




LONDON
2012
CANDIDATE CITY

Five Olympic Boroughs

Sports Development Framework





Foreword

As the Leaders and Mayors of the five host boroughs we are working together to maximise all the opportunities that a successful bid for the 2012 Olympic and Paralympic Games would bring to the people who live in, work in and visit East and South East London.

If and when the International Olympic Committee choose London to be the host for the Olympic and Paralympic Games in 2012, the five East and South East London boroughs will welcome some six million visitors over a three month summer period into the heart of Europe's most diverse and vibrant urban area. These visitors will come from all over the UK and the world to watch thousands of Olympic and Paralympic sports men and women take part in the world's largest sporting event.

The creation of a new Olympic Park supported by new road and rail transport connections, and the impact of this on the Lower Lea Valley, will continue the transformation of a vast urban area whose future will characterise London in the twenty-first century. These are not ordinary places. These are places with histories and with a future. Sport is a critical component in that future.

In response we have adopted a sports development framework to ensure sport for now, for the Games and our future generations of sports participants.

Cllr Chris Roberts,
Leader Greenwich Council

Jules Pipe,
Mayor of Hackney

Sir Robin Wales,
Mayor of Newham

Cllr Michael Keith,
Leader Tower Hamlets Council

Cllr Clyde Loakes,
Leader Waltham Forest Council



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The Sports Development Framework was researched and written by Ploszajski Lynch.

The front cover shows the design for the Aquatics Centre. The 20,000 seat venue will include two 50m swimming pools and a competition diving pool and will be built even if London is not selected to host the 2012 Olympic Games and Paralympic Games.



Introduction

- 1) The sporting legacy of the Olympic and Paralympic Games in London in 2012 will have a profound and lasting impact upon the sporting infrastructure throughout Great Britain, creating a panoply of new facilities with the potential to inspire huge numbers of individuals to start, stay and succeed in sport.
- 2) The London 2012 bid emphasises the countrywide impact that the success of its candidature will deliver. The many visionary ways in which communities across the country will benefit after the Games is one of the many strengths of the bid.
- 3) Whilst there will be major benefits right across the capital and beyond, almost inevitably the greatest opportunities to capitalise on the long-term legacy of the Games will exist within the five London boroughs at the heart of its geographical focus. Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest comprise an area with a rich sporting heritage, but which also suffers from social and economic disadvantage. The Games will provide a springboard to regenerate the area, with sport and exercise at the heart of Olympic-related initiatives to improve the economic prosperity, health, education and skills of the local community.
- 4) The many benefits for sports development of the London 2012 Games will include:
 - a) Significantly enhanced opportunities for sports participation at community, as well as elite levels.
 - b) Contributing to, and in turn being reinforced by, the wider regeneration impact of the Games.
 - c) Integrating long-term needs with the requirements of the Games themselves, by exploiting the synergies between sports and broader regeneration initiatives and above all by initiating relevant community development programmes alongside the Games preparations.
 - d) Building on the impetus already created by the Olympic bidding process to develop further collaborative sports development programmes in the five boroughs.
- 5) This paper sets out the framework within which sports development initiatives will be devised in the Olympic boroughs to:
 - a) Identify the opportunities presented by hosting the 2012 Olympics and Paralympics.
 - b) Showcase the role that sport can play in the wider regeneration of the area.
 - c) Highlight the collective benefits that will be achieved through partnership working between the five boroughs and with the support of other local, regional and national partners.
 - d) Establish lead and partner roles and general timescales.



The format of the document

- 6) The Sports Development Framework document adopts the following format:
 - a) The overall strategic context.
 - b) The sporting heritage of the five Olympic boroughs.
 - c) The challenges to be faced.
 - d) The transforming power of the Olympic Games.
 - e) Project proposals.

Strategic context

- 7) Whilst benefiting from and being inspired by their association with the Olympic and Paralympic Games, the sports development programmes proposed are also set in the context of a number of existing strategic plans at borough, Londonwide and national level. The areas of common purpose that link all the strategies and the principles that therefore underpin the Sports Development Framework are as follows:

- a) **Increasing participation:** The Government's target for 70% of the population to be reasonably active (30 minutes of moderate exercise five times a week) by 2020 has been variously interpreted by borough and Regional strategies, but it will require a step change in sports development initiatives to achieve it. This will include a range of initiatives to encourage involvement by currently under-represented groups - many of which form disproportionately large elements of the population of the Olympic boroughs.

- b) **Improving levels of performance:** Providing opportunities for individuals and organisations to maximise their personal and sporting success is a universal objective, whether ultimately to achieve international (and Olympic/Paralympic) sporting success, or to enable individuals to reach whatever limits their potential allows.
 - c) **Links with health and exercise:** The role of sport and physical activity as one form of exercise with health-related benefits is firmly embedded in policy and its potential to contribute to initiatives tackling high-profile health issues such as obesity, heart disease and diabetes is recognised in all strategies. The need to further develop and enhance links between organisations delivering sporting opportunities and healthcare providers is generally recognised.
 - d) **Sport and education:** Although initiatives to improve opportunities for curricular and extra-curricular sport in schools feature prominently in strategies, the role of the further and higher education sector and the contribution of sport to lifelong learning is becoming more widely recognised.
 - e) **Empowering the voluntary sector:** A focus on capacity building in the voluntary sector is given increasing prominence, through the development of support mechanisms for existing voluntary sector clubs, through to improved training and skills acquisition initiatives and volunteer recruitment programmes.
- 8) The perspective created by the sports and related strategies in the Olympic boroughs and the wider regional and national context in



which they sit, provides an important rationale for developing a Sports Development Framework. In particular, it places the proposed projects in the context of the contributions that they can make to delivering previously identified long-term priorities for the area. The distinguished catalogue of past and present sporting achievements in the Olympic boroughs, upon which the current strategic plans and Sports Development Framework will be seeking to build, is summarised in the next section.

Sporting heritage

- 9) The five Olympic boroughs have a rich social and cultural history. More than one million Londoners from almost 200 cultural and language communities live in the five boroughs. The area is at the centre of Europe's largest regeneration area - the Thames Gateway extends from Tower Bridge to Southend and the Medway towns, and over the next 20 years, will accommodate 90,000 new homes and 250,000 new jobs. The area contains two World Heritage Sites, the Tower of London and Maritime Greenwich, the latter site comprising the setting for the Olympic equestrian events.
- 10) In sporting terms, the Olympic boroughs have a distinguished record, including the following:
 - a) The Councils: All five of the borough councils have long and proud track records of providing community sports facilities and more recently sports development programmes. In total, there were more than 8 million visits to the councils' leisure centres in 2004. This included 234,500 visits by young people to free swimming sessions during the school holidays. A sample of the other

achievements of the Olympic boroughs are as follows:

- In 2004, Newham Council ran 'The Olympic Summer of Sport', using the inspiration of the Games to attract 63,000 young people in the borough to try 26 of the 28 Olympic sports. The programme was offered free of charge to ensure that price was not a barrier to participation and a Newham Paralympic event was held to involve young people with disabilities. Follow-up programmes were subsequently organised with the support of local clubs, to sustain levels of involvement.
- The 'Cool Olympics' initiative in four of the boroughs in 2004 enrolled 5,000 young people in a six week programme of sport during the school summer holidays.
- In 2005, Tower Hamlets Council launched the Young Persons Olympic card, providing a range of opportunities for 25,000 young people to take part in sport free of charge.
- Disability sport features strongly within the programmes of all the Councils. As an example, the London launch of the Inclusive Fitness Initiative was held at the Waltham Forest Pool and Track in October 2004 and the borough regularly hosts inter-borough sporting events for people with disabilities.
- The Greenwich Card allows all young people in the borough to take part in a wide range of sports activities at no or very low cost.
- b) The Lee Valley Regional Park Authority: The Lee Valley Regional Park was established in 1966, stretches for 25 miles



along the valley and covers some 10,000 acres. It is a major provider of sports and leisure facilities and activities, attracting 4 million visitors per annum and has a corporate objective to play an even greater role in facility provision and sports development. The Authority owns several of the Olympic/Paralympic venue sites in the five boroughs (as well as the Picketts Lock High Performance Centre for Athletics and the Broxbourne Canoe Slalom course elsewhere in the valley). These include:

- The Eastway Cycle Centre, already recognised as an international competition and training venue, will become the Olympic Velopark with legacy facilities providing for the needs of all cyclists from elite to recreational level.
 - The Authority owns more than one-third of the site for the Olympic Park.
- c) Voluntary sports clubs: The area has a distinguished history of voluntary sector sports clubs, with Blackheath Hockey Club (1861) and Blackheath Rugby Club (1858) the oldest clubs in the world for their respective sports. In total, there are more than 800 established clubs in the Olympic boroughs and selected recent achievements have included:
- Newham and Essex Beagles Athletics Club is one of the most successful in the country, competing in the top division of the British Athletics League and with Daley Thompson (Olympic Decathlon champion in 1980 and 1984) a distinguished former member.
 - Repton Boxing Club (Tower Hamlets) has a proud tradition of producing

outstanding amateur boxers, several of whom have become Olympians, including most recently Audley Harrison, the Super-Heavyweight gold medallist at the Sydney Olympics in 2000.

- East London Gymnastics Club (Newham) is based in a purpose-built centre, comprising a centre of excellence and equipped to train Olympic standard gymnasts. It also hosts a Study Support Centre to help local young people with literacy, numeracy, IT and other key skills.
- The White Heat Basketball Club (Hackney) and East London Royals (Tower Hamlets) are two of the top junior basketball clubs in the country and have won several national knockout competitions between them.
- Sporting Bengal United Football Club was developed by the local Bengali community in partnership with Tower Hamlets Council and is the representative team of the Bangladesh Football Association (UK). It runs a summer league attracting 700 young people on a weekly basis and has become the most senior Asian football team in the country.
- Clissold Park Junior Tennis Club (Hackney) was the National Sports Club of the Year in 2003.
- The Greenwich-based Cambridge Harriers is one of the most distinguished athletics groups in the country having produced a number of high profile successful athletes – most notably the Olympic medallist Steve Backley.



- South London Special League is based in Greenwich and is unique in the country. It is the only provider of competitive football leagues for young people and adults with learning difficulties and special needs. This dedicated environment gives the opportunity for many young people who would otherwise be excluded from competitive sport a chance to develop confidence, improve their communication and interactive skills and develop a sense of well being. The league has grown rapidly and now runs dedicated training sessions throughout the borough and attracts teams across London to participate in the league.
- d) Community sector organisations: A number of community organisations, in addition to voluntary sector sports clubs, deliver sports development opportunities in the Olympic boroughs:
- Greenwich council was one of the few London authorities to take part in the Government's first generation of Local Public Service Agreements (LPSA), setting stretching targets to be achieved across the authority with specific targets in sport. Investment in sport through LPSA funding in community sport resulted in three of the four targets achieving 100% and the fourth 80% of its target.
 - Sporting Club Greenwich is a ground breaking umbrella organisation that will transform sport and physical activity in Greenwich, making Greenwich a borough of sporting excellence by uniting amateur sporting organisations, improving access to funding, sharing knowledge and best practice,

improving school/club links, health awareness and sports education. Sporting Club Greenwich is partnered by Greenwich council, Anschutz Entertainment Group (which is responsible for the Dome and one of the proposed Olympic venues), Charlton Athletic, Greenwich Leisure Limited and Sport England.

- The Charlton Athletic Race Equality (CARE) Partnership is a cross borough, multi-cultural group, which uses the arts, sports and cultural activities to combat racism and promote social inclusion in the borough. CARE work in partnership to deliver inclusive, exciting programmes in the sports and arts and have done so for over a decade.

Another prime example is the Leyton Orient Community Sports Programme, which provides a wide range of sports and education-based programmes for socially disadvantaged groups right across the Olympic boroughs: In particular, it has developed:

- The Score Project, a £10 million community, sports and health hub in Leyton, which will provide a range of facilities for a multi-sports club, a childcare centre, meeting rooms, community healthcare centre and access training and employment services. The facility will be an Olympic 2012 venue for handball, gymnastics and tennis training.
 - The London Community Sports Network, to support and enhance the capacity of voluntary sector sports groups across the capital.
- e) Professional sports clubs: London as a whole has the highest concentration of



professional football clubs of any city in the world and the Olympic boroughs play host to three of them (Charlton Athletic, West Ham United and Leyton Orient). All the clubs have extensive community and sports development programmes, a sample of which includes:

- Charlton Athletic runs one of the largest Football in the Community schemes in the country, employing 28 staff to run a variety of programmes that attracted 65,000 young people in 2004. These include a Positive Futures programme providing diversionary activities for young people at risk of offending. The new North Stand at the club's ground provides a study support centre and provides the base for the London Leisure College.
- West Ham United, in partnership with Newham and Tower Hamlets councils, runs an 'Asians in Football' project, that seeks to attract and develop talented young footballers from the Asian community.
- f) Schools: An extensive programme of school-based development activity is orchestrated by a network of School Sports Co-ordinators in each borough, working through five Specialist Sports Colleges and 42 schools that have achieved SportsMark and 54 the ActiveMark award. Specific examples include:
 - A ground-breaking Private Finance Initiative project at Mulberry Girl's School (Tower Hamlets), provided facilities and programmes geared towards encouraging participation by the Bengali community, in particular

women and girls.

- Marion Richardson School was the first primary school in London to gain the Activemark Gold award and the first nationally to have a School Sport Co-ordinator based at a primary school. It hosts the Tower Hamlets centre of excellence for gymnastics and dance.
- Langdon Sports College (Newham) combines a ground-breaking curricular and extra-curricular sports programme with extensive community use of the sports facilities on site. The College was one of the venues used by Newham Council for its 'The Olympic Summer of Sport' programme.
- Further and Higher Education: There are a number of further and higher education institutions in the Olympic boroughs and many provide facilities for community sports participation and lifelong learning. As an example, the University of East London is a major player in the London 2012 bid and is seeking to be the project sponsor for the Olympic Aquatic Centre. This will enable it to build upon its already impressive programme of sports provision for local community through partnership work with schools, clubs and the health authorities and local authorities.
- Greenwich is one of the Pathfinder authorities in this once-in-a-generation government programme, which will transform the schools in the borough, fit for the 21st century. As the programme develops, Greenwich is keen to ensure that schools become the heart of communities, not only providing excellent educational

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improving access to training, sharing knowledge and best practice,

professional sports clubs, London as a whole has the highest concentration of



facilities, but also making them a resource for the whole community as sporting hub sites.

- g) Education and training: The London Leisure College in Greenwich provides first-class accredited training and development opportunities in sports coaching and the wider leisure sector. It runs 33 vocational sport, recreation and tourism courses, catering for 2,000 students per annum.
- h) Facilities: There is extensive sports facilities provision in the Olympic boroughs, primarily by public centre providers in the form of 24 community leisure centres provided by the Councils and the Lea Valley Regional Park Authority, but supplemented by the commercial and voluntary sectors. Feature facilities at present include:
- Hackney Marshes is the best-known community football venue in the country with the biggest concentration of pitches in Europe. It provides a valuable resource not just for Hackney but for the whole of East London.
 - The Royal Victoria Dock Watersports Centre has regenerated one of London's historic dockyards, by providing opportunities for sailing, canoeing, kayaking, rowing and power boating and also hosts the swimming phase of the internationally renowned London Triathlon.
 - The Space Centre at Hackney Community College was voted Best Community Sports Centre in London by 'Time Out' magazine in 2004. Sports academies have been established at the College in basketball,

cricket and football, to provide exit routes into professional sport.

- York Hall, the most famous and evocative boxing venue in the country is also a valued community leisure centre that is currently undergoing a major upgrade and refurbishment.
 - Greenwich Leisure Limited (GLL) was established in partnership with Greenwich Council in 1993 and has since gone from strength to strength. It is an innovative staff led 'Leisure Trust', structured as an Industrial and Provident Society, which manages more than forty public leisure centres within the M25 area in partnership with nine London boroughs as well as Crystal Palace National Sports Centre. The turnover in 2005 is expected to be around £45 million and all surpluses generated will be reinvested in providing better services for its customers.
- i) Major events: The Olympic boroughs already participate in and contribute to the organisation of several major sporting events, including:
- The annual London Marathon (and mini-marathon), which attracts around 35,000 competitors, one million spectators and a massive worldwide television audience, is run almost exclusively within the five boroughs, with significant volunteer support from the local community.
 - The London Youth Games (which will celebrate its 25th anniversary in 2005) is the largest youth sports event in Europe with more than 20,000 young people from every London borough



participating in a total of 28 different sports. The Olympic boroughs have been closely involved in the organisation of, and participation in, the event since its inception.

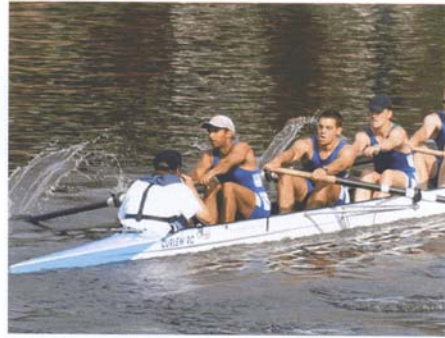
- j) Inward investment: The Olympic boroughs have collectively attracted almost £72.5 million of Lottery funding for sports projects over the past ten years, to supplement locally raised expenditure for facility provision and activity programmes.
- 11) Despite the vibrant sporting scene in the Olympic boroughs a number of social and economic problems remain to be overcome in the area and the next section summarises these challenges.

Current challenges

- 12) The five Olympic boroughs are located in an area of East and South East London that has historically suffered from a range of disadvantages. Huge efforts have already been made to regenerate the local economy and promote social cohesion, in which sport has played a key role. However, as the statistics below reveal, many more challenges remain to be met.
- a) Poverty and deprivation: According to the 2004 Index of Multiple Deprivation, Hackney is the most socio-economically deprived area in England (based upon its rank averages), Tower Hamlets the second most deprived and Newham the sixth. In Greenwich there are pockets of deprivation – areas within 10 of the wards fall within 10% of the most deprived in England.
 - b) Health: The five boroughs are amongst the eight areas of London with the highest

numbers of people with a limiting long-term illness. Life expectancy in Newham, Tower Hamlets and Hackney is the lowest in London, at around four years less than the national average. Waltham Forest has the highest rates of infant mortality in London. Death rates in the least healthy wards in Greenwich are up to twice the national average and amongst the worst in the country.

- c) Education: The boroughs are amongst the eight areas in the capital with the highest numbers of people with no formal qualifications.
 - d) Unemployment: Hackney, Newham and Tower Hamlets have the highest unemployment rates of all the London boroughs, running at twice the national average. Amongst the five boroughs, Greenwich has the highest percentage of long-term unemployed. Due to the leisure and tourism industry in the borough, employment in Greenwich can be seasonal.
- 13) All the physical, cultural and economic circumstances described above have a negative impact on rates of participation in sport at present in the Olympic boroughs. Other specific impacts on sports provision locally are as follows:
- a) Only 24% of adults in the area currently take part in sport and physical activity on at least five occasions per week, compared with a national average of just over 30%.
 - b) The area has a very ethnically diverse population, with 60.6% of the population of Newham, 48.6% of Tower Hamlets and 40.6% of Hackney of Black, Asian or



other non-white communities. Rates of participation in sport and physical activity are lower amongst minority ethnic communities and initiatives to attract more involvement need to be devised sensitively to take account of cultural and language considerations.

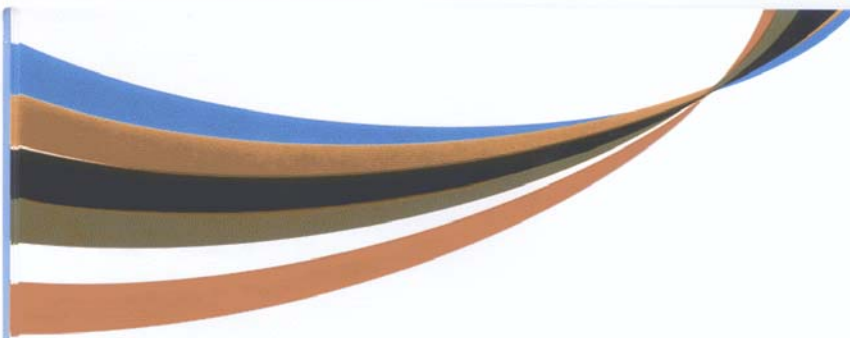
- c) There are relatively few voluntary sector sports clubs in the area, with few qualified coaches compared with the Londonwide situation.
 - d) Levels of sports facility provision, particularly for outdoor and space-extensive sports are poor in many instances, reflecting the high density of population and absence of available land. In a number of instances, existing facilities are ageing and in urgent need of refurbishment.
 - e) Whilst provision of sport in schools has improved recently in curricular and extra-curricular terms, there are still large numbers of pupils who are not receiving the Government's recommended minimum of two hours of high quality PE and sport each week. In Waltham Forest, only one school has its own playing field.
- 14) Despite the current challenges for delivering sports development in the Olympic boroughs, sport in general and the Games in particular offer a vehicle for tackling many of the problems of the area and this transforming role of sport is addressed in the next section.

The transforming power of the Olympic and Paralympic Games

- 15) Sport has the ability to deliver a wide range of benefits that will build upon the current

strengths of the area and help to tackle many of its problems. The designation of London as a Candidate City for the 2012 Games has already had a galvanising effect locally and hosting Olympics and Paralympics themselves will further lend their unique impetus to sports development efforts in the five boroughs, to help achieve:

- a) The benefits of engagement: The London 2012 Olympics have a powerful image to engage with even the most marginalised young people, through Olympic-themed projects in the five Olympic boroughs.
- b) The benefits to health: The Games provide a massive opportunity to raise awareness of the health benefits of an active lifestyle, which will be supported by an Olympic-inspired health campaign. The step change in public amenities that the Games would bring, represents an opportunity to tackle some of the health inequalities that exist in the area.
- c) Building capacity: A programme to recruit and train volunteers and workers will create the capacity to host the Olympics and Paralympic Games and will make the most of their long-term legacy through:
 - Strengthening capacity in areas of deprivation, where it tends to be weakest and most needed.
 - Supporting community sports clubs in developing their capacity, both to recruit and retain members in a climate of increasing interest and activity levels and rising expectations.
 - Building on local sporting infrastructures, education institutions and community partnerships wherever possible.



- The creation of better pathways for young people to become involved as volunteers, remain involved as sports leaders and then move from those sports-specific leadership roles into developing sustainable opportunities in their communities.
 - Providing opportunities for people to return to an involvement with sport, building depth in the support system and opportunities for mentoring - opportunities that may particularly draw more mature members of the community.
- d) Community sport and economic development: The Games' impact for sports-led industries will strengthen and diversify the economic base of the area. Here, as elsewhere, the diversity of opportunity and raised aspirations that sports social enterprises can offer, will produce positive social gains, such as:
- Greater demand for skills relating to the Olympic and Paralympic legacy programmes, worked through a skills development programme, will produce a labour force asset for the region that will in turn attract inward investment.
 - Offering alternative routes into learning and employment, engaging people not in mainstream employment or education through targeted interventions, using learning about sport and event management as a hook back into the basic skills agenda.
 - Modern Apprenticeships with employers in sectors that are going to benefit from London hosting the Olympics and Paralympics. Linking volunteering at the Games with their apprenticeships will further foster the relationship with businesses.
- e) Civic pride: Hosting the Games will give the Olympic boroughs an immense sense of civic pride and this will be shared with other councils in London and in the country as a whole.
- f) Overview of wider outcomes: The development of community capacity early in the process will engender community engagement, establish continuity and create an increased demand for sport and related uses, such as culture and health-related initiatives, to populate legacy facilities. The bid process itself is already acting as a catalyst for developing community programmes, which in turn will identify community needs and allow appropriate management and operational programmes to take effect immediately following the Games - assisting the transition between global and local ownership.
- 16) Physical legacy: The physical legacy of the Games has been developed to take account of the following parameters:
- a) The facilities will be a vehicle to extend and support the needs of the development programmes outlined above.
 - b) They will cater for increased demand for sports facilities as a result of the regeneration of the area.
 - c) They will complement existing local sports facilities provision.
 - d) They will address national, regional and local facility needs, in line with national governing body facilities strategies.



- e) They will provide a permanent base for the London Olympic Institute.
 - f) Sufficient funding will be made available to ensure they are operated and maintained in the long-term.
- 17) Translating the opportunities created by the Olympics and Paralympics into a Sports Development Framework comprising five programmes and numerous specific projects forms the subject of the final section of the document.

Project proposals

- 18) The '2012 Programmes': Five linked community sports development programmes are proposed as follows:
- a) Access 2012: To develop:
 - Further community use of education sports facilities.
 - Community use of institutional/corporate facilities.
 - Support facilities (e.g. crèches).
 - Targeted affordability programmes, to eliminate price as a barrier to participation.
 - Club - community provision.
 - Disabled provision.
 - b) Fit 4 2012: To develop:
 - Links to health programmes.
 - Technical training, support and guidance.
 - School/youth club programmes.
 - Active workplace programme.

- Marketing and media profile.
- c) Club 2012: To develop:
 - Multi-sport clubs at the heart of communities.
 - Club - school/university links.
 - Local focus, capacity and programmes.
- d) Talent 2012: To develop:
 - National talent identification and development programme, with London 2012 as focus.
 - Linked to Skills 2012 and Long-Term Athlete Development Programmes.
- e) Skills 2012: To develop:
 - Workforce skills and capacity.
 - Coaches skills.

19) Specific projects: The specific projects proposed under each 2012 programme are as set out in the tables below. The acronyms used are as follows:

| | |
|-------|--|
| LBG | London Borough of Greenwich |
| LBH | London Borough of Hackney |
| LBN | London Borough of Newham |
| LBTH | London Borough of Tower Hamlets |
| LBWF | London Borough of Waltham Forest |
| ILAM | Institute of Leisure and Amenity Management |
| ISRM | Institute of Sport and Recreation Management |
| LOCSP | Leyton Orient Community Sports Programme |
| LSFPD | London Sports Forum for People with a Disability |
| LVRPA | Lee Valley Regional Park Authority |
| UEL | University of East London |



20) Access 2012 programmes:

| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|--|--|---------------------------|---|---------------|
| Develop an Olympic Street Games based on the current Street Games programme and linked to the planned 'Olympic Days' on March 30 and June 1. | <ul style="list-style-type: none"> The 'Young People' theme of all five borough Sports Strategies would be met. Meets Sport England's London and national objectives to 'maximise opportunities for young people in community settings'. | London Active Partnership | LBG LBH LBN LBTH LBWF LVRPA | Pre-decision |
| Develop Olympic Action Zones to develop community-based sports programmes. | <ul style="list-style-type: none"> An Olympic Action Zone has already been approved in Newham and Waltham Forest. Extending the zone across the other three Olympic Boroughs would create a more equitable set of developmental benefits across the whole area. | Sport England | LBG LBH LBN LBTH LBWF | Post-decision |
| Set up a Community Enterprise Fund to help develop sport social enterprises to provide local employment opportunities and ensure community ownership. | <ul style="list-style-type: none"> Meets the priority in borough strategies to use sport as an instrument for achieving wider economic and social ends. Supports the Joint Cultural framework objectives of improving local employment opportunities and ensuring community ownership. | London Development Agency | LBG LBH LBN LBTH LBWF | Post-decision |
| Provide a Sport Social Enterprise Advice Service . | <ul style="list-style-type: none"> Meets the priority in borough strategies to use sport as an instrument for achieving wider economic and social ends. Supports the Joint Cultural framework objectives of improving local employment opportunities and ensuring community ownership. | London Development Agency | LBG LBH LBN LBTH LBWF UEL | Post-decision |
| Develop an Olympic Spaces for Sport scheme, regenerating derelict 'brownfield' land for sporting use. | <ul style="list-style-type: none"> Supports the priority in the Lee Valley Park Plan to develop new facilities on 'brownfield' sites. Provides opportunities to eliminate identified local facility deficiencies. | London Sports Board | LBG LBH LBN LBTH LBWF LVRPA UEL | Post-decision |



| Projects | Strategic Rationale | Lead | Other | Timing |
|---|---|-----------------------------------|--|---------------|
| Develop an Olympic Futures programme as an extension to Positive Futures to engage hard to reach young people, to bring them back into employment and learning, with deployment at the Games as an end outcome. | <ul style="list-style-type: none"> The 'Young People' theme of all five borough Sports Strategies would be met. Meets the priority in most borough strategies to use sport as an instrument for achieving wider economic and social ends. | Sport England | LBG LBH LBN LBTH LBWF | Post-decision |
| Ensure procurement opportunities for Olympic activities facility and event management to UK businesses and sport social enterprises. | <ul style="list-style-type: none"> Meets the priority in most borough strategies to use sport as an instrument for achieving wider economic and social ends. Supports the Joint Cultural framework objectives of improving local employment opportunities and ensuring community ownership. | London Development Agency | LBG LBH LBN LBTH LBWF | Post-decision |
| Develop a network of 2012 Volunteer Link Workers across the country to focus on the areas above. 2012 Volunteer Co-ordinators could be based in communities of multiple deprivation. | <ul style="list-style-type: none"> Meets the priority in all borough strategies and the LVRPA Plan to develop the capacity of the voluntary sector. Supports the Joint Cultural framework objectives of improving local employment opportunities and ensuring community ownership. | London 2012 | LBG LBH LBN LBTH LBWF UEL | Post-decision |
| Develop an Olympic Leisure Card for access to sports facilities and services across all the Olympic Boroughs. | <ul style="list-style-type: none"> Meets the priority in the London Sports Board strategy to develop multi-borough leisure cards. Meets the objectives in all borough strategies to widen access to community leisure facilities. | LBG LBH LBN LBTH LBWF | Greenwich Leisure Ltd. Leisure Connection | Post-decision |



| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|--|---|---|-----------------------------|---------------|
| Ensure that all sports facilities are fully accessible to people with disabilities. | <ul style="list-style-type: none"> Meets the objectives in all borough strategies to widen access to community leisure facilities. | LBG LBH LBN LBTH LBWF | Local Sports Clubs LSFPD | Pre-decision |
| Employ a network of Community Sports Coaches based at hub club sites and other key venues in the Olympic Boroughs, to meet local community and sporting need. | <ul style="list-style-type: none"> The hub club concept is supported by the LBG and London Sports Board strategies. Developing the capacity of sports clubs to deliver sports development programmes is a priority in all other borough strategies. | LBG LBH LBN LBTH LBWF LVRPA UEL | Local Sports Clubs | Post-decision |

21) Fit 4 2012 programmes:

| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|---|--|--|---|--------------|
| Work with the NHS and PCTs to establish a network of Physical Activity Co-ordinators around London and the regions to produce physical activity and health promotion plans and programmes. | <ul style="list-style-type: none"> Meets the priority in all borough strategies to further develop the links between sport and health. Meets the priority in London and national sports strategies to develop new partnerships with the health sector. | Sport England/ Strategic Health Authority | NHS PCTs LBG LBH LBN LBTH LBWF LSFPD | Pre-decision |
| Active Work Places initiative with businesses including Olympic sponsors and organisations to increase activity levels and promote the health benefits of sport within the working population. | <ul style="list-style-type: none"> Meets the priority in all borough strategies to further develop the links between sport and health. Meets the priority in the London and national sports strategies to develop new partnerships with the health sector. | Sport England | NHS PCTs | Pre-decision |



| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|--|--|---------------------------|--|---------------|
| National Physical Activity Campaign linked to 2012, with specific targeted interventions and activity programmes for local communities, particularly those at high risk. | <ul style="list-style-type: none"> Meets the priority in all borough strategies to further develop the links between sport and health. Meets the priority in London and national sports strategies to develop new partnerships with the health sector. | Sport England | NHS PCTs LBG LBH LBN LBTH LBWF LSFPD | Pre-decision |
| Incorporation of facilities for health, arts, culture and education into legacy venues, to encourage diverse and intensive use of sites. | Supports the objective of the Joint Cultural framework for diverse programmes of after-use. | London 2012 | Sport England LBG LBH LBN LBTH LBWF LVRPA UEL | Post-decision |
| Develop cycle paths/walking routes around Olympic venues, key London hotels and other tourist sites. | <ul style="list-style-type: none"> Meets the priority in all borough strategies to further develop the links between sport and health. Complies with the policy in all LVRPA Plan for sustainable transport and improved accessibility. | London Development Agency | LBG LBH LBN LBTH LBWF LVRPA | Pre-decision |



22) Club 2012 programmes:

| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|---|---|---|-----------------------------------|---------------|
| Establish 2012 Community Sports Clubs in collaboration with the local community and other partners, linked to legacy facilities in the Olympic boroughs. The clubs would provide sport, activity, health and education services for the local community. | <ul style="list-style-type: none"> The hub club concept is supported by the LBG and London Sports Board strategies. Developing the capacity of sports clubs to deliver sports development programmes is a priority in all other borough strategies. | LBG LBH LBN LBTH LBWF LVRPA UEL | Sports Clubs LSFPD | Post-decision |
| Appoint a Community Sports Club Development Officer to work across the Olympic boroughs, linked to the London Active Partnership. | Developing the capacity of sports clubs to deliver sports development programmes is a priority in all borough strategies. | London Active Partnership | LBG LBH LBN LBTH LBWF | Post-decision |
| Utilise the Olympics to promote Clubmark, a quality accreditation standard for sports clubs across 31 sports and establish a national network of accredited clubs. | Developing the capacity of sports clubs to deliver sports development programmes is a priority in all borough strategies. | Sport England | LBG LBH LBN LBTH LBWF | Pre-decision |



| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|--|--|---------------------------|--|---------------|
| Develop a network of Club Volunteer Co-ordinators within the Clubmark clubs, to support volunteer development leading up to the Games and to support deployment and ongoing development during and after the Games. | <ul style="list-style-type: none"> Club Volunteer Co-ordinators are supported by the London Sports Board strategy. Developing the capacity of sports clubs to deliver sports development programmes is a priority in all borough strategies. | London Active Partnership | LBG LBH LBN LBTH LBWF Sports Clubs | Pre-decision |
| Utilise the Olympic multi-sport ideal to promote the benefits of a multi-sport club concept as a sustainable model for future club development. | <ul style="list-style-type: none"> The multi-sports club concept is supported by the London Sports Board strategy. Developing the capacity of sports clubs to deliver sports development programmes is a priority in all borough strategies. | Sport England | LBG LBH LBN LBTH LBWF Sports Clubs LSFPD | Pre-decision |
| Establish and support a network of Disability 2012 Community Sports Clubs , with a Paralympic Sporting Ambassador linked to each club. | Providing enhanced opportunities for people with disabilities is a priority in all local, Londonwide and national strategies. | LSFPD | LBG LBH LBN LBTH LBWF | Post-decision |
| Develop the skills base within the club infrastructure with a Sports Workforce 2012 investment focused on coaches, officials and volunteers. | Developing the capacity of sports clubs to deliver sports development programmes is a priority in all borough strategies. | LOCSP | LBG LBH LBN LBTH LBWF Sports Clubs UEL | Pre-decision |



23) Talent 2012 programmes:

| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|---|---|-----------------------------------|--|--------------|
| Use 2012 to drive forward work with 31 national governing bodies of sport to develop and implement programmes based on the Long-Term Athlete Development Model . | <ul style="list-style-type: none"> Meets the objectives of Sport England's national strategy. Meets the objectives of the Government's 'Game Plan'. | Sport England | National Governing Bodies of Sport | Pre-decision |
| Appoint a full-time Competition Co-ordinator in each of the Olympic Boroughs, to deliver a new High Quality After-School Sport Model . | The London Sports Board strategy and all Borough strategies support talent identification and development and extra-curricular sports programmes. | LBG LBH LBN LBTH LBWF | School Sports Co-ordinators | Pre-decision |
| Expand the Talented Athlete Scholarship Scheme with an Olympic focus to support talented athletes within further and higher education settings. | <ul style="list-style-type: none"> The London Sports Board strategy has a target for increasing activity in FE/HE colleges. All the borough strategies support talent identification and development. | Sport England | LBG LBH LBN LBTH LBWF UEL FE/HE Colleges | Pre-decision |
| Establish 2012 Olympic Scholarships for athletes aged 10-18. | The London Sports Board strategy and all borough strategies support talent identification and development | BOA | LBG LBH LBN LBTH LBWF | Pre-decision |
| Expand the Gifted and Talented programme with an Olympic focus, concentrating on deprived areas with a long-term aim of broadening the base of talented sports people. | The London Sports Board strategy and all borough strategies support talent identification and development. | School Sport Partnerships | LBG LBH LBN LBTH LBWF | Pre-decision |



| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|--|--|-----------------------------------|---|---------------|
| Develop a co-ordinated Talent Development Strategy for the Olympic Boroughs. | The London Sports Board strategy and all borough strategies support talent identification and development. | LBG LBH LBN LBTH LBWF | Governing Bodies of Sport Sports Clubs | Pre-decision |
| Develop a co-ordinated Olympic Boroughs Performance Centres Strategy , to identify facilities to serve the long-term performance needs of athletes in the boroughs. | The London Sports Board strategy and all borough strategies support talent identification and development. | LBG LBH LBN LBTH LBWF | Governing Bodies of Sport Sports Clubs LVRPA UEL | Pre-decision |
| Develop a programme of Sports Events using facilities in the boroughs, to showcase the Olympic sports to the local community and to inspire local talent. | The London Sports Board strategy and all borough strategies support talent identification and development. | LBG LBH LBN LBTH LBWF | Governing Bodies of Sport | Pre-decision |
| Establish the optimum balance between elite sport and community access to Olympic facilities. | The London Sports Board strategy and all borough strategies support talent identification and development. | English Institute of Sport | LBG LBH LBN LBTH LBWF | Post-decision |
| Establish a Talented Coach Scholarship Scheme . | <ul style="list-style-type: none"> The Hackney and Newham strategies give specific priority to coach development. The London Sports Board strategy contains a target for 3,000 new coaches and proposes a sub-regional Coach Development Strategy. | Sports Coach UK | Governing Bodies of Sport Sports Clubs | Pre-decision |



| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|--|--|---------------|-----------------------------------|---------------|
| Develop a national and regional Volunteer Strategy that embraces the potential for local involvement to flourish pre and post, as well as during, the Olympics. | The Sport England National strategy identifies volunteers as key drivers of change. | Sport England | LBG LBH LBN LBTH LBWF | Pre-decision |
| Launch an active volunteer Make an Olympic Difference and Young Olympic Volunteer programme publicity campaign. | <ul style="list-style-type: none"> The Sport England National strategy identifies volunteers as key drivers of change. The London Sports Board strategy has a target of 440 volunteer placements for young people per annum. | Sport England | LBG LBH LBN LBTH LBWF | Post-decision |

24) Skills 2012 programmes:

| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|--|--|--------------|---|---------------|
| Establish an Employer Release Scheme for employees to volunteer in sport, within a philosophy of encouraging active and healthy lifestyles. Local authorities and companies to sign a 2012 Olympics Volunteering Charter . | The Sport England National strategy identifies volunteers as key drivers of change. | London 2012 | LBG LBH LBN LBTH LBWF | Post-decision |
| Work with the Olympic sports to recruit 20 new Volunteer Co-ordinators per annum in the period to 2012. | <ul style="list-style-type: none"> The Sport England National strategy identifies volunteers as key drivers of change. The London Sports Board strategy has a target of 440 volunteer placements for young people per annum. | London 2012 | Governing Bodies of Sport Sports Clubs | Post-decision |



| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|---|--|--------------------------|---|---------------|
| Launch a Masters Olympic Volunteer programme, targeting the over 50s. | The Sport England National strategy identifies volunteers as key drivers of change. | London 2012 | LBG LBH LBN LBTH LBWF | Post-decision |
| Use the Government's Year of the Volunteer 2005 to start the campaign. | The Sport England National strategy identifies volunteers as key drivers of change. | Sport England | Governing Bodies of Sport | Pre-decision |
| Extend the Step into Sport programme into Olympic Step Towards 2012 to develop and establish volunteering accredited skills programmes. | <ul style="list-style-type: none"> The Sport England National strategy identifies volunteers as key drivers of change. The London Sports Board strategy has a target of 440 volunteer placements for young people per annum. | London 2012 | London Leisure College LOCSP | Post-decision |
| Develop and establish five volunteer pilots across London. | <ul style="list-style-type: none"> The Sport England National strategy identifies volunteers as key drivers of change. The London Sports Board strategy has a target of 440 volunteer placements for young people per annum. | London 2012 | LOCSP Borough Volunteer Bureaux | Pre-decision |
| Conduct a skills audit of the sports sector and develop a Regional Workforce Development Plan to ensure the development of the right workforce to support the delivery of the Games and clear career pathways and opportunities post-Games. | The London Sports Board strategy proposes a regional workforce development plan linked into SkillsActive. | London Sports Board | Learning & Skills Councils, Skills Active, ILAM, ISRM, London Leisure College | Post-decision |
| Use the Olympics as a learning tool to target people not involved in education or training as a hook back into the basic skills agenda. | All local, regional and national strategies propose using sport as a means of achieving wider social objectives. | Learning Skills Councils | LBG LBH LBN LBTH LBWF | Post-decision |



| Projects | Strategic Rationale | Lead Partner | Other Partners | Timing |
|--|--|---------------------------|---|---------------|
| Establish the Olympic Park and the Institute as a hub centre for sports education and skills development. | The London Sports Board strategy proposes sub-regional learning hubs created around major sport environments. | London Olympic Institute | Governing Bodies of Sport LOCSP UEL | Post-decision |
| Establish Modern Apprenticeship schemes with employers in sectors that will benefit from London hosting the Games and link volunteering at the Olympics with their apprenticeship. | The London Sports Board strategy has a target of 5,000 new jobs created in the sport and leisure industry and a £250 million increase in sport's contribution to the London economy. | London Development Agency | Learning & Skills Councils, Skills Active, ILAM ISRM London Leisure College | Post-decision |
| Work with key partners to develop a Centre of Vocational Excellence to support the Olympic Boroughs to deliver the skills required for 2012. | The London Sports Board strategy proposes sub-regional learning hubs created around major sport environments. | London Leisure College | LBG LBH LBN LBTH LBWF | Post-decision |
| Engage with the University/HE sector in London to develop and utilise the student workforce to support the Games and prepare students for future employment. | The London Sports Board strategy has a target for increasing activity in FE/HE colleges. | London Sports Board | UEL FE/HE Sector | Post-decision |
| Develop a cross-curricular education pack to promote the ideals of the Olympics through the School Sport Partnership network and promote and inspire young people to have active healthy lifestyles and to fulfil their potential in sport. Link the three new schools to be created in the Thames Gateway as 'community hubs' for sport and skills development. | <ul style="list-style-type: none"> The 'Young People' theme of all five borough Sports Strategies would be met. Meets Sport England's London and national objectives to maximise opportunities for young people in education settings. | Sport England | School Sport Partnerships | Pre-decision |

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