

be inspired

Lancashire

A Lancashire Legacy Framework for the 2012 Games



2010-2014

Andrew Lee Consulting Ltd

Be Inspired Lancashire

A Lancashire Legacy Framework for the 2012 Games

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APPENDICES

A – Lancashire 2012 Steering Group Recommendations

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Vision

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“To ensure Lancashire uses the power and excitement of the London 2012 Olympic and Paralympic Games to engage and inspire communities and secure long term sporting, health, economic, social and cultural benefits and value for its people, communities and businesses”



(1) Introduction

The Framework

This document provides a framework for the sub-region of Lancashire which identifies and assists the county and its associated partners in securing the unique positive effects of the London 2012 Games as a legacy for the sub-region. The timeline for the framework is for a 2 year run up and two year legacy after the games (2010-2014).

This strategic framework develops and locally interprets the themes and initiatives mapped out in the NW regional legacy framework document “Be Inspired” as well as developing its own related thematic developmental areas. It sets out the possibilities for public, private and voluntary sector partners within Lancashire to create a lasting legacy from the London 2012 Games and other major events as part of the ‘Decade of Sport’ in the UK.

The framework also sets out the governance and operational structure to ensure its implementation and for each of the chosen theme priorities the objectives, current activity, future projects and overall desired legacy outcomes across.

Integral to the process for developing this framework has been consultation with the identified strategic leads for each of the themes, to establish understanding around current legacy activity and future opportunities. At the same time the research has identified a series of objectives and desired outcomes which will assist in meeting targets set out in both ‘Be Inspired’ and other sub-regional strategies.

What is Legacy?

The term ‘legacy’ has become one that all aware of the London 2012 Games and the ‘Golden Decade of Sport’ have grown very familiar with. A legacy or legacies can be defined as ‘what someone or something is remembered for or what is left behind after events’, ultimately it can mean different things to different people. What the 2012 Games, and the other associated major events coming to the UK, do provide is an opportunity for sub-regions and their partners to set out what they feel the legacies from the London 2012 Games should be in their area and this is very much the case for Lancashire.

With just over two years to go to the opening of the London 2012 Olympic and Paralympic Games, this major event is still seen as the once in a lifetime opportunity to change attitudes and drive forward positive changes. Through engaging in legacy development Lancashire will have the opportunity to benefit from:

- *Wealth Creation* - generating wealth creation for its people, communities and businesses
- *Reducing Health Inequalities* - addressing the current health inequalities and bringing about health improvements in the more deprived parts of the sub-region.
- *Creating a Physical Legacy* - creating a physical legacy in the form of new sports facilities and new posts to support the development of a range of sport, physical activity and cultural initiatives
- *Tourism Transformation* - Transforming Blackpool, Lancaster and Lancashire into world class visitor destinations
- *Cultural Development* - building community involvement, particularly around young people, through a thriving cultural programme inspired by the Games
- *Community Development* - Creating inspiration and increasing participation amongst the local communities supporting the development of cohesive communities
- *Sporting Strengths* - Showcasing the strengths of the region in terms of swimming, cycling and football.


Objectives of the Framework

Although existing work is taking place in Lancashire (defined as pan Lancashire incorporating the Unitaries of Lancashire, Blackpool and Blackburn with Darwen) across sport, health and wellbeing, culture and tourism, this is currently being undertaken in isolation with limited communication between sectors and regional lead officers for the Games. To enhance the current provision and to take full advantage of the London 2012 Games Lancashire has now established a 2012 Steering Group. This group has recognised the need for a headline legacy framework with the objectives of:

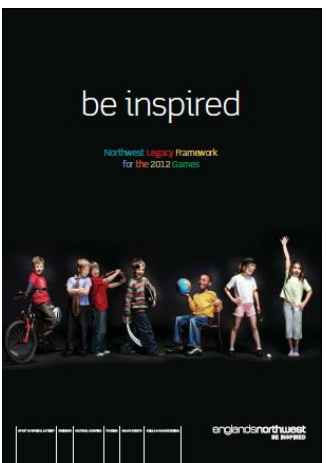
- i) Raising the profile of the 2012 Games within the sub-region
- ii) Establishing which agencies will drive the development and implementation of measurable legacy benefits
- iii) Communicating the sub-regional infrastructure leading on legacy planning
- iv) Setting out clear processes for communication with stakeholders and the general public and how this will be achieved in the sub region
- v) Acting as a tool to generate further buy in to the work of the Lancashire 2012 Steering Group
- vi) Recognising the work of local community and voluntary sector groups who have already engaged in 2012 and supporting them in the future
- vii) Raising profile of the achievements in Lancashire to date across various themes
- viii) Raising the profile of the future legacy projects and helping to create buy in to these.

Framework Context


National

	<p>In 2008 DCMS launched the national legacy action plan “Before, during and after: making the most of the London 2012 Games”.</p> <p>This action plan is about the long-term benefits that we can stimulate through London hosting the Olympic Games and Paralympic Games in 2012 and builds on the document <i>Our Promise for 2012</i>, published in June 2007</p> <p>The Government’s legacy promises:</p> <ol style="list-style-type: none"> 1. To make the UK a world leading sport nation 2. To inspire a generation of young people 3. To demonstrate the UK is a creative, inclusive and welcoming place to live in, to visit and to do business in 4. To make the Olympic Park a blueprint for sustainable living <p>London Organising Committee’s ambitions are set out under three legacy areas:</p> <ol style="list-style-type: none"> 1. Sporting – increased levels of sporting participation and physical activity 2. Social – greater levels of engagement and participation across the UK leading to social and community development 3. Economic – economic added value across the UK
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Regional

	<p>The original framework entitled <i>'Be Inspired – North West Legacy Framework for the 2012 Games'</i> set out the vision and framework for how the North West aims to benefit through the 2012 games. Launched in 2007 the framework was based on the following key themes:</p> <ol style="list-style-type: none"> 1. Sport and physical activity 2. Major events 3. Cultural Olympiad 4. Tourism and the visitor economy 5. Skills and volunteering 6. Business <p>Each year the NWDA produces an update. In the last update the themes were expanded to include:</p> <ol style="list-style-type: none"> 1. Young people and education 2. Health and wellbeing 3. Skills and employment 4. Communications and engagement
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Sub-Regional

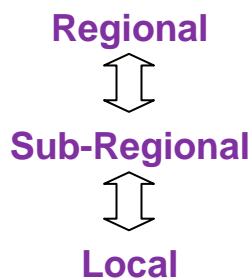
	<p>This document entitled <i>'A Lancashire Legacy Framework for the 2012 Games'</i> provides the framework for The Lancashire 2012 Steering Group which has identified the following key themes:</p> <ol style="list-style-type: none"> 1. Sport 2. Health and wellbeing 3. Culture 4. Tourism and visitor economy 5. Business opportunities 6. Education (Schools & HE/FE) 7. Volunteering <p>Underpinning these themes are marketing and communications, and local resilience planning.</p> <p>The seven themes have been selected as they represent the opportunities that the Games offer at national and regional level and mirror existing legacy frameworks at these levels. The implementation of these themes, and ultimately the achievement of the associated outcomes, will assist the sub-region in meeting a number of wider outcomes and strategic priorities including those set out in the sub-region's Sustainable Communities Strategies and the strategic priorities of the main agencies represented on the Steering Group.</p>
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(2) Governance & Operational Structures

Introduction

Since the launch of the North West's legacy framework 'Be Inspired' in 2007, the infrastructure supporting the implementation of the framework has been evolving. Over the past three years the North West 2012 Steering Group has become fully established and a series of regional 2012 thematic groups have also been created.

The key to ensuring local benefits are gained from the London 2012 Games will be through Lancashire being represented across the regional thematic groups and linking with Local Authority leads and other local partners.



Regional 2012 Legacy Infrastructure

The diagram overleaf sets out the infrastructure at a regional level in more detail and highlights where the Lancashire 2012 Steering Group sits and the current representation by officers from Lancashire on the various regional thematic groups.

It is important that the Steering Group and Lancashire as a whole allocate representatives to the vacant groups they are not currently represented on which include:

- NW Training Camps Group
- NW Regional Operations Group

In addition the thematic groups will be added to over the coming months to potentially include a new group focussed solely on sport and the benefits of capitalising on the 2012 legacy opportunities to sport itself.

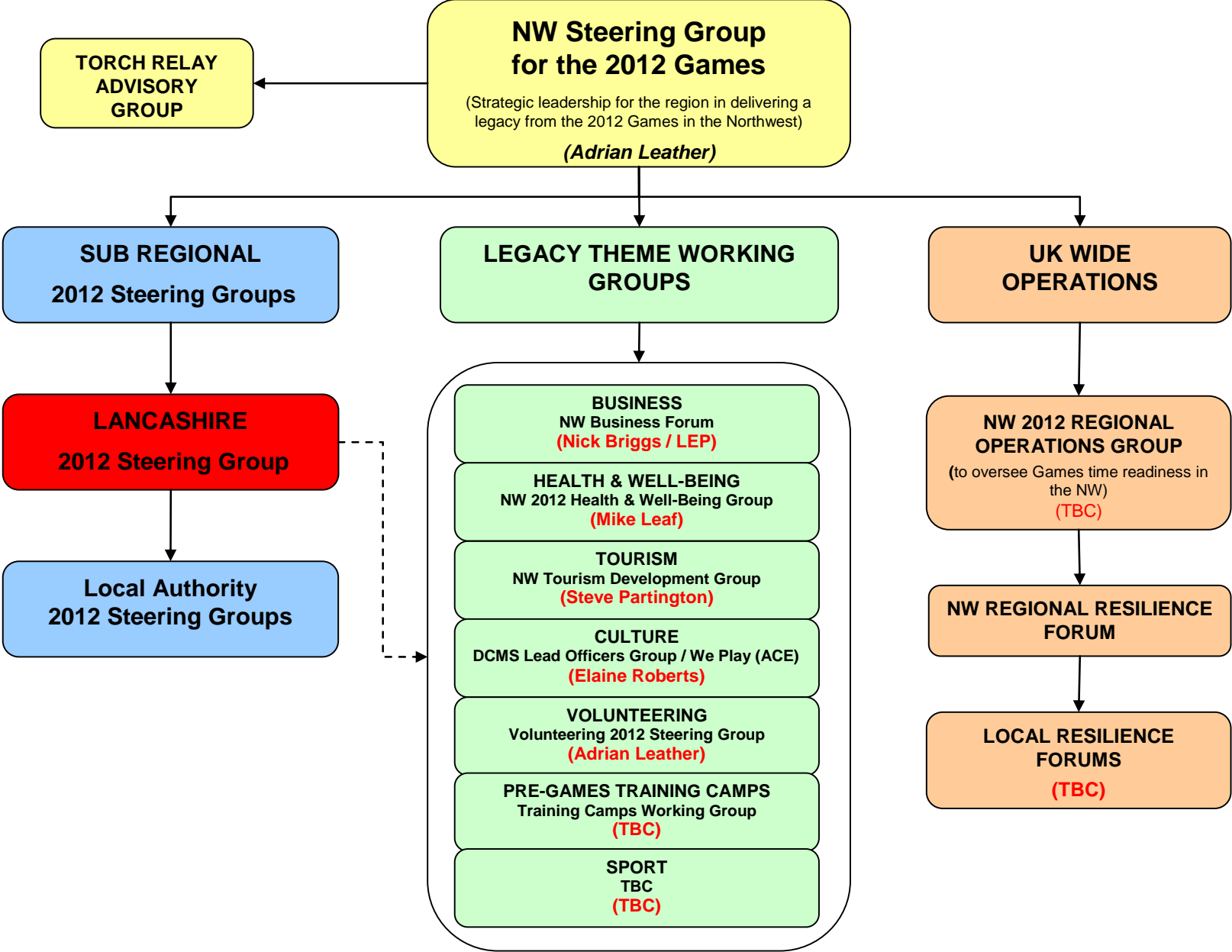
It will therefore be important that the Lancashire 2012 Steering Group respond to any newly formed groups with a nominated representative.

North West Steering Group for the 2012 Games – Roles & Responsibilities

The role and responsibilities of the 'Regional Steering Group for the 2012 Games' are:

- To provide strategic leadership for the region in delivering a legacy from the 2012 Games in the North West.
- To represent the voice of the North West by providing a communication channel and means of engagement to LOCOG and UK Government.
- To maximize the opportunities for the North West population to feel part of the 2012 Games, as participants, supporters, contributors and beneficiaries.

North West 2012 Organisational Structures and Lancashire 2012 Steering Group



North West 2012 Regional Operations Group – Roles & Responsibilities

The national operations group will define a number of projects and work programmes to ensure ‘operational readiness’ in the towns and cities hosting 2012 sports venues outside Greater London. The role and responsibilities of the ‘2012 Regional Operations Steering Group’ set up by Government Office North West (GONW) will be :

- to co-ordinate some level of preparedness in towns and cities hosting pre-games training camps, Games time celebrations, live sites and cultural Olympiad and sporting events, and/or involved in the torch relay programme and possible volunteering initiatives.
- to ensure that events are co-ordinated and that national resilience plans are effectively aligned, alongside relevant Command, Coordination and Communication structures.

Sub-Regional 2012 Legacy Infrastructure

Lancashire 2012 Steering Group

The following sets out the new infrastructure recently established at a sub-regional level to take forward the development of 2012 legacies within Lancashire and subsequently the implementation of this legacy framework.

The organisations represented on the steering group are currently:

- Lancashire Sports Partnership
- NHS and Primary Care Trusts
- Lancashire and Blackpool Tourist Board
- Creative Lancashire
- Lancashire Education Business Partnership
- Education sector
- Lancashire Constabulary

The steering group strategic theme leads and contacts are set out below:

Role		Name	Organisation	
Chair		To Be Appointed		
THEME STRATEGIC LEAD	Sport	Adrian Leather (Chief Executive)	Lancashire Sport	
	Health & Well Being	Mike Leaf (Deputy DPH)	NLTPCT	
	Culture	Elaine Roberts (Head of Arts Development)	Lancashire County Council	
	Tourism and Visitor Economy	Steve Partington (Director of Business Development)	Lancashire and Blackpool Tourist Board (LBTB)	
	Business Opportunities	Nick Briggs	Lancashire Sport / Lancashire Economic Partnership	
	Education	HE/FE	Adrian Ibbetson (Academic Director of Sport)	UCLAN
		Schools	Craig Vickers (PDM Preston SSP)	Lancashire County Council
Volunteering	Lesley Doyle (Director)	Lancashire Education Business Partnership (LEBP)		
SUPPORT SERVICES	Marketing and Communications	Ruth Raban (Director)	Creative Lancashire	
	Local Resilience Planning	Stuart Williams (Chief Superintendent)	Lancashire Constabulary	
	Mobilising Neighbourhoods and communities	Pam Smith (Policy Officer)	Lancashire County Council	
Regional Representative		Rob Young (NW 2012 Co-ordinator)	NWDA	

Lancashire 2012 Steering Group – Roles & Responsibilities

The role and responsibilities of the Lancashire 2012 Steering Group will be to:

(1) Capitalise and Embed the National & Regional Legacy Opportunities into Lancashire

- Interpret and action directions from the NW 2012 Steering Group.
- Capitalise on the opportunities created by the 2012 Games in alignment with the North West Be Inspired framework and this Lancashire 2012 Legacy Framework.
- Be responsible for embedding 2012 opportunities into the sub-regional and local planning and infrastructure.

(2) Co-ordinate and Drive the Legacy Activity and Outcomes Across the Sub-Region

- Have overall responsibility for delivering the objectives of the Lancashire Legacy Framework for the 2012 Games
- Create and facilitate engagement across Lancashire in the identified themes and in relation to the Games
- Undertake intelligence gathering to establish the current picture with regards to 2012 related activity
- Have overall responsibility for the direction of marketing and communications through the development and implementation of a holistic marketing and communications plan
- Communicate regular progress and opportunities between member agencies
- Promote the Inspire programme across agencies
- Identify and sharing best practice
- Raise and address local issues and interests and support local community engagement

Strategic Leads (Lancashire Steering Group) – Roles & Responsibilities

The role of the strategic leads will be to:

- Provide a single point of contact and focus for the sector by representing their associated sector on the Lancashire 2012 Steering Group.
- Deliver against the objectives and desired legacy outcomes set out in this Lancashire 2012 Legacy Framework.
- Co-ordinate and align existing strategic plans and activity as a contribution to this Lancashire 2012 Legacy Framework.
- Develop cohesive and comprehensive action plans based upon evolving needs and the various opportunities within their sector to achieve the legacy outcomes.
- Compile and disseminate the latest intelligence describing current progress and opportunities in relation to 2012.
- Promote existing and new opportunities e.g. branding and the Inspire Mark programme.
- Communicate these programmes to other Champions, Stakeholders, Officials, Public Officers and the Press within each theme associated sector.
- Assist and promote effective high level interaction and cooperation between the private, public and voluntary sectors.
- Support the region through the NWDA in the development and implementation of strategies which promote and deliver the legacy objectives for the 2012 Games

The ability for strategic leads to fulfil this role will be dependent on the success in securing additional capacity.

Recommendations - To ensure the Lancashire 2012 Steering Group operates as efficiently and effectively as possible a series of critical recommendations for consideration by the steering group are included in Appendix A which include areas around chair and membership, operations and external representation.

Local 2012 Legacy Infrastructure

The current position with regards to the local legacy infrastructure in Lancashire is that most Local Authorities have said they would like to produce a legacy plan but only Blackpool Unitary Authority has actually produced one.

All Local Authorities have engaged in the consultation on the Torch Relay and would like to be part of this unique event. In addition a number of the Sport and Physical Activity Alliances (SPAAs) across the sub-region have started to acknowledge the opportunities available through the 2012 Games and beyond.

The Lancashire 2012 Steering Group through the development and implementation of this framework should now provide the platform for Local Authorities to become engaged and co-ordinated to support the delivery of a strong and long lasting legacy of the 2012 games for the county and associated local areas.

Supporting Networks

There are a number of critical supporting networks already in existence across the different themes. It will be essential that the strategic leads utilise these networks to help raise the profile of the Lancashire 2012 Steering Group and to create buy in to the framework over the coming months.

Legacy Framework Theme	Existing Supporting Networks
Sport	Lancashire Sport Partnership Board SPAA Networks National Governing Bodies Disability Sports Forum
Health and wellbeing	Lancashire Health and Wellbeing Networks LSP Health and Wellbeing sub groups Lancashire Healthy Schools Network Lancashire Physical Activity Forum (to be operated by Lancashire Sport Partnership)
Culture	Lancashire Chief Culture and Leisure Officers Group Lancashire Arts DO Network 3 x MAAs; Pennine Lancashire; Fylde Coast; and Mid Lancashire In some districts cultural sub groups of the LSPs
Tourism and visitor economy	Lancashire-wide Heritage Network Bay Tourism Network 6 x Tourism Association Networks

Business opportunities	Lancashire Economic Partnership Lancashire Economic Officers Group North and West Lancashire Chambers East Lancashire Chambers Sport Economy Group Business Link
Education (Schools & HE/FE)	PDM Network SSP Gifted and Talented Network Lancashire CCPE Advisory Network Lancashire Healthy Schools Network Lancashire Sports College Network British Universities Colleges Sport (BUCS) British Colleges Sport (BCS)
Volunteering	Third Sector Lancashire Volunteering Lancashire Local Strategic Partnerships Children and Young People Thematic Groups

Strategic Themes

Sport

Theme Context

The sub-region has a well established sporting heritage; the Golfing Coast; a strong football tradition with the oldest football pitch in the world at Turton Football Club, the National Football Museum and the famous Accrington Stanley Football Club; and home to some fantastic sporting facilities including the Preston Sports Arena and the new £16 million Indoor Sports Centre.

The sub-region also has a well established reputation for a calendar of events; playing host to the Open Golf National at Lytham St Annes in 2012; numerous elite cycling events; Blackpool Dance Festival; and the Preston Guild – a world class programme of culture, arts, sport and music which is not only a sub-regional opportunity but a major regional one too.

Sport is a central theme in trying to derive the benefits from the London 2012 Games and the pursuing 'Golden Decade of Sport'. Led by Lancashire Sport, it will be important to ensure that a strong network of clubs, coaches and volunteers are put in place and the catalyst of London 2012 is used to help create a world leading community sport system. Lancashire Sport is leading a range of innovative and diverse opportunities for volunteering which will create a strong legacy of trained and supported volunteer coaches and administrators who can increase the skills and capacities of local sports clubs to deliver more opportunities for participation.

significant sports facilities through its Sports Economy work; aiming to create a legacy of three high quality sports facilities to underline Lancashire's role in being part of the Decade of Sport.

Objectives

- (1) Increasing Participation
 - a) To increase participation in sport and physical activity across Lancashire as a direct result of the Games.
 - b) Through 2012 related activity, inspire more young people aged 14-19 years to become involved and stay involved in sport.
- (2) Enhancing the Sporting Infrastructure
 - a) To develop a high quality network of clubs, coaches, pathways and volunteers across the sub-region.
 - b) To improve the sporting infrastructure through improved sports facilities and attracting mass participation events.
 - c) To utilise sport to contribute to the wider social and economic priorities of the sub-region.
- (3) Pre-Games Training Camps
 - a) To establish and maintain relationships with National Olympic and Paralympic Committees through attracting a number of overseas teams to train in the sub-region in the run up to the 2012 Games and 2014 Commonwealth Games.
- (4) Inspire Mark
 - a) To achieve a significant number of sports related Inspire Mark projects.

Relevant National, Regional and Local strategies

It is important that the development and delivery of a legacy for sport takes into account the associated national, regional and local strategies as follows:

- DCMS: Before, during and after: Making the most of the London 2012 Games
- DCMS: London 2012 Disability Legacy Plan
- Be Inspired - North West Legacy Framework for the 2012 Games
- Lancashire Sport Partnership Sport & Physical Activity Strategy 2009-12
- SPAA Strategies
- NGB Whole Sport Plans
- Local Authority Sports Strategies

Current Legacy Activity

Across its four strategy outcomes Lancashire Sport is already developing and implementing a number of the 2012 related projects. This existing work includes:

- i) Rising Star Fund – offering 30 bursaries of £500 each to promising sporting athletes in Lancashire
- ii) Ambassadors for the Future project - which targets 16-19 year olds not in education, employment or training (NEET) to become engaged in sport related qualifications
- iii) East Lancashire Positive Futures Programme - offering positive activities and volunteering opportunities for hard to reach young people
- iv) Coachweb - development and promotion of Coachweb, the new coaching database.

Wider Economic Benefits - The sub-region is also taking the lead when exploring the impact that the sport sector has on the economy. A regional study undertaken by Knight, Kavanagh and Page (KKP) on behalf of the NWDA has shown that Lancashire has 2,020 sports businesses; which provide 19,335 jobs and generates an annual turnover of £1.2 billion. Sport accounts for 3.8% of the sub-region's employees and 3% of the business turnover. Following the regional study Lancashire Sport and partners have commissioned KKP to review existing information and conduct new research to confirm the current economic value, trends and significance of sport in the county.

Inspire Mark Achievements - to date Lancashire has been successful in achieving four Inspire Marks in the sport category; three of these are for the free swim programmes in Blackpool, Preston and Ribble Valley. The other is Gold Factor, a project which uses the power and community connectivity of football to provide new opportunities and drive an increase in sports participation by young people. Gold Factor is delivered by the local Football League Clubs, through their community programmes working with local partners. Gold Factor Talent Academies have now also been established through three pilot clubs, providing the vehicle for the delivery of an authority wide 'Gifted & Talented in PE' multi -skills programmes for students.

Future Legacy Projects

Pre-Games Training Camps - Ten venues from across the sub-region were selected for the London 2012 Pre-Games Training Camp Directory. Since the announcement of training camps in 2008, a number of the Lancashire venues have progressed their discussions and are close to securing overseas teams coming to the sub-region bringing with them economic, sporting and social benefits. UCLAN in Preston is involved as one of the consortia for Oceania and it appears that it will be the base for a number of nations including Fiji, Samoa, Tonga and Guam. They also have aspirations to potentially attract other teams outside of the Oceania agreement.



Pre-Game Training Camps - Oceania Visit to the region

There are many more sporting legacy opportunities that Lancashire Sport along with its local authority, SPAA and NGB partners need to explore further and develop action planning around, including:

- *Cycling* - exciting opportunities around the developing programme and events within Pennine Lancashire
- *Swimming* - a signature project for the area through the development of the long awaited and aspirational 50 metre pool in Central Lancashire and associated swimming development
- *Football* - capitalising on the history of football in the sub-region
- *Sports Facilities* - other potential facility developments at Blackpool Stanley Park and community sport facilities across the sub-region.
- *Mass Participation Events* - The development and launch of three mass participation events in the county, linked to cycling, potential to link to the Corporate Games, and supporting the development of disability sport through a dedicated event.
- *Enhancement & Integration of the SPAA Network* - the refreshing of the 14 SPAAs and integrating the 2012 Games and its opportunities into the SPAA strategies.
- *Other Major Events* – integrate the legacy of other major events during the period of the framework such as the Rugby League (2013) and Rugby Union (2015) world cups along with the 2014 Commonwealth Games also in the UK (Glasgow)

Desired Legacy Outcomes

As a consequence of the above opportunities the following legacy outcomes are aimed to be achieved by the end of 2012:

- (1) *Increasing Participation*
 - a) an increased number of 16+ participating in 3 x 30 minutes of sport per week contributing to 2 million more adults taking part in sport and physical activity.



Increasing Participation by People with a Disability

- b) 24,000 more adults involved in more sport, contributing to the national target of 1 million adults involved in more sport.
- c) new generation of young people involved in sport and an increased number of Lancashire's 5-19 year olds accessing 5 hours a week of PE and sport.
- d) an increased number of people from ethnic minorities and people with a disability participating in sport regularly.
- e) the staging of three mass participation events to help facilitate an increase in participation by the local communities.

(2) *Enhancing the Sporting Infrastructure*

- a) 500 sports clubs in the sub-region achieving national accreditation by 2012 (Clubmark or equivalent).
- b) 1,000 coaches in the sub-region achieving or working towards a Level 2 Governing Body award and meeting the recommended minimum operating standards.
- c) An increased number of adults volunteering in sport across the sub-region.
- d) Improved and coordinated competition frameworks and calendars across the sub-region to allow pathways for talented young people from local, county, regional to national competitions.
- e) The opening of three regionally significant sports facilities within Lancashire, one in each MAA; a 50 metre pool in Central Lancashire; Pennine Lancashire Cycling facilities; and Blackpool Stanley Park.
- f) A strong network of SPAA's across the sub-region representative of appropriate partners.
- g) A strong network of partners to support the development of disability sport.



Pennine Lancashire Cycling

(3) *Pre-Games Training Camps*

- a) acquire and successfully implement throughout Lancashire pre-games training camps for a minimum of 10 nations in the run up to the games
- b) develop long lasting relationships and linkages with the countries and associated teams and athletes from the pre-games training camps

(4) *Inspire Mark*

- a) significantly increase the number of projects with the 'inspire mark' award and associated branding

Health & Well-Being

Theme Context

Lancashire, incorporating the 12 districts covered by Lancashire County Council and the two unitary authorities of Blackburn with Darwen and Blackpool, is a very diverse sub-region, with some of the most deprived and affluent parts of England. Smoking, poor diet, a lack of physical activity, substance misuse and overweight and obesity are often more prevalent among those living in deprived areas.

The Active People Survey 1, in 2007, indicated that Blackburn with Darwen, Blackpool and Hyndburn were in the bottom quartile for adult participation (based on participation in 3 x 30 minutes of moderate intensity sport per week). In Active People 3, 2009, although there have been improvements in participation levels in Blackburn with Darwen and Hyndburn, there has been no change in Blackpool and the districts of Chorley, Pendle and Rossendale are now within the bottom quartile for adult participation.

Consequently the London 2012 Games provide a unique opportunity to attempt to address these issues and improve the health and wellbeing of residents across Lancashire. This can be achieved through both more people becoming involved in and staying involved in physical activity. Additionally there is scope to improve the wellbeing of our communities through the feel good factor that the Games will generate.

With the objectives and legacy outcomes covering both physical activity and specific health related areas this theme will be led by both NLTPCT and Lancashire Sport.

Objectives

- (1) To utilise the Games to further raise awareness of the physical activity opportunities available to local residents.
- (2) To further promote positive messages around the links between 3 x 30 minutes of physical activity per week and improved health and wellbeing.
- (3) To utilise positive news stories in the run up to and beyond the Games to motivate people towards physical exercise.
- (4) To increase participation in physical activity up to and beyond 2012 in the following groups:
 - a. Adults
 - b. Juniors
 - c. Minority Groups
- (5) To contribute to narrowing the gap in health inequalities via appropriate communication strategies at a local level.
- (6) To build upon success stories to inspire the next generation to become healthier and bring about change.
- (7) To promote physical activity participation through the NHS / PCT workplaces in the sub-region and those of other major employers.
- (8) To reverse the trends in obesity across all age groups.

Relevant National, Regional and Local Strategies

It is important that the development and delivery of a legacy for health and well-being takes into account the associated national, regional and local strategies as follows:

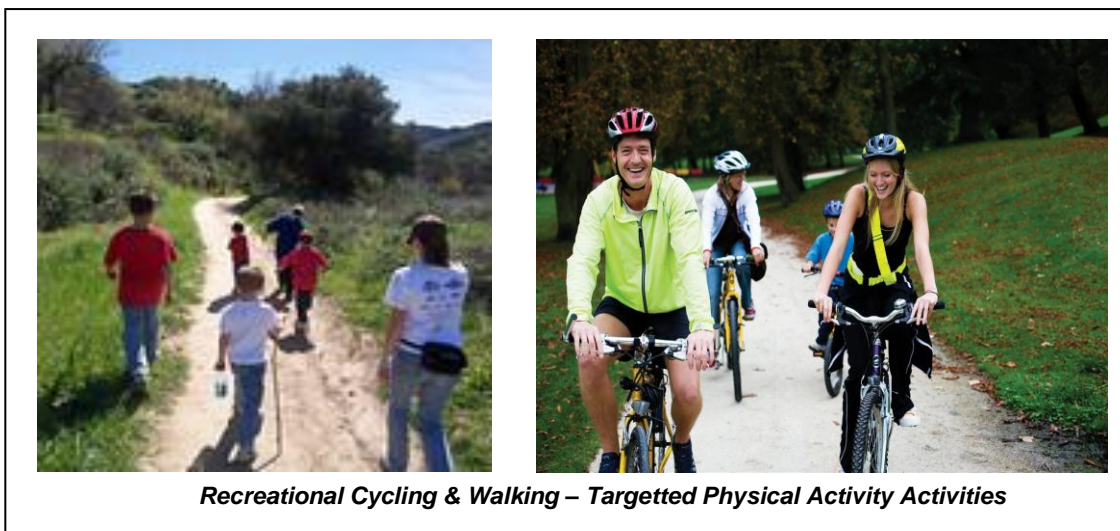
- The Health and Wellbeing Legacy Framework for the North West
- Be Inspired - North West Legacy Framework for the 2012 Games
- Lancashire County Council's Health and Wellbeing Strategy
- Health and Wellbeing Strategy Living Better Living Longer (Blackburn with Darwen)
- Blackpool Health and Wellbeing Improvement Plan
- Health and Wellbeing Strategies at a Local Strategic Partnership level across the districts.

Current Legacy Activity

Current 2012 related activity is linked to the work of Lancashire Sport and that of the Local Authorities and the SPAAs in promoting physical activity. Existing programmes comprise the following:

i) Input via the SPAAs into health and well-being projects

- *Community Activity Programmes* - looks to address a number of the barriers as such cost, lack of public transport and lack of appropriate instructors/coaches. This programme will be targeted at those who have been identified as priority groups –
- *Get Active Together* - aims to use low to moderate activities appropriate to the age group such as recreational cycling, walking and bowling activities which will offer older people alternative activities.



- *Hi for Six* - will build upon the strong infrastructure of a local sport, cricket, to provide an alternative activity and will particularly target adults who considered themselves to have a limiting disability and adults from black and minority ethnic groups.
- *Right Moves* - It is recognised through the Year 9 Survey that girls are less likely to take part in sport outside of School. The Right Moves project hopes to encourage girls and also women into a non competitive activity including gymnastics and dance opportunities for girls

- ii) Family and free swimming lessons for children who are unable to swim
- iii) The Lancashire Healthy Schools programme
- iv) Exercise referral Schemes (12 across Lancashire)
- v) Walking & Cycling Programmes
- vi) Family support programmes (MEND) support families to be physically active
- vii) National Child Measurement Programme and targeted physical activity work at cluster schools with a high prevalence of children outside their healthy weight

Future Legacy Projects

Other potential health and well being projects that could be integrated as future legacy programmes include the range of physical activity projects being developed by Lancashire Sport and other health partners as part of a legacy of the 2012 Games:

- The new £9.8 million Lancashire Partnership 'Healthy Streets' big ticket project
- A potential £1 million Active Women Sport and Physical Activity project, looking to recruit a network of female ambassadors, to support participation by females
- A potential Dance Champions Celebration Dance event
- Further promotion linked to Change4Life branding
- A clearer physical activity offer aligned to Lets Get Moving Guidance.



Other key projects to be explored will be those identified in the region's Health and Wellbeing Legacy Action, due for publication June 2010, but likely to include:

- NHS / PCT / major employers' workplace health schemes in the sub-region achieving Inspire Mark
- Activation of cycle to work initiatives amongst NHS Trusts
- Health communication strategies at a local level.

Desired Legacy Outcomes

The aim is for the continued delivery of existing projects and the creativity of new health and well-being projects highlighted above will achieve the following desired legacy outcomes:

(1) Increasing Participation

- a) An increased number of 16+ participating in 3 x 30 minutes of physical activity per week contributing to 2 million more adults taking part in sport and physical activity
- b) An increased number of 16+ participating in 1 and 2 x 30 minutes of physical activity per week
- c) An increased number of people from ethnic minorities and people with a disability participating in physical activity

(2) Increased Opportunities & Well-Being

- a) An increased range and improved quality of physical activity opportunities / projects for all sectors of local communities
 - b) Increased well-being among residents, through a greater sense of community across the sub-region.
- (3) Achievement of National Indicators
- a) NI -119 Self reported measure of people's overall health and wellbeing
 - b) NI - 6 Participation in regular volunteering
 - c) NI - 55 Obesity among school aged children
 - d) NI – 110 Young People's participation in positive activities
 - e) NI – 137 Healthy Life Expectancy at 54

Culture

Theme Context

Culture will make a major contribution to the London 2012 Olympic and Paralympic Games. It was a key element in the original bid which secured the Games for London. The Cultural Olympiad, a series of events to showcase the UK's arts and cultures over a four year period, is now at the heart of the Olympic and Paralympic Games. Launched at the close of the Beijing Games it provides the opportunity for everyone in the UK to be part of London 2012, no matter where they are in the country.

Lancashire now has a significant opportunity to enhance and display its cultural offer for the benefit of residents and visitors alike. It has a long history of cultural events in particular the Preston Guild, an 800 year old festival held every 20 years with a wide ranging programme of events - 2012 marking the next Guild year. Blackpool is an aspiring World Heritage Site for its international significance as the first working class seaside resort renowned for its Tower, piers and the world's largest mirror ball, public art and promenade. In addition, Lancaster with its combination of innovative creative organisations and heritage is seen by many as the creative centre of the sub-region.

The role of culture in bringing about economic and social benefits, supporting the development of community cohesion and bringing about improved health and wellbeing is now widely acknowledged and evidenced.



Lee Quarry

Championed by Elaine Roberts, Head of Arts Development for Lancashire County Council, the Culture theme provides an opportunity for Lancashire to showcase its tradition for creativity through a range of national, regional and local cultural legacy projects, targeting both participants and audiences.

Objectives

- (1) To work with partners to build on and expand the range of creative and cultural activities for participants and audiences alike across Lancashire.
- (2) Maximise the opportunities that the Preston Guild offers to have a sub-regional impact in 2012 and beyond
- (3) To inspire creative and cultural organisations and enterprises to recognise and respond to the opportunities the 2012 Games extend
- (4) To inspire communities across Lancashire to respond to the opportunities the 2012 Games extend
- (5) To support the local authorities in demonstrating the role culture can play in driving up and maintaining participation
- (6) To ensure that the sub-region achieves connectivity with the development and delivery of the 2012 Games in London through national, regional and local programmes.
- (7) To develop cultural links with the nations of Oceania visiting the region as part of their pre Games training camps

Relevant National, Regional and Local Strategies

It is important that the development and delivery of a legacy for culture takes into account the associated national, regional and local strategies as follows:

- Be Inspired - North West Legacy Framework for the 2012 Games
- The Fylde Coast Cultural Strategy
- Blackburn with Darwen's Cultural Strategy
- Lancashire County Council Culture and Sport Strategy
- Cultural Strategies at a district level
- Youth Strategy for Lancashire – currently in development.

Current Legacy Activity

The current cultural legacy activity in Lancashire spans both the national and regional Cultural Olympiad opportunities combined with locally derived programmes.

(1) National Projects

Of the ten national Major Projects, Lancashire is currently engaged in three. These include:

- a) *Inspire Mark Programme* – the sub-region has been successful in attaining two cultural Inspire Marks as part of WE PLAY.
- b) *Open Weekend* – takes place in July as an annual countdown to the start of the Olympic and Paralympic Games. Last year there were a number of events across the sub-region including Wii for Families in Blackburn, Our Sporting Life at the National Football Museum and More Music's Seaside Special in Morecambe.
- c) *Stories of the World* – led by the Museums, Libraries and Archives Council, comprises a series of innovative exhibitions. Global Threads is the theme in the North West and Preston (Harris Museum and Art Gallery), Blackburn and Rossendale are 3 of the 5 geographic areas selected for this programme in the region

(2) Regional Cultural Programme

The regional Cultural programme is based around the theme 'We Play' and is made up of three major annual legacy programmes. The sub-region has been successful in engaging in two of these:

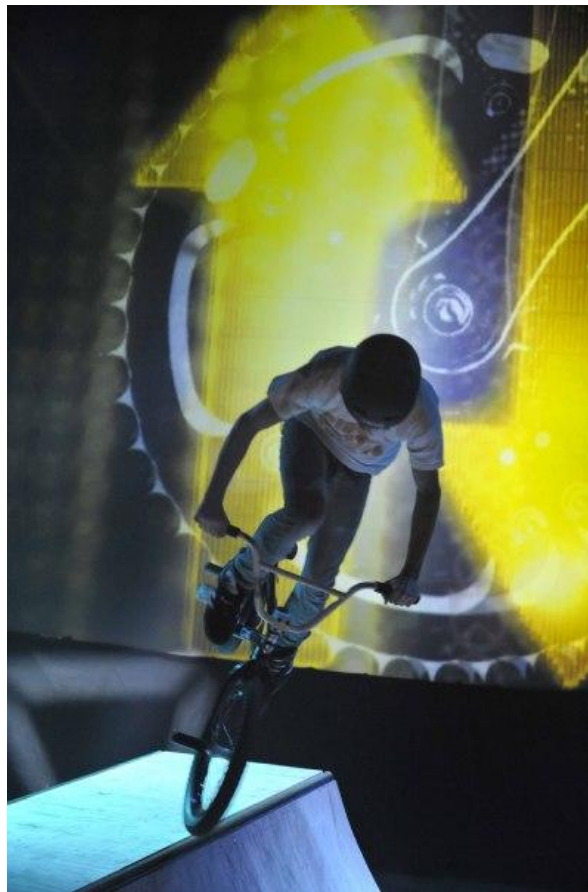
- a) *Blaze (New Cultural Journeys)* - a major youth led culture and sport participation programme based around social networking and the creation and delivery of a series of online and outdoor routes and trails as physical and cultural journeys which connect culture and cycling to the Fylde Coast and Lancashire. Blaze is a partnership between Lancashire County Council, through its Arts Development Service and Creative Lancashire, and Blackpool Council which will be launched on 27 May.



- b) *Abandon Normal Devices* - a trans-regional festival of new cinema and digital culture that spills from screens and galleries into the streets and imaginations of the North West, combined with a programme of participatory events exploring and critiquing the theme of normality in relation to the image and identity of the human body in a scientific, technological and cultural economy. Abandon Normal Devices is a partnership between FACT (Liverpool), Cornerhouse (Manchester) and Folly (Lancaster).



Blaze Launch, Katy Pickles



Blaze Launch, BMX Beats

Future Legacy Projects

Other future major project opportunities for the sub-region to seek to engage in, capacity permitting, will be:

- *Open Weekend 2010* – this year's events and projects will take place on the 23-25 July as part of the two year countdown to the Games and will be looking to incorporate a challenge for the audience.
- *Discovering Places* – a unique UK wide programme looking to inspire people to utilise their local environment, historic and public places to stage events in the lead up to the Games. To be launched in July 2010 there will be further opportunities over the next two years.

- *Film Nation: Shorts* – this is a fantastic opportunity for the next generation of film makers. Open for 11-25 year olds the project is seeking films celebrating the values of the 2012 Games. Annual regional and national awards will be held from now until 2012 to celebrate the best pieces of work. To be launched in June 2010.
- *Sounds* – a major music programme aiming to showcase the sounds of the nation by 2012, led by the BBC. Integral to this is Youth Music Voices which will be open for recruitment later in 2012.
- *Unlimited* – celebrating disability arts, culture and sport, disabled and deaf artists and arts organisations can apply for Unlimited Commissions through Arts Council England’s Grants for the Arts Programme.

Other cultural opportunities for the sub-region and its partners to explore as part of their action planning for future legacy projects will include:

- *We Play 2012* - Engagement with the ‘We Play 2012’ a celebration event which is currently being developed along with We Play Youth Expo.
- *Inspire Mark* - The attainment of further Inspire Mark projects by local community and arts groups.
- *Preston Guild* - The development of Preston Guild as a sub-regional event and capitalising on the opportunities it presents as a major post Olympic event
- *Torch Relay* - The core principles for the Torch Relay are:
 - it is for everyone but with a focus on youth
 - it is a sustainable relay
 - whilst it is a national relay it needs to have a global reach and reflect the diversity of the UK.

Partners from across Lancashire have input into the route planning process and submitted a coordinated response for consideration by LOCOG. Partners will need to re-engage in the autumn when further information is made available.

Desired Legacy Outcomes

Resulting from the engagement in the national, regional and local cultural opportunities the aim is for the following legacy outcomes to be achieved by the end of 2012:

- (1) *Enhanced Cultural Value & Role*
 - a) Lancashire's cultural offer is highlighted and valued across the region with the positive impact of culture evidenced.
 - b) The role of culture in promoting the sub region is demonstrated.
- (2) *Partnership Development & Collaboration*
 - a) New partnerships developed working across public, private and voluntary sector arts and cultural organisations for the benefit of the general public.
 - b) New and improved ways of collaborative working across the culture sector.
 - c) Integration of the arts and culture programme with the other themes identified within this Framework e.g. sport, health and wellbeing, tourism and visitor economy.

(3) *Increased Engagement and Wider Participation in Cultural Activities*

- a) Achievement of the National Indicators
- b) The legacy of Blaze - achievable and sustainable models for developing creative work with young people and supporting them and deploying them into leadership roles and employment.
- c) A greater number of arts and cultural providers working with young people and making available opportunities for young people in the cultural sector.
- d) Development and promotion of a calendar of local cultural and arts projects, under the 'Be Inspired Lancashire' brand, reaching new audiences and bringing increased community pride and sense of wellbeing.
- e) Annual engagement in Open Weekend across the sub-region for the benefit of people of all ages and backgrounds in local communities.

(4) Inspire Mark

- a) significantly increase the number of projects with the 'inspire mark' award and associated branding for local community and arts organisations.

Tourism and Visitor Economy

Theme Context

The London 2012 Games, the 2014 Commonwealth Games and other major events coming to the UK, as part of the 2010-2020 'Golden Decade of Sport', provide an unprecedented opportunity for the tourism and visitor economy sector in Lancashire.

Lancashire is known for a number of important landmarks including: Blackpool as an aspiring World Heritage Site (incorporating the Tower, Pleasure Beach, Promenade, Three Piers, Winter Gardens, Golden Mile, Mirror Ball and illuminations), the historic sites of Lancaster, Pendle Hill home to the Pendle Witches, Morecambe Bay famous for its Eric Morecambe Statue, and Dunsop Bridge known as the centre of mainland Britain. The sub-region also has its fair share of areas of natural beauty including: the Lancashire Coastline also known as the Golf Coastline, the Forest of Bowland, Arnsdale, Silverdale and picturesque locations and villages.

The Games provide the opportunity to further enhance the tourism offer and raise the profile of Lancashire whilst benefiting from the economic benefits brought about by increased visitor numbers and greater spend by local residents enjoying the historic and cultural resources on their doorsteps.

Objectives

- (1) Capitalise on Opportunities Created by the 2012 Games
 - a) to take advantage of the tourism and visitor economy opportunities linked to the 2012 Games, through an improved quality of offer.
 - b) to ensure the opportunities brought to the sub-region by the Pre-Games Training Camps and other major sporting events create tourism opportunities.
- (2) Enhance & Develop a High Quality Tourism Offer
 - a) to use the 2012 Games as a vehicle for ensuring a high quality, cohesive and coordinated visitor information.
 - b) to use the Games as the catalyst to develop and implement a 'high quality welcome' that exceeds visitors' expectations.
- (3) Enhance the Economic Impact & Employment skills within the sub-region
 - a) to grow the visitor economy in the sub-region through increasing overnight, international and business visitors.
 - b) to better engage tourism partners in delivering the aspirations for the tourism and visitor economy theme including the Tourism Associations, Tourist Information Centres and Local Authorities.
 - c) to improve the quality and skills of the tourism and related workforce.
- (4) Develop & Implement Enhanced Tourism Marketing
 - a) To implement an enhanced marketing campaign focusing on four key events in 2012.
 - b) To deliver against relevant actions set out in the new North West Tourism Marketing Plan for 2012.

Relevant National, Regional and Local Strategies

It is important that the development and delivery of a legacy for tourism and the visitor economy takes into account the associated national, regional and local strategies as follows:

- Winning: A tourism strategy for 2012 and beyond (Visit Britain)
- National Skills Strategy for the Hospitality Leisure, Travel and Tourism
- NWDA in partnership with the sub regional Tourist Boards is in the process of finalising a Tourism Marketing Plan for 2012
- Lancashire and Blackpool Visitor Economy Strategy 2006-16

Current Legacy Activity

The current 2012 related tourism activity is limited to cultural and major events to date. The current major events which play a role in the tourism and visitor economy sit within event and non-event activity:

i) Event Activity

- The Preston Guild and associated activity as highlighted in previous sections
- A major national cycling event in Pendle, which is new to the sub-region
- The Blaze project – although a cultural project in essence the theme of the programme is *routes and trails*; making new connections between people and places, sport and arts, and physical and virtual worlds and therefore hopefully can provide some effective tourism benefits.



Routes & Trails

ii) Non-Event Activity

Other non-event activity which is being implemented as part of developing legacies from the Games includes:

- Welcome training undertaken by Lancashire and Blackpool Tourist Board, utilising the training programme used for the 2002 Commonwealth Games in Manchester.
- The refurbishment of the sub-region's Tourist Information Centres with work on 12 out of the 14 planned as part of the Visitor Information Infrastructure project.
- Alignment and coordination of current tourism activities.

Future Legacy Projects

Further opportunities which are either planned or can be exploited to maximise tourism and visitor economy benefits comprise:

- The Open Golf at Lytham St Annes in 2012 – and potentially exploiting this existing non-Olympic sport event as a venue for the torch relay to maximise publicity and promote the sub-region tourism offer and associated attractions

- The commitment by Lancashire and Blackpool Tourist Board to take a different approach to marketing in 2011 (promoting the main events set out above and the London 2012 Games) to bring the visitors into the sub-region.
- Promoting the opportunities for local tourism businesses to engage with the 2012 Welcome / Smiles of Britain programme.
- Setting out the sub-region's approach to delivering the targets in the National Skills Strategy.
- Maximising the PR opportunities around the visiting teams to the Pre Games Training Camps in the sub-region.

Desired Legacy Outcomes

Through working in partnership with the other theme sectors the desired legacy outcomes for tourism and the visitor economy are:

- (1) An increase in the volume and value of tourism across Lancashire.
- (2) An overhaul of the way visitor information is provided in the sub-region.
- (3) A well established programme of major events linked to 2012 and bringing in day and overnight visitors.
- (4) Achievement of the Visitor Information project targets.
- (5) Opportunities linked to the LOCOG Discovering Places programme have been utilised for the benefit of the visitor economy.
- (6) The Preston Guild to be recognised as the last event for the Cultural Olympiad in the North West in 2012.

Business Opportunities

Theme Context

The London 2012 Games offer businesses with an unprecedented opportunity to win contracts being generated in the lead up to, during and after the event. It is estimated that 75,000 contracts will be let to deliver the Games, including both direct contracts and those created in the supply chain covering almost every business sector. Whilst, construction on the Olympic site is well underway, there are many contracts still available particularly within the supply chains of the main contractors. With the 2014 Commonwealth Games in Glasgow only two years later similar opportunities will undoubtedly be available.

Lancashire is known for its high value manufacturing sector, a mature sector within the sub-region, whilst the creative and digital sectors are well networked across Lancashire (particularly in the economic areas of Lancaster, Blackpool, Preston, West Lancashire and Blackburn). A total of 4.4% of Lancashire businesses are in the sports sector. These sectors are well placed to benefit from both the 2012 Games and the 2014 Commonwealth Games.

Objectives

- (1) To raise awareness of the contract opportunities for businesses in the sub-region through the public, private and the third sectors.
- (2) To ensure local businesses are successful in securing contracts.
- (3) To capture clear evidence that local companies can benefit from major events.
- (4) To promote public sector support for new businesses.
- (5) To encourage private sector businesses to demonstrate Corporate Social Responsibility.
- (6) To build upon relationships established through the Pre-Games Training Camps.
- (7) To stage further business workshops promoting best practice and offering advice and guidance.
- (8) To ensure businesses across Lancashire benefit from the support from Business Link North West to become 'fit for supply'.

Relevant National, Regional and Local strategies

It is important that the development and delivery of a legacy for business opportunities takes into account the associated national, regional and local strategies as follows:

- Be Inspired - North West Legacy Framework for the 2012 Games
- KKP - Sports Economy Research
- Regional Economic Strategy (RES)
- Lancashire Economic Strategy (LES)

Current Legacy Activity

Since the launch of the LOCOG business opportunities Lancashire has been successful in promoting the opportunities to local businesses, as supported by the following figures:

- 1,204 Lancashire businesses have registered on CompeteFor (the official on-line portal for the advertising of London 2012 contracting opportunities).
- 43 companies have won contracts from London 2012 (direct & indirect)
- Two regional business events have been organised in Lancashire to date, held at Leyland Resort Hotel attended by over 100 businesses & partners.



Future Legacy Plans

The future legacy plan is now to develop and implement a more co-ordinated approach to marketing the current opportunities highlighted above and capitalising on the new up and coming opportunities such as:

- *Business Directory* - A Directory of Businesses who have previously supplied goods and services to major events can sign up to be in the North West Sports Event Directory.
- *Contract Bidding* - Business Link North West's offer to help local companies prepare to bid for London 2012 contracts.
- *Support to Businesses* - A coordinated approach and buy in by the public sector to support new businesses. Support to include access to finance, help with premises and business expertise.
- *Corporate Social Responsibility* - The development of Corporate Social Responsibility in the form of volunteering, sponsorship of local projects, providing business support and advice for local third sector clubs and organisations.
- *Workplace Initiatives* - Development of workplace health initiatives to support targets set out in the sport and the health and wellbeing themes.

Desired Legacy Outcomes

By the end of the London 2012 Games it is expected that the following business legacy outcomes will have been achieved:

- (1) 2,000 companies in the sub-region registered on CompeteFor.
- (2) Businesses from the sub-region winning 2012 (direct and indirect) contracts
- (3) Enhanced awareness of business opportunities.
- (4) 10 sub-regional business events across Lancashire organised to support local businesses.
- (5) 10 case studies from the sub-region demonstrating how they have got engaged with the 2012 business opportunities and how they are benefiting.
- (6) Increased prosperity for the sub region.
- (7) Increased number of businesses that have engaged with Corporate Social Responsibility.
- (8) 500 Intensive Assists undertaken by Business Link North West for businesses from the sub-region.

Education (Schools & HE/FE)

Theme Context

This theme covers both children within school education and young people within the High Education and Further Education settings. This is because the two areas are working together to create a seamless transition pathway and progression across stages, levels and other artificial boundaries within education in the sub-region of Lancashire and has had success in doing so over the last few years e.g. Gifted and Talented provision within Preston.

The overall desired outcome for young people and education as set out in Be Inspired is 'through 2012 related activity to have inspired more young people to become active citizens in their communities'.

Schools

At national level the PE and Sport Strategy for Young People (PESSYP) is the overall strategy which builds on the success of the PE, School Sport and Club Links (PESSCL) Strategy for 5-16 year olds. There are key roles for specialist sports colleges, school sport partnerships, national governing bodies, county sports partnerships and other community providers to ensure that all 5 -16 years olds have access to two hours PE and three hours beyond the curriculum and 16-19 year olds have access to three hours of sport outside of the curriculum. Collectively, this is referred to as the "Five Hour Offer".

Get Set is the official London 2012 education programme for school, college and local authority education providers and is a key way to bring the Games to life for young people across the sub-region and help to fulfill the vision for the Games - inspiring a generation of young people. This is set and established in the national context of one of the key Government promises.....*"to inspire a new generation of young people"*

Being part of the Get Set network demonstrates a commitment to the Olympic and Paralympic Values which contribute towards a school's ethos and community cohesion. To date there are nearly 1,200 North West schools registered with Get Set which is around one third of the total number, meaning there are still two thirds to be reached within the region. Aspirations for the Domestic Education programme go beyond just getting schools to register but include making sure that Get Set becomes an active and valued part of a school's work.

Other national legacy initiatives targeted at young people include those promoted by the Youth Sport Trust (YST); National School Sport Week; Mass Participation events in schools at 12.20m on 2 July; and the Young Ambassador programme.

Over the next two years the challenge is to ensure every young person aged 5 – 16 years has an opportunity to be part of the London 2012 Games.

HE / FE

With 12 further education establishments providing for nearly 100,000 students and the well established Universities of UCLAN, Egdehill, Lancaster and Cumbria (largest campus of this university is actually within Lancashire) the sub-region has a strong HE and FE infrastructure in place.

Targeting young people and young adults in further and higher education is another key aim of the London 2012 Games. 'Podium' is the HE/FE unit for the 2012 Games, and was set up following the announcement that the 2012 Games were coming to London. Their remit is to work with both FE and HE to:

- support the sectors in creating a lasting and far reaching legacy as a result of the Games
- facilitate the sharing of good practice within the sector and their communities to develop projects and events which maximise the opportunities the 2012 Games bring
- work with educational institutions to use the 2012 Games to enhance activity and participation and raise the profile of the FE and HE sector.

The London 2012 Games and the onset of the 'Golden Decade of Sport' provide FE and HE with an exciting opportunity to build a lasting legacy which will benefit students and institutions for many years to come. The legacy opportunities for this sector incorporate not only driving up participation in sport and physical activity but increasing participation in cultural activities, business opportunities and in maximising the training and employment opportunities for young people across a range of sectors. The 2012 Games offer more than sports employment and volunteering opportunities for young people; they also include opportunities around construction, media, hospitality and languages.

Objectives

- (1) To inspire and sustain new and existing participants of pupils and students in sport and cultural activities.
- (2) Create the desire for children and young people to aspire to be the best they can be
- (3) To utilise the Pre Games Training Camps in the sub-region located at HE/FE institutions for the benefit of all pupils, students, staff and local communities across the sub-region by establishing educational/cultural partnerships off the back of sporting partnerships and link educational establishments at University, College and School level.
- (4) 'Get Set' - To encourage all primary, secondary schools and HE/FE institutions across the sub-region to register on Get Set and raise awareness of and actively support schools to become members of the Get Set Network.
- (5) Workforce Development – to provide enhanced opportunities for young people to attain workforce skills particularly through volunteering and leadership opportunities (i.e. students provided with the right opportunities to gain technical qualifications and experience integrated into and alongside their academic qualifications) and therefore provide 'capacity' where required across the 2012 programmes and projects within the whole sub-region
- (6) To continue to support the implementation of the Young Ambassador programme across the schools.
- (7) To further encourage young people to engage in volunteering through the various programmes e.g. Step into Sport.
- (8) To encourage all schools to register for the National School Sport Week.



- (9) To encourage schools to become part of the Healthy Schools Initiative.
- (10) To support schools to make their sporting facilities available for community use as a legacy to the games.
- (11) For the education sector to share best practice on legacy development amongst other educational institutions and community sports partners.

Relevant National, Regional and Local strategies

It is important that the development and delivery of a legacy for education within both schools and HE/FE institutions takes into account the associated national, regional and local strategies as follows:

- Be Inspired - North West Legacy Framework for the 2012 Games
- PE and Sport Strategy for Young People
- Lancashire's Children and Young People's Plan
- Sport England HE Partnership Plan - July 2009
- British Universities & Colleges Sport (BUCS) – policy and delivery plans
- British Colleges Sport (BCS) - policy and delivery plans
- DCMS: Before, during and after: Making the most of the London 2012 Games
- DCMS: London 2012 Disability Legacy Plan
- NGB Whole Sport Plans

Current Legacy Activity

i) Get Set & Get Set Network

As at May 2010 the following number of schools that are registered on Get Set across Lancashire are:

- Lancashire – 216 schools
- Blackburn with Darwen – 22 schools
- Blackpool – 23 schools.



The Get Set Network recognises those schools which are living the Olympic and Paralympic values and offers a range of unique rewards and recognition including the right to use the London 2012 Education logo. To date no schools or colleges within Lancashire, Blackburn with Darwen or Blackpool have applied to the Get Set Network.

ii) National School Sport Week

As part of the National School Sport Week in 2009 the School Sports Partnerships (SSPs) across the sub-region developed and delivered 'Wake up and Shake' with over 100,000 pupils participating. This initiative has gone on to be an integral part of the curriculum across many schools.

iii) Pre-Games Training Camps

Significant progress has already been made with regards to Pre-Games Training camps where UCLAN and Egdehill have been designated specific countries from the Oceania

delegation. UCLan has been designated the host for Fiji, Tonga, Samoa, Guam and Nauru and Edgehill has been aligned with Marshall Islands, Cooks Islands and Palau.

iv) Workforce Development

This has been undertaken in the form of:

- 'Developing Clubs and Developing People' scheme which has attracted university students and enabled them to gain qualifications to support them meeting minimum operating standards for coaches.
- Volunteering programmes recruiting, training and deploying students into volunteering placements.

v) Gold Factor Engagement

Engagement of the FE and HE sector in the Gold Factor project which has the Inspire Mark. Gold Factor is an Olympic inspired legacy project developed by the Football League Trust and seeks to utilise the power and community connectivity of Football League Clubs to promote participation and talent development in all sports.

vi) Zambia International Project

An international sports development project being developed in Zambia with students from UCLAN.

vii) Vcashpoint

Vcashpoint has had a recent funding round – targeting 16-25 year olds to apply for funding of up to £2,500 to run their own project that will help other people, the environment or their community. Young people were asked to design projects which fit within key Olympic themes of Sport, Culture, Environment, Health or Education and also to think about how their projects will promote the Olympic and Paralympic values.

viii) FESCOs & Sport Unlimited

There has been development with regards to the pilot of FE Sports Co-ordinator (FESCO's) and growing the Sport Unlimited engagement programme. The main aim of FESCO's is to increase opportunities for young people, aged between 16 and 19 in education to participate, perform and lead and volunteer in Sport.

Future Legacy Projects

(1) Schools

The future planned activities for the education schools sector targeted at the younger age groups within the sub-region currently include:

- 'Skip4Life' - Integral to this year's school sport week 'Skip4Life' has been developed, as part of the Change4Life brand. This project will see as many pupils as possible skipping at 12.20pm on 2 July – with the aspiration for this too, to become a central part of school life in the future.

- *School Sports Days* - Schools across Lancashire will be branding their annual Sports Days with a 2012 theme
- *Pre-Games Training Camps* - the School Sport Partnerships (SSPs) will be involved with the Pre-Games Training Camps at both UCLAN and Edge Hill Universities through linking in school visits and coaching master classes for overseas athletes during their downtime. The SSPs will also be introducing the concept of Sports Leadership and Volunteering to visiting athletes.
- *Ambassadors into Africa* - The implementation of the Ambassadors into Africa Programme, in Kibera in Kenya, where the main focus will be Olympic themed activities with an emphasis on athletics and other sports that Kenya has a tradition in.
- *Open Weekend* - Ribble Valley will be hosting an 'Open Weekend of Sport' on the weekend of 23rd-25th July as part of the Inspire Programme where schools, along with other sporting organisations, are being encouraged to 'open their doors' and put on free sport and physical activity sessions for local residents over the course of the weekend.
- *Young Ambassador Programme* - another significant programme which will leave a significant legacy for the young people of Lancashire is the implementation of the Young Ambassador programme. Every SSP has a designated Young Ambassador who is championing the benefits of the London 2012 Games in their own school and other schools within the SSP.
- *Get Set & Get Set Network* - Greater promotion of Get Set and the Get Set Network across all schools in Lancashire and its associated benefits including helping schools complete the Healthy Schools Annual Review, achieving the Healthy School Enhancement Model, delivering the Extended Services Core Offer, Community Cohesion & PE & School Sport targets.

(2) HE/FE

The future planned activities to be explored for the education HE/FE sector targeted at the young people aged 16-25 within the sub-region currently include:

- *Pre-Games Training Camps & Associated Programmes & Projects*

The development of a whole series of exciting opportunities as a result of the work on Pre Games Training Camps by UCLAN includes:

 - i) the development of the Oceania Sports Education Programme looking at coaching, management, analysis, sports development and admin
 - ii) knowledge transfer with staff and students going to Oceania to undertake research opportunities, staff development and enhancing student experiences
 - iii) collaboration with local schools and FE colleges to develop 'twinning and exchange' opportunities across various aspects of the curriculum
 - iv) links to tourism and visitor economy to be explored
 - v) establish educational/cultural partnerships off the back of sporting partnerships and link educational establishments at University, College and School level.
- *'Think Big'* - Inspired by the Games 'Think Big' focuses on 13-25 year olds and aims to harness the incredible talents of young people in bringing people together in their communities. The programme offers funding, training and support to deliver a community based project. If the project is a success an additional grant of up to £2,500 can be applied for and four days of leadership training. The aim of the "Think Big

programme” is to fund at least 500 projects this year, with a £3million investment from 02 supporting this.

- *Cross Theme Engagement* - Engaging students in some of the projects identified in the themes of sport, health and wellbeing and culture.
- *Capitalise on Other Major Events* – Utilising the same approach with other major events coming to the UK over the next decade e.g. 2014 Commonwealth Games, the Rugby World Cup(2015) and Rugby League World Cup (2013)

Desired Legacy Outcomes

By the end of the London 2012 Games it is expected that the following education legacy outcomes will have been achieved with regards to children and young people:

- (1) *Enhance Quality Participation Opportunities Through Educational Establishment Linkages*
 - a) Increase the number of schools opening up their facilities in the evening to make them available to their communities to contribute to increasing the opportunity for the public to participate in sport 3 x 30 mins and increase the opportunities for clubs to exist and grow
 - b) Increase the number of quality club linkages per school by linking to clubs and increasing the number of linked clubs with clubmark status
- (2) *Establishment of Enhanced Talent Pathways*
 - a) Increase the number of formal talent pathways across Lancashire through the wider implementation and take up of the Gifted and Talent programme linking schools with FE/HE and quality clubs
 - b) Enhanced Talent ID for students with disabilities potentially through ‘Playground to Podium’ initiatives as a legacy of the Paralympic Games
- (3) *Significant Utilisation of the Get Set & Get Set Network*
 - a) All 650 schools to be registered on Get Set by June 2012.
 - b) 50% of schools accepted onto the Get Set Network by June 2012
 - c) All 12 Further Education colleges to be registered on Get Set.
- (4) *To Inspire & Sustain New and Existing Participants Amongst Children & Young People*
 - a) All schools (100%) meeting the 2 hours PE (the basic target) within the curriculum
 - b) 80% of pupils being in receipt of the 5 hour offer
 - c) An increased number of children and young people who have become members and participants in community sports clubs and activities by summer 2012.
 - d) Increased numbers of students and staff with educational establishments participating in 3 x 30 minutes of moderate intensity exercise.
 - e) Improved targeted provision to ensure children and young people from specific groups; for example disabled young people linking to the Paralympic Games and ethnic minority communities.
- (5) *Successful Implementation and Capitalisation of the Pre-Games Training Camps*
 - a) Attraction of a series of overseas nations to utilise the Pre-Games Training Camps at UCLAN.

- b) Successfully established educational/cultural partnerships off the back of sporting partnerships and link educational establishments at University, College and School level.
- (6) *Enhanced Workforce Development Skills & Experience Attained Across the Sub-Region*
- a) An increased number of qualifications attained by students to meet minimum operating standards.
 - b) An increased number of students trained as volunteers and deployed in community settings.
 - c) Utilisation of the 2012 Games resulting in more young people in the sub-region with knowledge, skills and understanding to work in the sports industry.

Volunteering

Theme Context

Volunteering can be a challenging experience but also very rewarding, encouraging people to make a difference either to the lives of others or in their local communities. It is about giving time to build social good and in return it can act as a route for personal and professional development including providing employability skills, increasing knowledge and capabilities, building self-confidence and self-esteem, and encouraging friendship. Volunteering also has a significant role during the current economic downturn through the provision of diversionary activities for the unemployed and supporting these people with skills development.

Lancashire has a strong and diverse tradition of volunteering and this is reflected in the range of agencies brokering volunteering opportunities across all sectors. Lancashire has a variety of partnerships that provide forums and infrastructure support, including, Volunteering Lancashire, Young Lancashire and Third Sector Lancashire. Brokerage service providers include, Vinolved targeting 16-25 year olds, Volunteer Centres, Lancashire County Council, and Lancashire Sport who all promote and refer volunteers to the many front line delivery third sector organisations.

The London 2012 Games offer the opportunity to enhance the volunteering landscape in Britain and the sub-region. Many people will be inspired to volunteer for the first time and will hopefully be encouraged to continue long after the Games have finished.

These opportunities could be centred around two legacy elements:

- i) 2012 Games Time Volunteering* - In the summer of 2010 LOCOG will launch its Games time Volunteering Strategy. The strategy aims to recruit up to 70,000 volunteers to assist with the Games. Volunteers will fill a wider variety of specialist and generalist roles. It is LOCOG's responsibility to recruit, train and deliver Games Time Volunteers but there are significant opportunities for Lancashire to contribute and experience the Games through its pool of volunteers.
- ii) 2012 Games Inspired Volunteering* - Many volunteering initiatives are emerging which aim to capture the enthusiasm associated with the London 2012 Games. These initiatives include V's 2012 projects, Inspire Mark projects and the 25th Hour as the umbrella initiative for capturing all Games inspired volunteering opportunities. There are also a host of volunteering schemes from within the sporting and cultural sector in Lancashire.

The ultimate engagement however needs to be balanced as to what the sub-region sees as its ultimate volunteering legacy from the 2012 Games. To ensure the creation of a volunteering legacy there will be a need to attract more volunteers from diverse communities, the provision of appropriate education and training, coordination of volunteering opportunities through partnerships between the public, third and private sectors, and the creation of a more integrated volunteering infrastructure at regional and local level.

Objectives

- (1) To use the 2012 Games to inspire more people (adults and young people) in Lancashire to volunteer in sport and cultural opportunities.
- (2) To help strengthen the sub-region's volunteering infrastructure and leave a lasting legacy for volunteering.

- (3) To improve the flow of communication between all parties involved in volunteering in the sub-region.
- (4) To explore how to collect consistent data on volunteers across the various agencies involved in Lancashire.
- (5) To ensure joined up and co-ordinated ambitions and responsibilities for volunteering across all organisations involved in the planning and delivery of legacy within the sub-region.
- (6) To promote and increase the '2012 Games' related volunteering opportunities including Games Time opportunities with a particular focus on those which improve pathways into employment and further education.
- (7) To promote diversity and actively engage groups that are disadvantaged or currently under-represented in volunteering in the sub-region.

Relevant National, Regional and Local strategies

It is important that the development and delivery of a legacy for volunteering takes into account the associated national, regional and local strategies as follows:

- Be Inspired - North West Legacy Framework for the 2012 Games
- Strategy for Volunteering Infrastructure 2008-2011 – Volunteering North West
- Lancashire Sport Draft Volunteering Strategy

Current Legacy Activity

As highlighted volunteering has a long tradition in Lancashire and is well established across the third sector and the sport sector. Current activity includes:

- i) VInspired - a youth portal promoting volunteering to 16-25 year olds and powered by do-it which is owned by Youth Net.
- ii) Lancashire Sport
 - a. Step into Sport
 - b. Developing People through Developing Clubs
- iii) Positive Futures
- iv) Ambassadors for the Future
- v) V programme
- vi) UCLAN Volunteering Centre
- vii) Disability Leadership Academy - Preston

Future Legacy Projects

Other new volunteering campaigns being developed using the power of the 2012 Games include:

- Personal Best – to be launched September 2010
- 25th Hour Campaign
- 2012 Games Time Opportunities

Further opportunities to develop a legacy within Lancashire will include the need to map out the number of 2012 volunteering opportunities and enquiries in the sub-region including those associated with:

- Education – Schools and HE and FE
- Local Authorities
- Volunteer Centres
- Doit.org
- Lancashire Sport
- Cultural Olympiad projects
- Inspire Mark projects
- Pre Games Training Camps
- Tourism and visitor economy
- Business sector
- Disability Leadership Academy – particularly in relation to the Paralympic Games

Desired Legacy Outcomes

Through collaboration of all agencies with a remit to support volunteering the aim is for the following outcomes to be achieved by the end of 2012:

- (1) *Maximising & Capitalising on Volunteering Opportunities*
 - a) 2012 opportunities to be embedded into the volunteering infrastructure in Lancashire.
 - b) To have maximised the potential opportunities for the new and existing volunteers to become involved in 2012 Games Time volunteer opportunities
 - c) To have maximised the opportunities associated with the Personal Best programme by engaging young people and achieving Lancashire's share of graduates from the sub-region.
 - d) To capitalise on and enhance the opportunities for volunteering and leadership for people with disabilities building on the Paralympic Games
- (2) *Enhancement of the Management, Communication & Promotion of Volunteering*
 - a) An up to date overview of all known Games related volunteering programmes in the sub-region to be available and communicated to all relevant partners.
 - b) A system in place for partners to input to and provide consistent data for updating the volunteering overview in Lancashire.
 - c) Effective communication systems in place between all partners involved in volunteering.
 - d) Clear and user friendly mechanisms in place in Lancashire for promoting volunteering recruitment and creation of volunteering opportunities to the general public.

Support Services Themes

Communications, Marketing and Branding

Context

This is a key role that requires effective co-ordination provided by a centralised function. The role should identify opportunities for co-marketing and co-programming between the partners and activities to effectively engage with all communities.

An important part of the collective role of the Lancashire 2012 Steering Group, and the remit of the individual strategic leads, will be to ensure 2012 related information and messages is communicated to both stakeholder networks and the general public. This will not be one organisation's responsibility but it will be for all organisations associated with the Lancashire steering group to generate excitement and engagement in the Games across the sub-region.

In other sub-regions establishing the right mechanism and frequency of communications has been critical to getting the message out to stakeholders and the public alike. Some successes from across the North West region include:

- The annual NW 2012 Conference held in Liverpool in 2008 and 2009
- The development and launch of sub-regional framework documents
- Generating regular news articles and broadcasts
- Establishing a database for distributing e-newsletter at regional and sub-regional level
- Website developments.

Marketing & Communications Plan

It will be the responsibility of Ruth Raban and Steve Partington to produce a Marketing and Communications Plan for the 2012 Legacy development. To build a legacy for Lancashire the marketing and communications plan will consider how the steering group can build a positive profile for Lancashire both regionally and nationally by identifying success stories. It is essential that the message to businesses, communities, residents and visitors are consistent and create a positive overall message of Lancashire as a great place to be.

In summary this plan will need to incorporate the following:

(1) Stakeholder Engagement

From a stakeholder communications perspective a number of areas of marketing and PR will need developing and incorporating within the Marketing Plan. These will include:

- a) The NW 2012 website (www.nwbeinspired.com) - this is the one stop shop for 2012 Games related information in the region.
- b) A dedicated page for Lancashire on the above website, which will include a page on what is happening and where to find out further information on 2012 legacy developments within the sub-region. Links to other appropriate Lancashire sites and activities.
- c) Encouraging all stakeholders within the sub-region to sign up for the NWbeinspired e-newsletter (<http://www.nwbeinspired.com/register.htm>).

- d) Developing consistent copy about Lancashire 2012 related activity and information on partners' websites under the 'Be Inspired Lancashire' branding.
- e) Establish a strategically coordinated network of Communication Managers in particular those employed within the local authorities to ensure they have the latest information and that people have an opportunity to promote their stories across the sub-region.
- f) PR activity in relation to sub-regional 2012 stories, which could include:
 - Inspire Mark project announcements
 - News on Pre-Games Training Camps
 - Get Set case studies
 - Mass Participation events
 - Cultural Olympiad activity
 - Major events
 - Business successes and case studies.
- g) PR activity in relation to London 2012 led milestones:
 - The countdowns
 - Open Weekend
 - The mascot launch
 - Volunteering programme launch
 - Other relevant launches.
- h) The opportunity to attract a London 2012 Executive Visit to the sub-region.



(2) Public Engagement

The Marketing Plan will consider how it will promote the work of the Steering Group and the sub-region's legacy projects to the general public. Some options include:

- a) The promotion of the Inspire programme, across the various legacy themes, to encourage the general public to engage with the Games.
- b) Identifying opportunities for sharing best practice examples and case studies that can raise awareness and engage new communities.
- c) The promotion of the use of 'Be Inspired Lancashire' (the branding available to the sub-region as part of the NWDA's Be Inspired) by local voluntary and community groups.
- d) The promotion of specific themed projects by the strategic leads across their networks.
- e) Articles on events, individual stories to be run through local radio, press and TV.
- f) Effectively use social media and networking sites to spread the word, build profile and engage individuals.



Local Resilience Planning

Underpinning the existing and potentially new projects set out in this framework is the need for careful planning and consideration of the resilience resource required to support Pre-Games Training Camps, the torch relay, sporting and cultural events and other related activities. Key issues that will need consideration include:

- (1) Policing
- (2) Stewarding
- (3) Private security
- (4) Transport implications.

The NWDA has recently established a Regional Operations Group, which Lancashire does not currently have a representative on. As per the Governance and Operations recommendations it is highly recommended that the Lancashire 2012 Steering Group identify an appropriate nominated person who will sit on the regional and sub-regional groups and be responsible for scoping out and communicating the local resilience planning requirements within Lancashire.

Torch Relay

The Torch relay presents a major inspirational opportunity for the sub-region to be touched by the actual lead up to the event and inspire the sub-region public and organisations into getting involved in creating a long lasting legacy from the 2012 Games. It will be major responsibility for the local resilience planning team.

The flame will arrive in Britain May 18, 2012 and will travel around the UK for 70 days, arriving in London the weekend before the 2012 Games start. Eight thousand torch bearers will be selected with more than half expected to be young people. There will be a torch bearer nomination process to be announced in May 2011, which will give those across the UK the chance to be involved in the countdown to the start of the Games. It is a major inspirational opportunity already highlighted within specific sections of this strategy to inspire the sub-region.



Mobilising Neighbourhoods and Communities

Lancashire has a complex and diverse set of networked communities which could and should be effectively engaged as part of the 2012 Games activity and Cultural Olympiad to achieve significant impact during Games time and in forming a legacy from the event for Lancashire.

Activities are likely to include targeting under represented groups, neighbourhoods and communities to increase rates of participation and specifically engagement in activities such as volunteering, club activities and cultural celebration. These target groups and activities are cross-cutting across all the strategic themes. It is important to note that such activity may not be new activity but the recognition of the need to make sure existing opportunities are embedded at a neighbourhood level.

The objectives of mobilising neighbourhoods and communities are:

- i) to use the 2012 Games to engage under represented groups and neighbourhoods in the Cultural Olympiad and 2012 Sporting programmes.
- ii) to create a vibrant and lasting series of events across all themes for the 'Communities of Lancashire' which celebrates the diversity and connectivity of Lancashire as a reflection of the values and role of the Games.
- iii) to capitalise on the opportunity to significantly improve community cohesion.

Lancashire Community Cohesion Partnership (LCCP)

Lancashire Community Cohesion Partnership is the strategic multi-agency steering group on cohesion for Lancashire and has a dedicated website, strategy and action plan, which includes:

- Local Government partners from across all the Boroughs and two Unitary authorities
- the Constabulary, Fire and Rescue Services
- Further and Higher Education
- Primary Care Trusts
- Key Voluntary, Community and Faith Sector groups .

More information can be found via – www.lancashire.gov.uk/corporate/community_cohesion

Legacy Activity and Outcomes

The specific activity and outcomes with regards to embedding the 'mobilisation of neighbourhood and communities' within each of the strategic themes and across the county are:

- Development of a Community Cohesion Media & Communication Framework
- Promote Sport and the 2012 Games as a major opportunity to address sustainable Community Cohesion and Integration across Lancashire's Groups, Neighbourhoods and Communities

Monitoring & Way Forward

Monitoring & Review

Ongoing Review

The Lancashire 2012 Steering Group will be responsible for reviewing its progress against the delivery of programmes, objectives and desired outcomes set out in this framework and those of the individual action plans. Each strategic lead will be responsible for developing an action plan which sets out how they, along with partners, propose to develop further legacy activity across the sub-region linking to the desired legacy outcomes.

A fundamental item on the steering group's agenda will be reviewing progress against these action plans on a regular basis and having a regular review item at meetings to ensure the Lancashire 2012 Framework responds to new opportunities that present themselves over the next two years.

Monitoring

The North West Be Inspired Legacy Plan is supported by a monitoring and evaluation framework (see below) which sets out:

- the nations and regions outcome
- the links with the North West theme
- key performance indicators

It has a number of KPIs against themes that relate to the themes of this Lancashire Legacy Framework for the 2012 Games. It is recommended that as part of the action planning process the strategic leads identify KPIs for the sub-region which will be Lancashire's contribution to achieving regional outcomes.

The NWDA requests six monthly reporting data from each of the sub-regions (January and July) and therefore utilising this existing monitoring framework will make this process more straightforward.

North West Be Inspired Legacy Plan- Monitoring & Evaluation Framework

Nations and Regions Outcome	NW Theme	NW Key Performance Indicators
SPORTING Increased levels of sporting participation and physical activity as a result of the Games	Sport and Physical Activity <i>(Sport England and NHS NW)</i>	- 1m people doing more sport by 2012-13.
		- 25% fewer 16-18 year olds dropping out of five sports by 2012-13
		- More children and young people taking part in sport for five hours every week
		- Indicators to be set for measuring improved talent development systems and high quality sport clubs.
		- No of sports projects achieving Inspire Mark
		- No of clubs achieving Club Accreditation including EFDS Clubmark Accreditation
		- The development of 3-4 new sub-regional sport and or physical activity projects / programmes by the end of 2012

<p>SOCIAL</p> <p>Greater levels of engagement, participation and inspiration across the UK leading to social and community development</p>	<p>Culture (Arts Council)</p>	<ul style="list-style-type: none"> - Number of events and number of people who participate - Reach (diversity of participation and geographical spread across the region) - Development of new partnerships - Achievement of Inspire Mark for Cultural Projects - Profile (e.g. press coverage) - <i>WE PLAY will have its own performance indicators developed as part of a research and evaluation framework to be in place by November 2009</i> - <i>Inspire Programme indicators are noted under Communication and Engagement</i>
	<p>Young People and Education (NW Head teachers 2012 Strategic Group)</p>	<ul style="list-style-type: none"> - Penetration rate (i.e. % of schools) of schools in the NW registered on Get Set - 5 hour offer for PE and sport (also noted under Sport and Physical Activity) and 5 hour offer for culture - Indicators to be set for measuring improved leadership skills amongst young people in the region who have been engaged in 2012 related activity - School to school links established with countries holding training camps in the Northwest
	<p>Health and Well Being (NHS Northwest)</p>	<ul style="list-style-type: none"> 2 million more adults active by 2012 Others tbc by the NW Health and Well Being Group eg the Active Lifestyles Campaign
	<p>Volunteering (Government Office NW)</p>	<ul style="list-style-type: none"> - Number of 2012 related volunteering opportunities created in the NW - Number of NW volunteers involved in the London 2012 volunteering programme - Progression of volunteers involved in 2012 related opportunities into continued volunteering post 2012, employment and/or further training - Diversity of volunteers involved in 2012 related volunteering opportunities to reflect NW population - Indicators to be set for measuring quality of volunteer experience - Number of volunteering projects achieving the Inspire Mark.
	<p>Communication and engagement (NWDA)</p>	<ul style="list-style-type: none"> - Number of projects participating in the Inspire Programme by legacy theme and sub region - Number of participants in Inspire Mark projects - Funding for Inspire Mark projects - Diversity of participation in Inspire Mark projects (gender, BME, disability, age) reflective of the NW population - Number of 2012-related press articles/broadcasts generated - Favourability of media coverage - % of media coverage featuring the key message "Cheshire & Warrington is engaging with and benefiting from the London 2012 Olympic Games and Paralympic Games." - Sub regional breakdowns of key performance indicators (where appropriate)

ECONOMIC Demonstrable economic added value across the UK from hosting the Games	Business (NWDA)	- Numbers of companies registered on CompeteFor
		- Number of Intensive Assists undertaken by Business Link Northwest
		- No of businesses winning 2012 (direct and indirect) contracts
		- No of businesses supplying the ODA
		- No of businesses registered on CompeteFor winning work
		- Number of regional events organised to support businesses - Number of attendees
	Tourism and the Visitor Economy (NWDA)	- % increase in volume and value of tourism
		- No. of tourism businesses engaged with 2012 Welcome/ Smiles of Britain
		- Achievement of National Skills strategy targets
		- Achievement of Visitor Information project targets
		- Achievement of Business tourism targets
		- % increases in quality accreditation of tourism businesses
		- Achievement of tourism marketing targets
	Skills and Employment (NWDA / LSC / JCP)	- Target 640 unemployed/ economically inactive people receiving training through Personal Best with 450 achieving the Personal Best Qualification
		- Number of companies registered on CompeteFor engaging with Train to Gain, Leadership and Management and Higher Level Skills provision
		- % increase of young people engaging with vocational training
		- Further KPIs to be agreed from Framework for Action for Skills and Employment

Higher Education Role in Monitoring

The Steering Group may, and undoubtedly could, at times call on its colleagues in the Higher Education sector to undertake quantitative and qualitative pieces of research to evaluate different aspects of the Framework. There is a real opportunity to utilise the experience and expertise of this sector in the monitoring and evaluation of both outputs but also in particular outcomes in terms of the impacts of such 2012 legacy work in the sub-region and beyond

Way Forward

This Legacy Framework sets out the possibilities for public, private and voluntary sector partners within Lancashire to create a lasting legacy from the London 2012 Games and other major events as part of the 'Decade of Sport' in the UK.

Integral to the process for developing this framework has been consultation with the identified strategic leads for each of the themes, to establish understanding around current legacy activity and future opportunities. At the same time the research has identified a series of objectives and desired outcomes which will assist in meeting targets set out in both 'Be Inspired' and other sub-regional strategies.

The next steps for the Lancashire 2012 Steering Group are:



The Lancashire Steering Group will be responsible going forward to capitalise on the major opportunities the sub-region creates but also what nationally and regionally the nations and regions groups provide which include the areas highlighted in this strategy but most notably the:

- ✓ Torch Relay
- ✓ Inspire Mark
- ✓ Open Weekend
- ✓ Get Set
- ✓ Blaze
- ✓ Pre-Games Training Camps
- ✓ Games Time Volunteering

Appendices

Recommendations – for the Lancashire 2012 Steering Group

To ensure the Lancashire 2012 Steering Group operates as efficiently and effectively as possible the following are critical recommendations for consideration by the steering group:

Chair & Membership

- A high profile Chairperson for the Lancashire 2012 Steering Group to ‘champion’ the framework and delivery of the legacy outcomes across the sub-region should be identified and appointed
- The Lancashire 2012 Steering Group to be representative of the local authority network via the three Multi-Area Agreements (MAAs); the Pennine Lancashire MAA; the Fylde Coast MAA; and the Mid Lancashire MAA.
- A nominated Chief Executive linked to the MAAs, to be appointed to represent the executive interests of Lancashire’s local authorities.

Operations

- The 2012 Steering Group to agree governance arrangements and establish a set of Terms of Reference, based on guidance supplied by the NW 2012 Regional Steering Group.
- The Lancashire 2012 Steering Group to meet initially on a bi-monthly basis whilst establishing the sub-regional infrastructure and undertaking action planning. A move to quarterly meetings once the sub-regional infrastructure and systems are fully established and signed off.
- The meeting dates to be set for the year ahead to ensure sufficient notice for all members.
- To produce an annual review for partners regionally and locally.
- The Steering Group to consider the appointment of a dedicated 2012 Co-ordinator for the sub-region who would act as secretary for the group and act as the main day to day point of contact for Lancashire with regards to the implementation of the legacy framework (see Appendix A for recommended responsibilities of such a post)

External Representation

- To appoint representatives from the Lancashire Steering Group to sit on the relevant North West thematic groups to facilitate two way communications between regional and sub-regional activity. This includes the two existing groups without representatives and also any new groups that are formed.

2012 Co-ordinator for Lancashire

The recommendations of the strategy framework include consideration to be given, by the Lancashire 2012 Steering Group, to the recruitment of a 2012 Co-ordinator. Responsibilities for this post should include:

- to act as the main day to day point of contact for Lancashire with regards to the implementation of the legacy framework and for the regional North West Co-ordinator for the 2012 Games.
- to support the strategic leads in the formulation, development and implementation of the legacy action plans.
- to ensure the development of legacy action plans are in the context of regional and national strategy by maintaining links with the regional 2012 Coordinator and other theme leads at a regional level.
- to disseminate information as appropriate to the strategic leads, local authorities and other public, private and voluntary sector partners in the sub-region.
- to be responsible for supporting strategic leads with marketing and communications.
- to be responsible for providing updated copy for the NWbeinspired website and e-newsletter.
- to be responsible for ensuring consistent information is made available across partner's websites on 2012 related activity within Lancashire.
- to assist in the development and implementation of a framework for reporting and communication progress with action plans against any set targets, and produce a 6 monthly report.
- to co-ordinate and manage the arrangements for the Lancashire 2012 Steering Group meetings and any sub-groups that may be formed.
- to attend and when necessary represent the sub-region at any 2012 events, meetings and conferences, as appropriate.

End Notes:

Lee Quarry Pictures – provided courtesy of Denis Oates, Lancashire County Council