in these activities regularly by 2010.³³

3.1 Giving time and expanding horizons

Just over half of all 16 to 24 year-olds gave some of their time to help in their communities last year.³⁴ The Government is actively seeking to build on this base – for instance, government funds the youth volunteering charity 'V',³⁵ which aims to get an additional 500,000 young people in England engaged in volunteering over the next three years. Alongside this work we want to give people, particularly young people who don't currently get involved, opportunities to make them feel part of London 2012 and a good experience on which to build. Such positive activities can help to develop social skills and divert young people from antisocial behaviour.³⁶

Wherever possible, therefore, we have built into the design of the 2012 Games-related programmes a requirement that they should encourage participation by those who traditionally pass over these sorts of activities. For instance, government is working with partners on the *Personal Best*³⁷ programme that gives the hardest to reach groups in society the chance to get into work through a volunteering programme.

We are also working on proposals to capture the enthusiasm of everyone who wants to be part of London 2012 by opening up all available opportunities to get involved. Already we have far more people interested in being part of the volunteer force the 70,000 which will be needed to help run the London 2012 Games. The Games have therefore already demonstrated that they are a powerful inspiration to people to volunteer. We would like to harness this interest and energy. There will be many other events that will give people a chance to be part of London 2012 – such as stewarding Cultural Olympiad events and welcoming visitors. Many charitable organisations, including 'V', will also be developing plans to use the excitement generated by the Games to recruit volunteers, often for London 2012-inspired projects in sport, culture and conservation. The Office of the Third Sector (OTS) will work with these organisations to ensure that young people have the best chance to be involved, and is currently developing ways to ensure that individuals can be easily directed to opportunities in their area.

But on top of this work to meet the existing interest to get involved with the Games, we want to go further and stimulate new demand. The Nations and Regions Group is leading thinking on how we can use the inspiration of the Olympic and Paralympic values to help more people act in ways that benefit themselves and their communities. Further details will be available in later updates to this plan.

Flagship programme: Significant Cultural Olympiad Projects



Projects with the following working titles are being developed:

- ***Artists Taking the Lead***: 12 artists' commissions will create great art in unexpected places across the UK. Each commission will celebrate our local and national cultural life, encouraging collaboration across different art forms with the creative energy of children, young people and communities at its heart
 - ***Young Futures Festival***: an opportunity for young people to show and develop their talent, their energy, spirit and creativity
 - ***Sounds!***: exciting, participative music projects around the UK, giving young people the chance to work alongside great musicians
 - ***Stories of the World***: telling the world's stories through the re-interpretation of UK museum and gallery collections by curators from all over the world and by their own local communities – inspiring people to see their own culture and heritage through the eyes of the world
 - ***Film and Video Nation***: film competitions and festivals around the UK to encourage young people to get involved in film-making and challenging people to record, promote and celebrate their involvement with the Games through film, video and digital technology
 - ***Shakespeare Now***: to excite and bring new audiences to the writings of Shakespeare
 - ***Extraordinary Ability***: a showcase of the best in disability arts and sport, to mark the first day of Paralympic Games competition on 30 August 2012
 - ***World Cultural Festival***: to celebrate the best of international culture
 - ***Festival of Carnivals***: to captivate and engage people with work created and performed on the street
 - ***Access All Areas***: a consortium of the leading heritage organisations will develop a campaign to open up the UK's unique built and natural heritage sites to new audiences, especially to young people.
- Above:** Collective Conversations, held by The Manchester Museum, was a series of filmed encounters between Somali and Sudanese refugees with objects from their cultures.

3.2 Cultural activities

The third component of the London 2012 Games, alongside the Olympic Games and Paralympic Games themselves, is the Cultural Olympiad.³⁸ Its aims are to celebrate the diversity of London and welcome the world to the UK; inspire and engage young people; and leave a lasting legacy. Government will build on these objectives to ensure that the Cultural Olympiad creates a legacy of:

- UK-wide artistic and cultural events of the very highest quality, to inspire a new generation of audiences and participants
- Many more opportunities for young people to engage in cultural activities
- Opportunities for talented young people from all communities and backgrounds to fulfil their creative potential
- A global showcase of our cultural excellence and diversity.

The Cultural Olympiad itself comprises three strands: the major ceremonies (the torch relay, handover ceremonies, and opening and closing events);³⁹ significant national events and initiatives; and local and community events held around the UK.

Plans for UK-wide programmes, many involving young people, are already in place. As well as the major internationally broadcast ceremonies, 10 projects are being developed with cultural partners (see box) from a festival of Shakespeare to a Festival of Carnivals. In line with the Government's desire to give all young people the chance to participate in up to five hours of quality cultural activity a week, projects will also have an educational element through the London 2012 Education Programme (see page 46) so that schools and colleges are engaged as widely as possible in these initiatives.

What do we mean by 'culture'?

Culture means many things to many people. Our research showed that people do not necessarily understand pastimes, leisure interests and other activities that enrich their lives as 'culture'.⁴⁰ Culture covers not only pursuits such as visiting galleries, museums and theatres but also activities as diverse as carnival and street theatre, fashion, gaming, photography, heritage and the natural environment, and many more.

With this in mind, our definition of 'culture' in the context of the London 2012 Games is broad and inclusive.

We aim to have a network of Live Sites – giant screens and associated performance spaces in towns and cities – across the UK. These will be a focus for celebration of all kinds of great events, as well as for community culture and creativity. They will be places where people can demonstrate their own creativity and share it with others at home and abroad. We hope to have the first Live Sites operational in time for the Beijing Games.

The delivery frameworks for the Cultural Olympiad are already in place. Each English region now has a Creative Programmer⁴¹ to develop and drive their cultural community programme. Ideas are also already coming in for a planned UK-wide cultural festival. LOCOG is developing a framework for local and regional events inspired by the Games to be recognised through use of a special inspire mark for participating organisations. Information on how to get involved in the Cultural Olympiad is available at www.london2012.com.

Funding for Cultural Olympiad projects will need to come through existing funding bodies, including Arts Council England (ACE), the Museums, Libraries and Archives Council (MLA) – as well as national museums, the UK Film Council (UKFC) and English Heritage (EH). Local Authorities, Regional Development Agencies and charitable trusts will be asked to contribute. LOCOG will seek appropriate commercial sponsorship, and is working with government to provide a guide to funding sources for the Cultural Olympiad.

Legacy Trust UK

Legacy Trust UK is a new charity responsible for ensuring a sporting and cultural legacy for communities around the UK from the Games. It is endowed with £40 million from the Department for Culture, Media and Sport (DCMS); the Arts Council; the Big Lottery Fund and the Millennium Commission, with a target to double the value of the fund by 2012. The Trust will support a small number of national programmes, while allocating most of its funding to the nations and regions. It will ensure that young people particularly benefit from the projects it funds but will let people decide regionally where the investment will be most useful. Each nation and region now has its own Legacy Trust UK contact⁴² and has already chosen a theme around which activities will be based and is developing detailed plans for the lasting legacy that these initiatives will create.

*Big Creative Week*⁴³ will give young people and their communities the chance to celebrate what the London 2012 Games mean to them. Every UK primary school will have an opportunity to develop community arts activities, which will be stored online and celebrated at regional and national exhibitions. Starting this year, it will be one of the first big, UK-wide programmes, with activities that should create lasting relationships between schools and their local creative communities. The programme is currently being designed, but the Trust expects hundreds of thousands of children to take part. The best work could be shown in the walkways to the Olympic stadia or at Live Sites across the UK; it could also win medals at a ceremony running parallel to the UK School Games.

To bring the London 2012 Games to everyone in the UK we want to encourage organisations from a range of sectors and around the UK to think about how to enhance their work to go further and reach more people by harnessing the inspiration that London 2012 brings. Two examples from wholly different sectors illustrate how this is happening already:

- In the run-up to London 2012 the Media Trust⁴⁴ wants to make the Community Channel the UK's TV and online hub for celebrating and showcasing community sporting and cultural activities. This will include material that young people have produced themselves. The Media Trust will invest more in the coming years in training, mentoring and supporting thousands of young people, particularly hard to reach young people, to help them create content that captures the stories and impact of sporting, cultural and other community activities across the UK. This content will be aggregated on the Community Channel and distributed across local, national and international media – up to, during and beyond 2012, creating a unique media and communications legacy for the Games.
- Research Councils UK⁴⁵ is developing proposals for a possible *Life Force Programme* to use the inspiration of the Games to spark more interest in science. This work is still in development, but as a minimum it will help a range of well known major national activities to turn their spotlight on the science behind the modern Olympic Games and Paralympic Games. For instance, a series of events at the annual Science Festival in 2011 is likely, as is a focus on the 2012 Games throughout the annual National Science and Engineering Week. And the 2012 Games may also serve as a theme for over 18,000

volunteer science and engineering ambassadors who currently visit schools each year to engage young people's interest in science. Further details will be available in later editions of this document.

3.3 Engaging and learning

LOCOG is designing an innovative education programme for London 2012 to reach hundreds of thousands of young people around the UK, including those at the margins of mainstream learning.

This Domestic Education Programme will deliver two main strands of activity. The first – funded by LOCOG – will enable schools, colleges and local authority education providers to gain the right to use an educational version of the London 2012 brand by organising projects based around the Olympic and Paralympic values. To qualify, children and young people will draw up proposals for how they would use and apply the values in their lives and communities. LOCOG will provide practical support and direction through an interactive website containing toolkits and other resources.

The second strand of the programme recognises that the Games have real potential to support learning in important areas. LOCOG and the Government, working with practitioners, have identified eight key themes for joint consideration and working. These are: Citizenship; Culture; Creativity; PE and Sport; Sustainability and Regeneration; Internationalism; Enterprise; Practical Learning and Healthy Active Lifestyles. The themes seek to enhance and add excitement to the existing school curriculum and will be integrated within it. For example:

- Within the *citizenship* strand there will be an annual 'Who do we think we are?' week run by the Department for Children, Schools and Families (DCSF)⁴⁶ in partnership with others. Go to www.whodowethinkweare.org.uk for more information and resources, and to see examples of projects young people have already begun in Bristol, Bradford, Cheshire, and Barking and Dagenham.
- Under *enterprise* we are exploring creating a Make Your Mark⁴⁷ programme linked to the London 2012 Games, which would provide a route for 400,000 young people to engage in activities that enhance their creativity, entrepreneurship and innovation.

Progress is being made on each of the programme's themes and more information will be available in subsequent updates.

The Domestic Education Programme will launch in autumn 2008. Every education provider will be able to access learning ideas on the interactive website and there will be a range of special activities and events for accredited institutions.

We expect hundreds of thousands of young people to engage with this programme, which will:

- **Leave tangible long-term benefits.** The learning delivered by the online network for schools and pupils that runs to at least 2012; student-led initiatives linked to the programme's major themes; and closer contact between schools and communities will enable new links in the future.
- **Put young people in charge.** The programme gives young people a role in deciding how they want to mark the Games, and what projects they want to use to explore the Olympic values of friendship, respect and excellence and the Paralympic values of courage, determination, inspiration and equality.
- **Give disadvantaged young people a chance to be part of London 2012.** By inviting local authority education providers to be part of the programme, young people who are not in school or further education can also have the chance to be involved and set themselves challenges for 2012.

Case studies:

Cultural Volunteering Programme and Sports Leadership Academy



One North East is investing £1.4 million in a new *Cultural Volunteering Programme*. This uses volunteering to help engage hard to reach people in cultural activities to build their skills and make them employable in a range of areas. The opportunities will be very varied and will include festivals, events, sport, the arts, music, museums and libraries. The programme development involves close collaboration with the charitable sector, cultural sector and Learning and Skills Council.

An innovative scheme in the **East Midlands** aims to give young people valuable experience in volunteering in the run-up to 2012. The *Derbyshire Sports Leadership Academy* is an online management system that tracks and rewards those volunteers who contribute most to their local communities by developing and supporting young people already involved in the *Step into Sport* junior volunteering programme. Volunteers are rewarded on completion of 50, 100 and 200 volunteering hours and they can also access educational schemes to improve their core skills. Nearly 300 young people are already registered with the Academy.

Above: A young volunteer taking part in a Derbyshire hockey festival.

Flagship programme: International Inspiration



We promised the IOC that we would inspire young people around the world. The International Inspiration programme will give children of all abilities in some of the most disadvantaged communities in the world the chance to enrich their lives by playing and excelling at sport. It will also help young people in the UK to understand the issues faced by children in other countries, through interactive online forums, broadcast media, road shows and school links.

There are three strands to the programme covering education, development and sport:

■ **Education – physical education and school links.**

This international extension of the School Sport Partnerships in English sports colleges will enable schools to learn from each other through an exchange of school leaders, teachers and pupils. Areas covered will include strategic advice, curriculum reform, in-service and leadership training for teachers and pupils.

■ **Sport – sport development and sporting excellence.** By providing expert advice on the strategic direction of sport, sport development plans, coaching education and other activities, this

programme aims to provide a step change in grassroots sports participation and to build capacity in developing countries in the most popular sports. The programme will also enable the most talented young people to excel.

■ **Development – of children in schools and communities through sport.** The use of sport to effect social change and help meet UN Millennium Development Goals.⁴⁸

Phase one of the Programme (2007-2010) is already underway in Azerbaijan, Brazil, India, Palau and Zambia, each country representing one of the five Olympic Ring Global Regions. The Programme is being delivered by UK Sport for DCMS, in partnership with UNICEF and the British Council, other government departments, LOCOG, the Premier League and the British Olympic Foundation. We will announce plans for further phases later this year.

Above: Basketball training at the launch of International Inspiration pilot in India, January 2008.

3.4 Going global

We will also complement the Domestic Education Programme by inspiring and engaging young people from across the world, and by helping three million young people overseas to do more sport. Two programmes are being developed: the [International Education Programme](#) run by LOCOG and [International Inspiration](#) led by UK Sport in partnership with others.

The [International Education Programme](#) is in development and is likely to be a two-year programme that will provide opportunities for young people to enhance their understanding and experience of other cultures. Starting in 2010, it will forge and strengthen links with young people from around the world, based on a global consideration of the Olympic and Paralympic values. The programme is likely to culminate with large-scale celebrations through sport, culture and education in 2012, before the Games. Further details will be available in updates to this action plan.

Play your part

Local Government can:

- Promote local community opportunities to young people as a way of getting involved with 2012
- Get in touch with the nearest Creative Programmer to explore how the cultural services you already provide could be aligned in support of the Cultural Olympiad.

Cultural organisations can:

- Contact your regional Creative Programmer (see page 14 for details) to share ideas about programmes for the Cultural Olympiad or find out more about existing plans.

Educational institutions can:

- Go to www.london2012.com to find out more about the 2012 Education Programme and how to get your students involved
- Go to www.whodowethinkweare.org.uk for resources, ideas and links to material on identity, citizenship and diversity. Host a 'who do we think we are' great debate with another school or get pupils involved in a video project exploring identity
- Make the most of London 2012 by contacting **PODIUM** – the Higher and Further Education Unit set up for 2012 – at www.podium.ac.uk. PODIUM helps maximise Higher Education and Further Education support for the Games and delivery of the long-term benefits. It operates in five main areas: community engagement; skills and employability; business and enterprise; the Cultural Olympiad; and active participation in sport.

Everyone can:

- Register an interest to be a volunteer at www.london2012.com. LOCOG will begin its recruitment of volunteers in 2010. LOCOG's strategy is to engage the whole of the UK and will prioritise diversity and participation from all nations and regions. Although previous experience is not necessary to be a generalist volunteer, there will be some roles that require skills in relevant areas such as sport, technology or foreign languages, so why not try developing those skills now!

Making the C
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Olympic Park



4 Our promise is... to make the Olympic Park a blueprint for sustainable living.

This means... making the 2012 Games truly sustainable and a model of sustainable development for future mega-events worldwide; and challenging people to live more sustainably and giving them the support and tools to do so.

This will be delivered through... the London 2012 Sustainability Plan; a new methodology for measuring carbon footprinting; and local sustainability initiatives.

The 2012 Games can leave a truly lasting legacy by increasing awareness of the need to live more sustainably. Climate change will increasingly impact on our lives requiring us to change the way we produce and use energy so that the UK, and the world, transform into successful low-carbon economies. More efficient systems and technologies will be vital if we are to make these changes without reducing our quality of life. With the attention of millions of people in Britain and around the world, the Games are a chance to showcase these sustainable techniques and technologies.

We hope to make the Olympic Park a 'blueprint for sustainable living'. The planning and construction of the Park are being done in ways that minimise the use of vital resources. We are also ensuring that its day-to-day operations are as sustainable as possible, with a dramatic reduction in carbon emissions by 2012. The same care is being applied to other projects that will continue beyond 2012. This informs our two headline ambitions for sustainability:

- **A model of sustainable development:** a 50% reduction in carbon emissions from the built environment of the Olympic Park by 2013 as part of delivering the ODA Sustainability Strategy.⁴⁹
- **Inspiring sustainable living:** people encouraged to live more sustainably as a result of the 2012 Games, such as reducing their carbon footprint, being energy efficient or recycling on a greater scale.

What do we mean by 'sustainability'?

'Sustainability' means living, working and developing the environment in a way that meets our current needs and gives us a good quality of life, but that will also allow the requirements of future generations to be met. The London 2012 Sustainability Plan, *Towards a One Planet 2012*, was published in November 2007. This defines 'sustainability' across five key areas – waste, climate change, biodiversity, healthy living and inclusion.

Sustainability in its full sense is central to the whole of this plan. While the socio-economic aspects of the five sustainability themes are integrated into each of the other promises, this promise deliberately focuses on environmental sustainability issues. Healthy living is covered in more detail in promises 3 (see page 42) and 5 (see page 60). Inclusion is a theme that runs throughout many of the programmes, in particular the consultation and planning work around the Olympic Park and the aims and objectives of Legacy Trust UK, of the Cultural Olympiad, and of the jobs and skills initiatives.

4.1 A model of sustainable development

Every London 2012 stakeholder is committed to giving the world a truly sustainable Olympic Games and Paralympic Games. The Commission for a Sustainable London 2012 will independently assure London 2012's progress in achieving its sustainability objectives – the first such body in the history of the Games. The London 2012 Sustainability Plan's key environmental targets are listed below, together with the actions that will deliver them.

Climate change

London 2012 aims to reduce carbon emissions from the built environment in the Olympic Park by 50% by 2013. This will be achieved through a number of initiatives, including:

- Making all buildings 15% more energy efficient than 2006 standards⁵⁰
- Making the athletes' village 44% more energy efficient than 2006 standards
- Using an innovative combined cooling, heat and power (CCHP) plant located in the Olympic Park to supply the Park and Athletes' Village with energy. This will result in a 20-25% reduction in carbon emissions long term
- Using on-site renewable energy sources during and after the Games to reduce the call on conventional energy sources by 20%
- Transporting 50% of construction materials by rail or river.

Measuring the carbon footprint

There are currently no specific standards or guidelines on how to apply environmental accounting techniques to large-scale public events. The 2012 Games will therefore set a new standard, by developing and implementing a detailed carbon and ecological footprint measure. Once it is agreed during 2008, London 2012 will be able to report on progress in reducing the carbon footprint of the London 2012 Games. Government will then work with stakeholders to promote this new methodology to the wider sport and event sectors.

Water

Conserving water will become increasingly important with the effects of climate change. Permanent venues in the Park are therefore being designed to use 40% less drinkable water than current industry standards. The target for the athletes' village, which will be converted into homes after 2012, is to **reduce water consumption by 20% compared to the London average.**⁵¹ This will be achieved through the installation of water-saving technologies, including a system of low flush toilets, flow restrictor taps, low flow showers and leak detection systems.

Waste

We can minimise the volume of waste produced, even in a major development like the Olympic Park. Our aim is to design out waste wherever possible and to maximise opportunities to reduce and reuse all other waste. The ODA is currently **exceeding its target to reclaim 90% of all demolition material for re-use or recycling.** Reused or recycled materials will account for at least 20% of the value of materials used to build the permanent venues in the Park. During the Games, LOCOG has set an ambitious target to send **zero waste to landfill** sites. This will mean reducing the amount of waste created and using and selling goods that can be recycled, particularly in food packaging.

Biodiversity

Our aim is to **create 102 hectares of open space in the Olympic Park and to provide new habitats for wildlife, including wetland areas, open river banks and grasslands.** Everyone involved in developing the Olympic site recognises the importance of maintaining a rich and diverse variety of plants and animals in the area. Doing so can enhance the quality of life, help manage the environment and waterways, and reduce the effects of climate change. The redevelopment process will create a new environment and restore habitats, with a long-term commitment to conserving and managing them. The ODA's Biodiversity Action Plan, to be submitted for planning approval by the end of September 2008, will set out measures for conserving key habitats.

Procurement and supply chains

There is a real opportunity to encourage a host of businesses involved with the construction of the main stadium to adopt more sustainable practices. Some 500 contracts have already been awarded by the ODA and any supplier winning one has to demonstrate that they have sourced all materials according to strict environmental and legal requirements. For example, the aim is for **100% of the timber used in the construction of the Park to be taken from legal, sustainable sources.**⁵²

The ODA has also adopted the 2012 Construction Commitments across all its projects and is encouraging all organisations bidding for work to adopt best practice principles. This covers design quality, build, environmental performance and sustainable development. It means that procurement decisions can be taken based on best value rather than low cost, and greater value is placed on people, creating a more productive and committed workforce and greater engagement with local communities from the outset of all projects. These commitments are being promoted by the industry body Constructing Excellence, which will also disseminate best practice across the ODA's programme of work, in order to drive up standards across the whole construction industry. The ODA is now developing contract compliance procedures in line with its 2012 Construction Commitments and will report on progress in autumn 2008.

Greener transport

The Mayor and London 2012 set a target of getting 100% of spectators to cycle, walk or use public transport to get to and from the 2012 Games.⁵³ There will be substantial extra capacity on all the train lines and bus routes serving the Olympic Park. Additionally, 5,000 bicycle parking spaces will be provided at the site and in Stratford to encourage London-based spectators to cycle to watch the events. By declaring this ambition publicly, and by designing the Park to encourage visitors to leave their cars at home, we can promote the importance of this as part of the sustainability message of London 2012 and encourage people to change their behaviour in the long-term.

4.2 Inspiring sustainable living

Improving community cohesion, creating spaces that people can enjoy and be active in, and moving towards low-carbon, low-waste lifestyles are of central importance to government over the coming decades. Good urban planning as exemplified by the designs for the Olympic Park and surrounding area, which will be laid out to encourage walking and cycling, is key to this.

Community-based initiatives can be an effective way of changing people's behaviour. People are more motivated if they feel their efforts are being matched by business and government.⁵⁴ We want individuals and communities in every region to work together to consider ways of marking the sustainable legacy of the Games. To lead this, the Department for Environment, Food and Rural Affairs (Defra) will work with delivery partners to build on existing programmes such as the Act on CO₂ Campaign, or develop new programmes. We will provide further details of how we are going to do this in later editions of this action plan.

Case study:

Capital Clean-up Campaign



Communities and cities could replicate London's Capital Clean-up Campaign. The campaign is run for around three months each year, with boroughs across the capital bringing volunteers together to gather litter, remove graffiti and clean up green spaces. School children and professional workers have all played their part – last year one school managed to gather 40kg of litter, while the organisation Business in the Community engaged 4,000 people in over 100 activities in a single day. The campaign was launched in 2006 with the aim of cleaning up the capital for 2012. It is led by Capital Standards and supported by a group of public and charitable sector organisations.⁵⁵ Go to www.capitalstandards.com for more information.

Above: The 2008 Capital Clean-up Campaign runs during June with over 175 events taking place in partnership with 29 local authorities.

Case study: EDF Energy



EDF Energy, a London 2012 sponsor and Sustainability Partner, is committed to reducing the impact that its operations have on the environment. By 2012, EDF Energy has pledged to:

- Reduce the intensity of CO₂ emissions from its electricity generation by 60%
- Increase recycling rates of office and depot waste to 65%
- Achieve a 50% reduction in waste materials sent to landfill
- Reduce energy consumption from offices and depots by 30%.

EDF Energy has also committed to help reduce the proportion of CO₂ arising from its customers' energy consumption by 15%. This will be made possible by developing innovative products and services and by promoting the 2012 Carbon Challenge. This is an online campaign that provides advice about reducing energy consumption in the home and asks people to pledge to meet the 15% target by committing to make small changes in their lifestyles.⁵⁶

Above: During the Games, wherever possible waste will not be dumped but reused, recycled or used as an energy source.

By demonstrating we are investing in sustainable living in such a high-profile development as the Olympic Park and its associated business contracts, we are in a stronger position to encourage communities to become more sustainable.

We can already see progress in the regions:

- The North West is providing advice on sustainability to organisations planning cultural and sporting events. Education programmes and young ambassadors are spreading sustainability messages. The region is looking at ways to ensure that all its London 2012-related programmes are sustainable too
- The South East is helping to deliver the 'public transport Games' by improving coach and park-and-ride access to its Olympic venues. The region is also committed to exhibiting the latest environmental technologies and advice at three major sporting venues in the region.

Play your part

Councils and community groups can:

- Promote London 2012 as an opportunity to spark greater local interest in encouraging communities to improve their local environment and make local infrastructure more sustainable and efficient. You could develop projects such as street to street – or even town to town – challenges to see who can recycle the most, or community volunteering projects to clean up a local area so that it can be used as a sports ground.

Businesses can:

- Get help going green. Go to www.carbontrust.co.uk to find out what support is available.
- Make your business more sustainable. Go to www.envirowise.gov.uk for free advice on how to minimise waste and environmental impact.

Everyone can:

- Participate in the Government's Act on CO₂ campaign, which gives people the tools and knowledge to reduce their personal carbon footprint. Go to www.actonco2.direct.gov.uk to calculate your carbon footprint and get a personalised action plan to help reduce it.

**Demonstrating
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5 Our promise is... to demonstrate the UK is a creative, inclusive and welcoming place to live in, visit and for business.

This means... a new procurement system for London 2012-related contracts and increasing business opportunities and support for UK companies; upgrading and increasing the capacity for better training at all levels in key skills sectors, helping people to get and stay in work; improving our tourism industry to attract more visitors to the UK for 2012 and beyond; and bringing the UK together through the most ambitious celebration of British culture and creativity in recent times.

This will be delivered through... the UK-wide London 2012 Business Network brokerage service; the Train to Gain Compact for 2012; Personal Best; skills strategies in key sectors; the Government's Tourism Strategy; and the Cultural Olympiad.

The London 2012 Games should be a source of national pride. They will attract more visitors and business, and give a new focus to London in the run-up to 2012. This would happen even if government did nothing to encourage it. But to make the most of the 2012 Games we have been planning ways to capture and magnify this opportunity to create lasting benefits. These can be measurable economic gains such as sustained business growth, improved skills and employment, a growing visitor economy. But they can also be less visible: greater community engagement, a new appreciation for diversity, and greater self-confidence. We have three headline ambitions in this regard:

- **Improving business:** contribute to increasing and sustaining growth in UK business, including small to medium-sized enterprises (SMEs)
- **More jobs, improved skills:** help people across the UK get and stay in work and build their skills in the long-term
- **Making the UK more welcoming:** create a warm welcome for all our visitors and ensure they receive world-class service while in the UK.

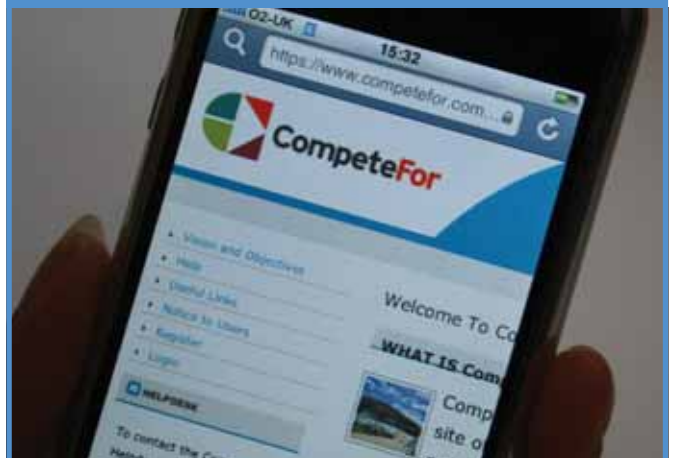
5.1 Improving business

The London 2012 Games will create thousands of new contracts that UK business can win. The ODA will directly award 2,000 contracts and LOCOG over 5,000 together creating approximately 75,000 business opportunities further down the supply chain. The benefits are already beginning to be felt – over 650 businesses have already won contracts collectively worth over £2.7 billion.

Working with our partners, government has acted to ensure these considerable business opportunities are spread as widely as possible – both geographically and in terms of the size of the companies that bid. Every nation and region has made business growth a top priority in their London 2012 plan: to date around 50% of contracts have gone to firms outside of London. And we are opening the opportunities up to small firms, social enterprises and business with diverse ownership,⁵⁷ as well as the large multinationals. The London 2012 Business Network is the main vehicle for delivering this, and we are looking at how this can continue to generate economic benefits across the UK long after the Games.

This takes the UK further than any previous Games in opening up the London 2012 supply chains to a much broader range of suppliers.

Flagship programme: The London 2012 Business Network



The London 2012 Business Network offers a package of support, information, events and online business brokerage. This will make it easier for diverse businesses across the UK to find out about and bid for London 2012-related contracts. It also provides access to business support (via Business Link), and through this process improve their fitness to bid for other public sector contracts beyond London 2012 that are worth an annual £150 billion.

Its online business brokerage service, CompeteFor (www.competefor.com) provides registered businesses with advanced notification of contract opportunities that match their profile. It acts as a business 'dating agency' between buyers and suppliers in the London 2012 supply chain. Businesses will be directed to support and advisory services, mainly through Business Link. The services will depend on individual needs. Help could cover information, diagnosis and guidance; training for staff through the Train to Gain service;⁵⁸ or improving their manufacturing process. All this will increase capacity and expertise, boosting the UK's long-term economic competitiveness.

Some 200,000 businesses are expected to register with CompeteFor – over 18,000 have already done so, with over half of the contracts awarded to date going to SMEs. Whilst the major contractors will have much of their supply chain already in place, London 2012 estimates around 20% – between 10,000 and 20,000 supply chain opportunities – will be procured through CompeteFor opening up new opportunities and creating more diverse supply chains than any other previous other Games.

Above: CompeteFor will allow a wide range of diverse businesses to benefit from London 2012 investment.

Case study: Local initiatives



- The **South West** used the London 2012 Paralympic Games as inspiration for a tourism accessibility conference in 2007. The region has put together a new programme of training support for tourism and the hospitality industry, including training the trainers of volunteers.
- The **West Midlands** is focused on winning a number of major sporting events in 2010 and 2011, helping raise the profile of sport and showcase the region. In 2007 it hosted the UK School Games in Coventry and the European Indoor Athletics Championships in Birmingham.

Above: The UK School Games in Coventry saw 1,300 people competing in eight sports over the three-day event.

Promoting the UK overseas

Our economy benefits when foreign companies choose to invest here. London 2012 provides a unique opportunity to showcase the UK as *the* place to do business. The Government's international business development organisation and investment agency UK Trade and Investment (UKTI) is developing strategies to use the Games to optimise the potential for inward investment and export capabilities. Programmes include:

- **Host2Host**, which aims to create links and share best practice with other host nations on developing business opportunities and long-term economic benefits, for instance, through partnership and joint ventures that can lead to greater inward investment. Through this programme, UKTI has recently signed an agreement with Vancouver, host of the 2010 Winter Olympic Games and Paralympic Games
- **Partnership Promotion**, which highlights investment opportunities throughout the UK to foreign investors. This is an excellent opportunity for the nations and regions to promote their area and drive economic benefits. In particular, the Pre-Games Training Camps for countries competing at the London 2012 Games are a powerful opportunity to showcase the whole of the UK, drawing in tourism and business long-term
- **Winning with Innovation**,⁵⁹ which will use the 2008 Beijing Games this summer to promote UK-produced sports technology on the world stage.

UKTI will also be running a series of events to promote UK capability in the major sports events sector. This is an area that has the potential for significant international growth for UK companies post-2012, particularly in light of UK Sport's ambition to host over 100 World and European championships between now and 2012.

5.2 More jobs, improved skills

Delivering the London 2012 Games demands a skilled workforce. This is a real chance for jobs and skills providers to work together to improve people's skills and help more of them to get lasting employment or a higher-skilled job. These opportunities will contribute to the wider skills challenges.

While a large proportion of the job opportunities will be in London, contracts for all aspects of the Games are likely to be distributed across the UK, opening up opportunities for many more people to get into employment and learn new skills. Work is already well advanced to deliver this.

In London:

- The Mayor's London Employment and Skills Taskforce for 2012 (LEST) Action Plan outlines plans for getting 70,000 workless Londoners into permanent employment by 2012
- The Learning and Skills Council (LSC) is investing up to £7 million each year to improve training in sport, media, construction, customer service and hospitality training
- Employer Accord, a programme that will help 5,000 Londoners, particularly the most disadvantaged, into work by 2012. Using the Local Employment Partnerships framework it will match up to 250 public and private sector employers with job- and training-ready candidates
- The ODA's Employment Strategy *Jobs, Skills, Futures* will help fill construction vacancies on the Olympic Park Site, particularly by opening up opportunities for those furthest from the job market, while helping people gain sustainable skills to stay in employment long-term after the Games. It signals a ground-breaking training partnership, between the ODA, its contractors, ConstructionSkills, the LSC, the LDA, the 5 Host Boroughs and other skills agencies.

Beyond London:

- Personal Best, a programme to give hard to reach groups a chance to learn new skills and get into work (see page 66)
- Companies winning construction contracts from the ODA will be encouraged to recruit more disadvantaged people through joint working with Jobcentre Plus and the 5 Host Boroughs
- In England, Train to Gain will help employers that have won London 2012-related contracts ensure their staff have the right skills and training. For example, this will be done through Local Employment Partnerships; and offer specialist training for their current workforce (see page 64)
- Skills Development Scotland will use the added impetus of the 2014 Commonwealth Games in Glasgow to work with other stakeholders to ensure that Scots benefit from all 2012 opportunities
- In 2011, London will host WorldSkills, a major international skills competition. This international celebration of skills will seek to associate world-class achievement in sport with world class achievement in skills, changing public perceptions of vocational skills in the process.

Flagship programme:

London Employment and Skills Taskforce for 2012 (LEST) Action Plan



The LEST 2012 Action Plan⁶⁰ identifies what jobs and skills the Games will demand in London and proposes programmes to give local people the best possible chance to compete to fill these posts. The focus is on getting those furthest from the job market engaged, and giving people the right skills so that they can develop careers.

The plan details many programmes, including both existing activities that are being expanded or supplemented as a result of the London 2012 Games as well as some new initiatives. This includes a £9.6 million employment and skills development strategy specifically for the 5 Host Boroughs,⁶¹ which is giving training and employment to thousands of local people who are furthest from the labour market, and at the same time helping meet the needs of local businesses.⁶²

Above: The workforce for the Olympic Park, the Olympic Village and Stratford City development is expected to peak at around 20,000 in 2010.

Flagship programme: Train to Gain



Train to Gain offers employers skills and training advice that is matched to their individual needs. It includes impartial advice from skills brokers with expertise in their business area, and high quality, vocational skills training delivered in a way that suits them, plus funding to supplement their own investment.

Train to Gain can help employers develop the skills they need to compete for, and deliver effectively, London 2012-related contracts – helping to leave a legacy of a better skilled workforce for years to come. Therefore the Department for Innovation, Universities and Skills (DIUS), in partnership with others, has developed a [Compact for 2012](#). Through this, every employer that wins a London 2012 contract – and their supply chain – will be contacted by a Train to Gain skills broker who will help them increase their productivity. This compact has the potential to benefit thousands of employers and individuals, both those already in work, and those who find new jobs associated with the Games.

Above: Train to Gain will support any businesses that are looking to capitalise on London 2012.

Government has identified four sectors where London 2012 will have a particularly high impact: construction, media, sport, and hospitality and tourism. The relevant Sector Skills Councils are making detailed preparations for the demands and opportunities of London 2012 to secure sustained improvements well beyond 2012.

Their activity includes:

- In **construction**, ConstructionSkills is investing up to £50 million to deliver the skills and training needed for London 2012 and beyond. This investment will help deliver thousands of apprenticeship placements and over 27,000 National Vocational Qualifications (NVQs) for experienced workers in London and the South East. More Inspire Scholarships – designed to bring more bright graduates into the industry. In addition, the Olympic Sites will become National Skills Academy for Construction projects, helping people into training and to work on the Olympic Site. This will create around at least 2,000 new training opportunities, both for people from the 5 Host Boroughs and other specific construction placements for women, ethnic minority groups and disabled people. These are just some of the activities that will help transform the long-term capacity, capability and diversity of the industry
- In **sport**, the National Skills Academy (NSA) for sport and active leisure, will have a hub in each region to provide one single, coherent approach to all skills training across the sector. It will be driven by twin ambitions: to stage a successful London Olympic Games in 2012 and to see 50% of the nation active and healthy by 2020. As we approach 2012 there has never been a better time to get involved in sport, and the NSA will develop the best learning and support possible for our sports administrators, coaches and volunteers, whether working in community or elite sport
- In the **creative media industries**, Skillset has committed to providing 1,200 trained workers through a new 2012 broadcast training programme. And the Creative and Cultural National Skills Academy will develop a nationwide group of London 2012 apprentices for the London 2012 Games who will be trained through the Academy's professional development projects for employees and freelancers as Creative Apprentices. The National Skills Academy will create a specialist training network of employers in the theatre and music sectors linked to backstage and off-stage roles.

This is a nationwide project that will be delivered in a series of partnership 'spokes' bringing together employers, training providers from the Further and Higher Education sector, schools and freelancers. The national centre will be in Purfleet in the Thames Gateway and will offer opportunities for training linked specifically to London 2012

- In **hospitality and tourism**, People1st has developed the National Skills Strategy⁶³ for the sector to improve skills and retention levels consistently across the English regions in the run up to the 2012 Games and beyond, with similar plans in place for the rest of the UK. The strategy outlines a 10-point plan, including plans to reform qualifications in key areas such as management and leadership, chefs and customer service, an online skills and jobs resource called UKSP⁶⁴ for businesses seeking to improve training in their organisations and helping match skilled applicants to good employers, and the establishment of a National Hospitality Skills Academy which will deliver over 65,000 employment-ready learners over the next five years. On customer service, People1st is working collaboratively with other Sector Skills Councils⁶⁵ to identify and introduce customer service gold standard training for front line and managerial staff in key visitor occupations.

5.3 Welcoming the world

We want to use the 2012 Games to improve the UK's image at home and abroad. As soon as the Beijing Games finish this summer, the eyes of the world will be upon us and every community in the UK needs to be ready to welcome visitors from every corner of the globe. The Pre-Games Training Camps for athletes preparing to compete are a fantastic chance to showcase every nation and region of the UK and get local people involved in the Games up and down the country.

The preparations will include improving the welcome we provide to our visitors and our domestic tourists, through better accommodation, transport and tourist facilities. With the right improvements, the Games could generate an additional £2.1 billion for the tourism industry.

The UK is already a hugely successful tourist destination: tourism generates £85 billion a year for the British economy, with £17 billion spent by 33 million overseas visitors, £44.3 billion spent on day trips by UK residents, and £22.7 billion spent on domestic holidays.

Case study: Regional activity



In the **North West** the 2008 FINA World Short Course Swimming Championships recently took place in Manchester. In order to understand how hosting this kind of major event can grow sports-participation and bring economic benefits, an ongoing evaluation of the planning and staging of this World Championship will develop knowledge about how legacy benefits can best be captured, which could then be applied to the London 2012 Games.

Above: This year's championship saw 18 world records broken with Great Britain finishing fourth in the medals table.

But we face a number of important issues if we are to expand the value of tourism to the economy. As more people in emerging economies travel abroad, we hope to enhance the UK's profile in countries such as China and India. We want to attract more young visitors. We have the potential to see more visitors from countries that have traditionally visited the UK, such as the USA and Japan. And we hope to encourage more British people to holiday at home. 2012 can help and challenge us do all these things.

Achieving this will require new approaches. The London 2012 Games can help to:

- **Make necessary improvements in quality, accessibility, skills and sustainability** so that we can make the industry world-class in 2012 and beyond
- **Showcase the UK.** Working with the media and rights-holding broadcasters this is our chance to showcase the UK as a modern and vibrant destination. Through this we can improve global perceptions of the UK as an exciting, welcoming, dynamic destination
- **Win new overseas business from the international events industry** for business, cultural or sporting events.

Flagship programme: Personal Best



Personal Best is a volunteering programme that uses London 2012 to inspire and motivate the most disadvantaged people and help them into work. This tried and tested model was developed for the 2002 Manchester Commonwealth Games and has left a lasting network of 3,000 people with experience of helping out at major events registered with the Manchester Event Volunteers.

Personal Best is currently running in London. LOCOG has committed to giving interviews to graduates from the programme and recruiting up to 10% of the total Games volunteer workforce from the programme. Participants not only increase their chances of finding jobs and training opportunities, but also improve their self-confidence. A Personal Best skills programme has

been piloting in London with some encouraging results: 375 people have graduated, with 15% entering work, 42% going into further training and 33% undertaking further volunteering activities.

The target is to get 20,000 disadvantaged people from London engaged through this scheme, with many of these achieving a newly developed Personal Best Qualification which is equivalent to an NVQ Level 1. It will be rolled out across London, and similar models will be offered across the UK.

Above: Clapham Park Project is working on the Personal Best programme designed to provide opportunities for the volunteers to gain the experience needed to help them back into employment.

Winning: A Tourism Strategy for 2012 and beyond,⁶⁶ published in September 2007, provides further details of these issues. The key programmes within the Tourism Strategy are:

- **Improving accommodation:** increasing from 53% to 80% the proportion of quality accredited accommodation in Britain by 2012
- The *National Skills Strategy* for hospitality, leisure, travel and tourism (see the [skills](#) section on page 62)
- A *Welcome to Britain Strategy*: to be launched later this year, this will commit the tourism and hospitality sectors to delivering a better quality welcome in the UK through a range of measures which are currently being scoped
- **Improving access for disabled visitors:** major improvements to services for people with disabilities visiting the UK, with the challenge of providing fully accessible facilities by 2012.

VisitBritain will also launch a *Marketing Strategy* for 2012 later this year outlining how it will be working to achieve the massive potential benefits for UK tourism from the London 2012 Games.

5.4 Creativity, culture and cohesiveness across the UK

London 2012 is a rare opportunity to celebrate our national identity, showcase our creative talents and forge new links at home and abroad. Activities at a local and national level will steadily build this up within the framework of the Cultural Olympiad.⁶⁷ We are inviting people to come forward with their ideas about what London 2012 means to them and how they want it to enhance their community.

Our Olympiad will begin with two [Handover Ceremonies](#) – 24 August at the closing of the Beijing Olympic Games and 17 September at the end of the 2008 Paralympic Games. The Paralympic Handover will take place during the school term, with schools having an early opportunity to spark children's interest in the London 2012 Games. LOCOG will provide further detail over the coming months. Broadcasts of these events – including at Live Sites⁶⁸ around the UK – will bring people together and give a sense of community and pride as we look forward to London 2012. But these events will also have the potential to deliver long-term benefits for the UK's creative events, street arts and other similar sectors through showcasing their work and delivering events of this scale.

Play your part

Local government can:

- Work with your Regional Development Agency and other tourism bodies to ensure that all tourist destinations are ready for London 2012, including for disabled visitors
- Raise awareness of the jobs and skills training opportunities that will arise as London 2012 contracts are awarded to companies around the UK.

Businesses can:

- Go to www.london2012.com/business to register for the London 2012 Business Network to access business support and apply for London 2012-related contracts.

Employers can:

- Visit the LSC website www.lsc.gov.uk or contact the relevant Sector Skills Council to find out what skills and training initiatives are available to help improve business in time for London 2012
- Sign up to Train to Gain to give employees access to quality training programmes and thereby make your business the best it can be
- Demonstrate your commitment to unlocking talent by making the Skills Pledge – a voluntary public commitment to invest in the skills of your employees. Go to www.traintogain.gov.uk

Everyone can:

- Improve their chances to get London 2012-related jobs by learning new skills or seeking career advice. Find out more at www.learn-direct-advice.co.uk, www.nextstep.org.uk or www.jobcentreplus.gov.uk

The legacy journey

The timeline contained in this document captures some of the programmes planned or underway, that will deliver the legacy for before, during and after the London 2012 Games.

2008



Construction of 80,000 seat Olympic Stadium has begun

Legacy Master Framework published

UK School Games

August 2009 – Wales

1,000 talented young UK athletes will compete in an Olympic/Paralympic style event



2010



UK School Games

August 2010 – Tyne and Wear

1,000 talented young UK athletes will compete in an Olympic/Paralympic style event

Eton Manor – Paralympic tennis and archery

Building begins in 2010

Conversion work to begin Spring 2013 – completion date expected Autumn 2013



2012



Olympic Games Torch Relay

April/May 2012



Housing

Conversion of 3,000+ homes in the Olympic Village completed by 2013



2014

Legacy Parkland

Conversion of Olympic Park to community parkland, due to be completed in Summer 2014



**17,500 seat Aquatics Centre
(up to 3,500 in legacy)**

Work begins Summer 2008

**'Who do we think
we are?' week**

23-29 June 2008

Annual DCSF event in partnership with others exploring identity, diversity and citizenship

UK School Games

28-31 August 2008
– Bath/Bristol

1,000 talented young UK athletes will compete in an Olympic/Paralympic style event

**Beijing Olympic Games
Handover Ceremony**

24 August 2008

**Beijing Paralympics
Handover Ceremony**

17 September 2008

**London 2012
Mascots launched**

Winter 2009

The Organising Committee will launch mascots for the Games which will aim to capture the spirit of the Games and inspire everyone

10,000 seat Arena 3 – Handball

Work to begin June 2009



6,000 seat Velodrome

Work to begin early in 2009



**Transport Plan for
the 2012 Games**

Summer 2011

London 2012 Youth camp

The London 2012 Games will inspire and engage young people from across the world



London 2012 Olympic Games

27 July – 12 August 2012



**Official Games
Report published**

Handball Arena conversion

Conversion work of Handball Arena 3 early 2013 and due to be completed Spring 2013

Velodrome conversion

Legacy conversion work expected to begin early 2013 – and to be completed Autumn 2013

Launch of London 2012 Education Programme

18 September

This will develop a network of schools and colleges across the UK who can demonstrate their commitment to Olympic and Paralympic values



Start of the Cultural Olympiad

26-28 September 2008

A celebration of arts, culture and creativity celebrating London and the UK welcoming the world; inspiring and engaging young people; and leaving a lasting legacy



National Schools Strategy

2008-2012

Implementation for hospitality, leisure, travel and tourism sector in England (similar strategies being developed in nations)

2009

London 2012 Volunteer Recruitment begins



UK School Games

August 2011 – Sheffield

1,000 talented young UK athletes will compete in an Olympic/Paralympic style event



2011



London 2012 Paralympic Games

29 August – 9 September 2012

Aquatic Centre conversion

Conversion of the Aquatic Centre to a 3,500 seat capacity centre expected to be completed winter 2013

Olympic Stadium conversion

Conversion of the Olympic Stadium to a 25,000 seat capacity stadium expected to begin early 2013 and be completed 2014

Sustainability Plan

Implementing the London 2012 Sustainability Plan and the Olympic Delivery Authority Sustainability Strategy will help reduce carbon emissions by 50% from the built environment of the Park by 2013

2013

“Everyone should have an opportunity to participate in events linked to the London 2012 Games and the Cultural Olympiad. Providing such opportunities will require public, private and charitable sector help from across the UK.”

Annex A: Summary of programmes

Promise 1 Make the UK a world-leading sporting nation.	Date	Lead delivery organisation	More information
Headline ambition/indicator I: Help two million more people in England be more active by 2012			
Community Sport	Ongoing	Sport England	www.sportengland.org
Physical Activity	Ongoing	TBC	
Headline ambition/indicator II: Offer all 5 to 16 year-olds in England five hours of sport a week by 2012 and all 16 to 19 year-olds three hours a week by 2012			
The National School Sport Strategy	2008-2011	School Sports Partnerships	www.dcsf.gov.uk www.culture.gov.uk
Young Ambassadors	2007-2012	Delivery Partners	www.youthsporttrust.org
The UK School Games	Annually	Delivery Partners	www.youthsporttrust.org
National Talent Orientation Camp	Annually	Delivery Partners	www.youthsporttrust.org
Headline ambition/indicator III: Aim for fourth in the Olympic medal table and at least second in the Paralympic medal table in 2012			
World Class Performance	Ongoing	UK Sport	www.uk sport.gov.uk
Mission 2012	Ongoing	UK Sport	www.uk sport.gov.uk
Elite Training Centres	Ongoing	UK Sport	www.uk sport.gov.uk
Talent Identification and Confirmation	Ongoing	UK Sport	www.uk sport.gov.uk
Talent Athlete Scholarship Scheme	Ongoing	UK Sport	www.uk sport.gov.uk
Elite Coach	Ongoing	UK Sport	www.uk sport.gov.uk
World Class Events Programme	Ongoing	UK Sport	www.uk sport.gov.uk

Promise 2 Transform the heart of East London.	Date	Lead delivery organisation	More information
Headline ambition/indicator I: Create a well-planned and well-managed environment in and around the Olympic Park which will attract business investment and promote recreational and cultural use for years to come			
Permanent Venues in the Olympic Park	2011	ODA	www.london2012.com
Park Infrastructure	2011	ODA	www.london2012.com
Transport	2009-2011	ODA and Transport for London	www.tfl.gov.uk
Headline ambition/indicator II: Build over 9,000 new homes, a large proportion of which to be affordable; and provide new sport, leisure, education and health facilities that meet the needs of residents, business, and elite sport			
Legacy Masterplan Framework, Regeneration Strategy and Governance	2009	LDA	www.lda.gov.uk
Community Facilities	To be determined through LMF process	LDA and ODA	www.lda.gov.uk
Headline ambition/indicator III: Help 20,000 workless Londoners from the 5 Host Boroughs into permanent employment by 2012; and create 12,000 job opportunities in the area of the Park post-Games			
London Employment and Skills Taskforce Action Plan for 2012	To 2012	LDA	www.lda.gov.uk
Local Employment and Training Framework	Initially to 2009	LDA	www.lda.gov.uk
Employer Accord	To 2012	London Business Board & London Employer Coalition	www.londonchamber.co.uk www.wheel.org/employers
Women into Work and Women in Work Programmes	Initially to 2010	LDA, ODA and Sector Skills Development Agency	www.ssda.org.uk
ODA Employment and Skills Strategy	2008	ODA and Partners	www.london2012.com

Promise 3 Inspire a generation of young people.	Date	Lead delivery organisation	More information
Headline ambition/indicator I: Tens of thousands more young people giving time to their local communities as a result of the 2012 Games			
Personal Best Programme	2007 onwards	DIUS, London Development Agency, Regional Development Agencies, Learning and Skills Council and LOCOG	www.dius.gov.uk www.lda.gov.uk www.englandsrdas.com www.lsc.gov.uk www.london-2012.co.uk
Headline ambition/indicator II: Tens of thousands more young people participating in cultural activities as a result of the 2012 Games			
The Cultural Olympiad	2008 onwards	DCMS and LOCOG	www.london-2012.co.uk www.culture.gov.uk
Big Creative Week	2008	Legacy Trust UK	www.legacytrustuk.org
Headline ambition/indicator III: Thousands of schools, colleges, universities and other learning providers inspiring young people through the Olympic and Paralympic values			
The London 2012 Domestic Education Programme	2008 onwards	DCSF and LOCOG	www.london-2012.co.uk www.dcsf.gov.uk
Make Your Mark	2008	BERR	www.berr.gov.uk
Headline ambition/indicator IV: Three million young people overseas accessing quality physical education and sport, and at least one million participating in these regularly by 2010			
The London 2012 International Education Programme	2010 onwards	DCSF and LOCOG	www.london-2012.co.uk www.dcsf.gov.uk

Promise 4 Make the Olympic Park a blueprint for sustainable living.	Date	Lead delivery organisation	More information
Headline ambition/indicator I: A 50% reduction in carbon emissions from the built environment of the Olympic Park by 2013 as part of delivering the ODA Sustainability Strategy			
Measuring the Carbon Footprint	2008 onwards	LOCOG and ODA	www.london2012.com
ODA Sustainability Strategy	Ongoing	ODA	www.london2012.com
Headline ambition/indicator II: People encouraged to live more sustainably as a result of the 2012 Games; such as reducing their carbon footprint, being energy efficient or recycling on a greater scale.			
To be developed		Defra	

Promise 5 Demonstrate the UK is a creative, inclusive and welcoming place to live in, visit and for business.	Date	Lead delivery organisation	More information
Headline ambition/indicator I: Contribute to increasing and sustaining growth in UK business, including small and medium-sized enterprises (SMEs)			
London 2012 Business Network	Ongoing	Range of partners	www.london2012.com
London 2012 Construction Commitments	Ongoing	Range of partners	www.london2012.com
Host2Host	2008 onwards	UKTI	www.uktradeinvest.gov.uk
Partnership Promotion	2008 onwards	UKTI	www.uktradeinvest.gov.uk
Winning with Innovation	2008 onwards	UKTI	www.uktradeinvest.gov.uk
Headline ambition/indicator II: Help more people across the UK get and stay in work and build their skills in the long-term			
Local Employment Partnerships with ODA's contractors	2007	DWP and Jobcentre Plus	www.dwp.gov.uk
National Skills Strategy for the hospitality, leisure, travel and tourism sector in England [with similar strategies being developed in Scotland, Wales and Northern Ireland]	2007-2008 infrastructure developed; 2008-2012 implementation; 2012-2020 continuous development and legacy	People 1st and DCMS and members of the NSS Monitoring and Implementation Group (including DIUS, LSC, RDAs, LGA, employers and providers)	www.people1st.co.uk www.culture.gov.uk
Media training programme	2008	Skillset	www.skillset.org
National Skills Academy for Construction	2008	ODA and partners	www.london2012.com
Personal Best Programme	2007 onwards	DIUS, London Development Agency, Regional Development Agencies, Learning and Skills Council and LOCOG	www.dius.gov.uk www.lda.gov.uk www.englandsrdas.com www.lsc.gov.uk www.london2012.com
Train to Gain 2012 Compact	2008	DIUS and LSC	www.dius.gov.uk www.lsc.gov.uk
National Skills Academy for Sport	TBC	DIUS and SkillsActive	www.dius.gov.uk www.skillsactive.com
Worldskills 2011	2011	DIUS	www.dius.gov.uk
Headline ambition/indicator III: create a warm welcome for all our visitors and ensure they receive world-class while in the UK			
Tourism Strategy for 2012 and beyond	Implementation ongoing	DCMS, VisitBritain and Visit London	www.culture.gov.uk www.visitbritain.com www.visitlondon.com
VisitBritain Marketing Strategy for 2012	2008	DCMS and VisitBritain	www.culture.gov.uk www.visitbritain.com
Cultural Olympiad	2008 onwards	DCMS and LOCOG	www.culture.gov.uk www.london2012.com

Annex B: Summary of background research

The text below is a summary. The full version of this paper, as well as the research reports themselves, is available on the DCMS website www.culture.gsi.gov.uk

Background and methodology

In order to help inform the development of this Legacy Action Plan, a research programme, incorporating qualitative and quantitative research among the general public, was undertaken between July and October 2007.

This research was commissioned to explore how such long-term aims could be planned for and implemented as part of London 2012, and to gain a better understanding of how the general public currently views the commitments, and how they see them effecting their communities.

The quantitative research was conducted amongst a representative sample of 2,115 adults and young people (aged 15 and over) from across the United Kingdom. They were interviewed face-to-face in-home between 27 September and 3 October 2007. The qualitative research was comprised of 18 two-hour group discussions with adult respondents, four 90-minute group discussions with young people (aged 15 to 18) and one three-hour workshop with 24 adult participants. The research was conducted across the UK between 13 and 29 August 2007.

This summary report illustrates the main findings from across this research programme and the overall recommendations that it provides for the Action Plan.

Awareness of and attitudes towards London 2012

- Awareness of the Games is very high across the UK, with the vast majority (93%) of the general public knowing that London will hold the Olympic and Paralympic Games in 2012.
- Encouragingly, the majority of the general public is pleased that the Games are coming to the UK, with three-quarters (76%) saying they are extremely, very or quite pleased about it. There were some regional differences, however, with those in Northern Ireland (88%), London (82%) and the South and East (80%) more pleased than those living in Scotland and the Midlands (69% and 70% respectively). A broad positive feeling towards London 2012 also came through strongly during the qualitative phase.
- Counter to this high level of awareness of, and generic upbeat feeling about hosting the Games, however, the general public did not feel well informed of the plans for the Games when questioned last year. One in five (20%) said they know nothing of the plans, two in five (41%) know not very much, a third (33%) know a little and one in twenty (6%) claimed to know a lot about the plans. Those living in London were more knowledgeable about the plans, with 64% knowing a lot or a little compared with an average of 39%.
- Despite this limited knowledge of how the Games will be delivered, there was still a general optimism surrounding the Games. Indeed, when prompted, over three-quarters of adults (76%) agreed they were confident the Games would be a success. Furthermore, four in five (81%) agreed that the Games would have a positive impact on London and seven in ten (70%) that it would have a positive impact on the UK.
- However, it is clear that the public find it more difficult to consider what impact the Games will have on them personally and their local area – two-thirds say the Games will make no difference to their local area (66%) or to them personally (68%). Perhaps unsurprisingly, respondents from London were almost twice as likely as average to say that the Games will have a positive impact on their local area (46% compared with 24%) and on them personally (40% compared with 22%).
- Clearly, there is widespread public awareness of London 2012, coupled with broad support for and optimism towards it. This could be maximised through greater communication of the more detailed and localised plans already in place for the Games, which would help raise awareness of the positive effects it could have on their locality and harness the current high level of support and confidence in it being a success.

Awareness of and attitudes towards the Olympic Legacy and its aims

- At present, the broad concept of a legacy for London 2012 is not at the forefront of the general public's mind, which is perhaps not surprising given the detailed Action Plan had not yet been drafted or communicated at the time the research was carried out and the Olympic Games and Paralympic Games themselves were still five years away (and the Beijing Games a year away). The qualitative research indicated that few respondents had heard of the legacy prior to taking part in the research; and this was confirmed in the quantitative work, where just a third (33%) said they have considered the long-term benefits of the Games.
- That said, the quantitative research also revealed that whilst respondents are not aware of the legacy per se, when prompted they claim to have fairly high awareness of some of the more specific legacy goals (which sit within the five broad commitment areas), such as building major new sports venues and parks in London (67%), increasing take-up in sports (69%) and providing more opportunities for British business (60%).
- Encouragingly, there is also evidence of strong support for the principle of setting out a legacy for London 2012, with 63% of adults agreeing that the legacy of the Games should be wider than just sport. Indeed, once the five legacy promises were described in more detail, participants in the qualitative research were broadly enthusiastic that these aims should be aspired to.
- There was evidence of mixed feelings when it comes to considering how such ambitious goals could be achieved. In the focus groups, it was clear that, because respondents knew very little about any plans already in place to action the legacy aims, they could not be confident that they could be achieved. This uncertainty is also evident in the quantitative data, where respondents said they have seen little progress towards the aims at the time of questioning (although this did vary slightly for each of the aims).

- Before considering each of the five areas in more detail, it is worth noting that publication of the more detailed Action Plan for the legacy, and communication of initiatives already underway, may help to alleviate this feeling of uncertainty about how the legacy can be achieved, whilst harnessing the general support for its more far-reaching aims.

Additionally desk research was carried out to pull together existing information already in the public domain about past Olympic and Paralympic Games, as well as other 'mega-events' such as sporting World Cups. This also provided an historical context how they had been used to encourage long-term benefits, such as regeneration and increased participation in sport. The report concluded that as the context for each Games and mega-event is unique, having been set in different locations at different times, it is difficult to compare the aspirations for London 2012 directly with those of previous events. It also acknowledged that the long-term benefits of such events have only recently been systematically planned for, and have rarely been fully assessed in the aftermath of the Games.

Footnotes

¹ See Annex A for a summary of this research and www.culture.gov.uk for the full reports.

² Hackney, Greenwich, Tower Hamlets, Waltham Forest and Newham.

³ ODA Baseline Report, summary published January 2008, www.london2012.com

⁴ The London 2012 Sustainability Plan, published in November 2007, is signed up to by all London 2012 stakeholders. It includes targets set out in the ODA Sustainability Strategy, some of which have been improved or updated. The ODA Sustainability Strategy, published in January 2007, is the ODA's implementation plan for aspects that fall under its responsibility. See www.london2012.com for further details.

⁵ The Group provides leadership and strategic direction to ensure the Government's legacy priorities reflect the ambitions in communities around the UK and that legacy benefits are effectively delivered and communicated.

⁶ The Millennium Commission transferred funds to the Big Lottery Fund for the Legacy Trust before it officially ceased operating in November 2006.

⁷ See Annex A for a summary of this research and visit www.culture.gov.uk

⁸ See Annex A for a summary of this research and www.culture.gov.uk for the full reports.

⁹ See page 15 for a full explanation of the Inspire Programme.

¹⁰ Local authorities across the whole of the UK have much to gain from London 2012 and an invaluable contribution to make. We encourage local authorities who have not already done so to get involved with their Nations and Regions Group so that local government's offer and opportunity is represented to regional and national partners. Councillors can use this action plan and the appropriate national or regional plan as a framework within which to work with partners and residents to create the local legacy for their area.

¹¹ England only.

¹² See Annex A for a summary of this research and www.culture.gov.uk for the full reports.

¹³ School sport policy in the nations is devolved.

¹⁴ See www.ukschoolgames.com

¹⁵ See www.youthsporttrust.org

¹⁶ See www.youthsporttrust.org

¹⁷ See *Reaching Higher: Building on the Success of Sport 21*, available at www.scotland.gov.uk

¹⁸ *A culture of lifetime enjoyment and success in sport*, see www.dcalni.gov.uk

¹⁹ Sport England *Active People Survey 2006*.

²⁰ NICE public health guidance 8, *Promoting and creating built or natural environments that encourage and support physical activity*.

²¹ TASS operates in England only.

²² The AASE is a UK-wide scheme run by the Sector Skills Council, SkillsActive, in partnership with sporting governing bodies.

²³ The LEST Action Plan is managed by the LDA in partnership with other sectoral bodies. See page 63 for further details.

²⁴ The development at Stratford City will create a major new mixed-use urban centre in Stratford, East London. For more information go to www.newham.gov.uk

²⁵ Regular progress updates are available at www.london2012.com

²⁶ For more information go to the Legacy Now website: www.legacy-now.co.uk

²⁷ These are known as Games Time Training Venues.

²⁸ The full title of this is the Media and Press Centre/International Broadcast Centre (MPC/IBC).

²⁹ Delivered through the London Employment and Skills Taskforce (LEST) Action Plan for 2012.

³⁰ This promise previously read *To inspire a new generation of young people to take part in local volunteering, cultural and physical activity*. The three pillars of volunteering, culture and physical activity are still very much at the heart of our proposals for young people but we have shortened the wording for simplicity.

³¹ Our definition of a 'young person' is broad and includes anyone between the ages of 5 and 24.

³² Excellence; the Paralympic values are courage, determination, inspiration and equality.

³³ Phase 1 to 2010 – further phases anticipated.

³⁴ England-only survey carried out by the Institute of Volunteering Research and funded by the Office of the Third Sector.

³⁵ V operates with 16 to 25 year-olds in England. See www.wearev.com. Discussions will take place with the governments in Scotland, Wales and Northern Ireland to ensure similar support for their young people.

³⁶ *Aiming High for Young People: a ten-year strategy for positive activities*, DCSF/HMT, 2007.

³⁷ See page 66 for full details of Personal Best programme.

³⁸ LOCOG oversees the delivery of the Cultural Olympiad, with contributions from a wide range of partners.

³⁹ Go to www.london2012.com for more details.

⁴⁰ Cragg Ross Dawson, *The Olympic Legacy*, 2007. Research carried out for DCMS available at www.culture.gov.uk

⁴¹ See page 14 for contact details of your regional Creative Programmer. These are principally employed through the Regional Cultural Consortia. Scotland, Wales, Northern Ireland and London also have their own arrangements.

⁴² See page 14 for details of Legacy Trust UK contacts.

⁴³ Working title only.

⁴⁴ The Media Trust is a charity that works in partnership with the media industry to build communications for the charity and volunteer sectors. For more information go to: www.mediatrust.org

⁴⁵ This work has been undertaken on behalf of a range of key stakeholders from the UK Science, Technology, Engineering and Mathematics (STEM) community who work to develop public engagement with science.

⁴⁶ DCSF is leading this work in partnership with the Royal Geographical Association and the History Society.

⁴⁷ The *Make Your Mark Challenge* is an annual initiative run during Enterprise Week. It engages at least 35,000 14 to 30 year-olds in initiatives to encourage entrepreneurialism and creativity.

⁴⁸ The relevant UN Development Goals are those related to social inclusion, the engagement and retention of children in education, the empowerment of women and girls, opportunities for children and young people with disabilities, civil society building, peace and conflict resolution and life skills addressing issues such as the tackling of communicable diseases such as HIV and AIDS.

⁴⁹ Reduction against 'business as usual' assuming 2006 Building Regulations, with no further low or zero-carbon technologies.

⁵⁰ 2006 Building Regulations Part L.

⁵¹ Further reductions are being pursued to meet Level 4 of the Code for Sustainable Homes.

⁵² As defined by the Central Point of Expertise on Timber Procurement (CPET).

⁵³ Provision will be made for disabled 'blue badge' holders to travel by car.

⁵⁴ See Annex A for a summary of this research and www.culture.gov.uk for the full reports.

⁵⁵ Project partners include Capital Standards, the Metropolitan Police, Environmental Campaigns (ENCAMS), Thames 21, the Greater London Authority, Government Office for London, London Councils, the Probation Service, Business in the Community, the Housing Corporation and the London Wildlife Trust.

⁵⁶ See www.joingreenlane.com for details.

⁵⁷ Including those owned by women and by people from Black, Asian and other minority ethnic communities.

⁵⁸ Train to Gain is the Government's flagship service to support employers in England, of all sizes and in all sectors, to improve the skills of their employees and drive improved business performance. For more information go to www.traintogain.gov.uk

⁵⁹ Go to www.uktradeinvest.gov.uk for more information.

⁶⁰ The plan, which was commissioned by the Mayor from the Learning and Skills Council and the LDA, was published in 2006. It is available at www.lda.gov.uk

⁶¹ The Local Employment and Training Framework (LETF).

⁶² Including businesses run by disabled people, women and those from Black, Asian and minority ethnic backgrounds.

⁶³ *Raising the Bar: the National Skills Strategy for hospitality, leisure, travel and tourism sector in England*, DCMS and People1st, March 2007.

⁶⁴ Go to www.uksp.co.uk for more details.

⁶⁵ GoSkills, SkillsActive, Creative and Cultural Skills, Skillsmart Retail, Skills for Justice and Lifelong Learning UK. The gold standard research is funded by the LDA and Learning and Skills Council, with UK-wide and London specific elements.

⁶⁶ Available at www.culture.gov.uk

⁶⁷ See page 45 for a full description of the Cultural Olympiad.

⁶⁸ See page 46 for a description of the planned Live Sites.

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