



Delivering **The Legacy**

Kent's Strategy

for Maximising the Benefit and Legacy to the County
from being on the doorstep of the London 2012
Olympic Games and Paralympic Games



Phase two Autumn 2008 - December 2011

Introduction - The Overall Strategy

The Kent Campaign for the 2012 Games, led and managed by Kent County Council's Sport, Leisure and Olympics service, launched its original 2012 Strategy in May 2007. This was the culmination of work that had been taking place since February 2005 when Kent partners first came together to explore the opportunities and challenges to the County of either (still at that stage!) a successful Paris or London bid to host the Games.

That original strategy can be found at www.kentsport.org/london2012/pdfs/strat

It was always envisaged that the Strategy would be sufficiently flexible to be able to take account of changing national, regional and local circumstances in the period 2007 to 2016. Hence, the strategy would be refreshed to cover the four phases of the strategy:

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- **Phase One** 2007 – Autumn 2008 (Beijing Games)

 - **Phase Two** Autumn 2008 – end 2011 (Britain's Olympiad)

 - **Phase Three** Calendar year 2012 (Games year!)

 - **Phase Four** 2012 – 2016 and beyond (Legacy)



Contents

■ Phase Two - The Strategy	page 1
■ Context - why are the Games important to Kent?	page 2
■ Structure - Phase Two: Autumn 2008 – December 2011	page 5
■ Cross Cutting Priorities	page 7
■ Some other priorities in Phase Two	page 8
■ Arts	page 11
■ Communications and Media	page 13
■ Economic Development and Regeneration	page 14
■ Schools and Young People	page 16
■ Sport	page 18
■ Tourism	page 20
■ Transport	page 22
■ Volunteering	page 24
■ Kent Coordinating Group for the 2012 Games (as at February 2009)	page 26
■ Targets/Key Success Indicators	page 28





Phase Two - The Strategy

Following the Games in Beijing and the commencement of the British Olympiad, the enthusiasm and interest of the Kent public and Kent organisations has grown considerably. Feedback on the Kent Campaign, allied with a growing regional and national commitment to the Games, demonstrate the necessity to re-assess and refresh the key actions for Kent, to ensure that the long-term legacy is achieved.

This is deliberately not a new strategy, and readers of the original strategy will easily identify that this 'Phase Two' simply demonstrates how we have moved the agenda on in terms of our priorities, rather than sat down and started from scratch. With strong delivery of the Kent Campaign for the 2012 Games since 2005, all partners within the Campaign have been clear that a phased approach is the best approach to continuing to maximise Kent's 2012 opportunities.





Context - why are the Games important to Kent?

The Games will be held over a six week period in the summer of 2012 (July 27 – September 9). There will be over 200 nations competing in the 26 Olympic sports across 41 disciplines (i.e. the sport of aquatics has four disciplines: swimming, diving, synchronised swimming, and water polo), and over 150 nations competing in the 19 Paralympic sports across 27 disciplines.

It is now envisaged that in excess of 70,000 volunteers will be required to stage the London 2012 Games; there will be over nine million tickets made available (with a commitment from the London 2012 Organising Committee to ensure these are 'affordable'), and the overall budget for the Games should come in at around £11.3bn. With such investment and a media 'team' of some 25,000 covering the London Games, the economic impact, image and profile of the East of London and wider UK will be significant.

London 2012's Nations and Regions Group (established to ensure the Games truly are a 'Games for Britain, hosted by London') has identified three overarching areas of benefit for the UK:

- **Economic**
- **Engagement, inspiration and participation, leading to social and community development**
- **Increased levels of sports participation and physical activity.**



Context - why are the Games important to Kent?

Given Kent's immediate proximity to East London, our opportunities are particularly marked, and although covered by the above three areas, we believe our opportunities extend more widely. Therefore we, have eight working groups, each chaired by a leading partner from within that sector:

- **Arts**
- **Communications and Media**
- **Economic Development and Regeneration**
- **Schools and Young People**
- **Sport**
- **Tourism**
- **Transport**
- **Volunteering**

Each of those groups has reviewed its original priorities, and identified whether they are the right ones to genuinely seize and shape the 2012 opportunity for the current and future directions of their sectors. A number of 'actions' from the previous Kent Strategy for the 2012 Games have therefore been adapted.

The role of the Campaign is to ensure that there is delivery by, and within, those sectors and across the sectors, often in imaginative ways. The Campaign involves a wide partnership of agencies working together to ensure the maximum benefit and long-term legacy for Kent from the 2012 Games.

It has always been the Campaign's approach to use 2012 as a catalyst within sectors. It should be emphasised that our focus is not on what can be delivered for a six week period over the summer of 2012. Rather, it remains a focus on what can be delivered in the years leading up to and after the London Games, and how we use the staging of the Games to support and drive forward the existing long term priorities of Kent partners. The Olympic Games and Paralympic Games are all about delivering an exemplar sporting performance. It is important that the delivery of every priority in this strategy refresh that emerges from, or relates to, the hosting of the Games, is delivered with the same 'exemplar' approach in mind.



Context - why are the Games important to Kent?

The Kent Campaign for the 2012 Games has worked closely with national and regional partners in determining these refreshed local priorities. It must be emphasised that the Kent Campaign for the 2012 Games, through this strategy, is seeking to provide an updated framework of activity around the Games. The ethos of the Games, the opportunities of the Games, and the ambition of the Games, simply cannot be delivered without local partners playing an ever more active role. We have not attempted within this refreshed strategy to present either the existing or the planned activities of local authorities or their local partners, as this strategy is deliberately county-wide and thematic. We have, however, been delighted at the response of local partners over the last two years, and look forward to the next few years as we approach 2012 itself!

Similarly, we have not attempted within this refreshed strategy to present either the existing or the planned activities of our regional partners, as described in 'Compete, Create, Collaborate' for a World Class Performance – South East England's Offer for the 2012 Games and in 'Triple Gold'. Where appropriate, a large number of the regional priorities are reflected in the sectoral task group 'priority areas' and Kent will thus be supporting the delivery of the regional priorities in that way. Kent partners sit on the South East Partnership for the 2012 Games and on five of its six working groups, and therefore we feel this refreshed Kent Campaign strategy will play a strong role in regional delivery.





Structure - Phase Two: Autumn 2008 – December 2011

Responsibility for delivery of this refreshed strategy

Responsibility for delivering on the priorities identified within the strategy lies with each sectoral task group, supported and coordinated by the Kent Coordinating Group for the 2012 Games, which is chaired by Kent County Council.

The original strategy was written in a thematic style and we have stayed with that approach for this refresh. Partners of the Campaign have always been clear that it is important that local areas within the County identify how 2012 can help deliver locally important priorities, rather than this be imposed from any central point. Throughout Phase One this approach has worked well and so we continue it here.

Contextual information

As this is a refresh of the Kent Strategy for the 2012 Games, we have deliberately not sought to provide a detailed context for each of the eight sectors' priorities, but simply a 'light touch' overview to provide an understanding of where and how our local refreshed priorities have emerged.

Resourcing of priority actions within refreshed strategy

No new Government funding has been made available for the delivery of '2012 opportunities' outside of London and the Olympic and Paralympic infrastructure itself. Each sectoral task group, and indeed each partner, is challenged to identify additional funding streams, such as Interreg, European Social Fund or regional grant making bodies, or indeed to re-align existing funding streams when the case has been successfully made that '2012' is a vehicle to achieve that organisation or sector's key priority programmes.

Kent County Council funds the leadership and coordination functions of the Kent Campaign for the 2012 Games via its Sport, Leisure and Olympics service.



Structure - Phase Two: Autumn 2008 – December 2011

Monitoring and evaluation of the refreshed strategy

All eight of the sectoral task groups have 'success indicators' against which their performance against targets is measured. These are summarised on page 28 of this refreshed strategy.

Political Context

Kent is rather unique in that every local authority within the County has a nominated lead elected Member, who holds responsibility for 2012 within their portfolio. In addition, Kent County Council also chairs a Kent 2012 Advisory Board, which is attended by MPs Hugh Robertson and Derek Wyatt, Shadow Minister for Sport and the Olympics, and Chairman of the All Party Parliamentary London 2012 Group respectively. Kent County Council also hosts a cross-party Members' Group to explore 2012, and four times a year brings together four Cabinet Members to ensure the cross-cutting opportunities of 2012 really are being realised for the County.

Downside risks

Although Kent is very optimistic about the opportunities that the Games present, we are also realistic and are aware that the Games also present this County with distinct challenges. These include the challenge of maintaining funding for Kent's growth areas; land speculation and land banking; re-allocation of existing lottery and public funding to activities related to the direct staging of the Games; impact on key transport routes during the Games, and resilience and public safety and security. Although not covered within this strategy, these are being addressed by partners across the Kent Campaign.





Cross Cutting Priorities

The Kent Campaign has always had five over-arching priorities; for which the sectoral task groups are individually and collectively responsible. These are:

- **Disability and Equity**
- **Environment and Sustainability**
- **Health**
- **International Context**
- **Young People**

A rigorous examination of each sectoral task group's performance against these five priorities was conducted in the Autumn of 2007, and they have been explicitly considered again as we have prepared this refresh.





Some other priorities in Phase Two

Kent's campaign for the Olympic Torch to enter the UK through Dover in 2012

The Torch Relay is an important part of the build up to the Games. Celebrating and uniting sport and culture, the Relay will bring the spirit of the Games to the whole of the UK in the months leading up to the Opening Ceremony. Kent County Council through the Kent Campaign for the 2012 Games, has been seeking to ensure that Dover is the welcome point for the Olympic Torch when it first reaches the UK's shores in 2012.

The Reasons

- Dover was the welcome point for the Olympic Torch when London last hosted the Games in 1948. It would be fantastic to recreate this part of British Olympic history in 2012.
- Dover is the natural gateway between mainland Europe and the UK. A visitor's first and last impressions of the UK are formed there.
- The White Cliffs are recognised by international audiences as one of Britain's most famous landmarks worldwide. The Torch's arrival at Dover would therefore reinforce international interest and media profile in the 2012 Games.
- Dover is undergoing significant regeneration. The chance to welcome the Torch provides an important opportunity to support Dover's renaissance and reflects the importance of the 2012 Games as a catalyst for regeneration.
- Dover has experience of hosting international sports events, and summer 2007 saw the World Archery Grand Prix, with Lord Sebastian Coe as Patron.

We are delighted to be supported in this ambition by the South East Partnership for the 2012 Games.



Some other priorities in Phase Two

Resilience, Public Safety and Security

Due to its proximity to London and its key transport networks, Kent will face a number of challenges.

Kent Resilience Forum has considered the implications of the 2012 Games on the County in terms of resilience, public safety and security.

A post will be established to manage this new work stream to the end of 2012 and will liaise with the Metropolitan Police, the Olympic Security Directorate, the Olympic Delivery Authority and London Organising Committee for the Olympic Games on Games-related matters, on behalf of resilience partners in Kent.

Kent will consider making a funding bid to the Home Office for the “Olympic Additionality” i.e. extra costs which the County may have to bear due to the London 2012 Games. Such a bid is likely to concentrate on transport impacts.

Public facing information

The focus of the Kent Campaign to date has been primarily on engaging partners. We now intend to become much more public facing; and we have already refreshed our website with this in mind. Working with partners including libraries, district and borough councils and the Kent County Council contact centre, we will be looking at how best to engage and inform the public of Kent regarding 2012. Predominantly this will be predominantly across three areas:

- Positive engagement (e.g. how to participate in a sporting or Cultural Olympiad event, or to volunteer for a Kent event)
- Straightforward information (e.g. how to get tickets for the Opening Ceremony of the Games)
- Challenges (e.g. disruption to the high speed trains during the Games)



Some other priorities in Phase Two

Live Site (big screen)

Live Sites are a joint project between the London 2012 team and the BBC, but underpinned by London 2012's large sponsors. They are essentially large screens that will show a rich mixture of local content, much of it made by arts and community groups, alongside a BBC news service, Olympic and sport-related content and other special broadcasts. Any Live Site comes with a fully funded full time programmer. Should Kent obtain a live site, then the County will be one of the first areas in the country to secure one, meaning Kent's communities will be able to enjoy not only the Site content but the 40 days of potential creative, sporting and community activity staged at each Live Site per annum.

Small Grants Programme

Kent County Council, through The Kent Campaign for the 2012 Games has an allocation of funding to support cultural, creative and sports providers to deliver activities and events that will demonstrate at least one of the seven Olympic and Paralympic values. These are Personal Excellence, Respect, Friendship, Determination, Equality, Inspiration and Courage. Any activity or event applying for funding should involve or include young people, defined as under 18, or up to 25 if involved in full time education, for the purposes of this fund. Activities or events that receive funding must be new, or in some way be enhanced, through this grants scheme.

Website and e newsletters

In order to inform the widest range of partners, and now increasingly the public, about the opportunities of 2012 and what 2012 means for Kent, our website and regular electronic newsletters both aim to provide information and updates on a frequently updated basis.

Kent 2012 Progress Reports

In order to demonstrate what partners within the Kent Campaign for the 2012 Games have delivered already, we produce annual 'progress reports' which are available on our website www.kentsport.org/london2012





Arts

The International Olympic Committee (IOC) requires every Host City to stage a 'Cultural Olympiad', but provides no further definition as to what such an Olympiad may look like. The **British Cultural Olympiad** which has **three strands - (Mandatory ceremonies, Major Projects, and UK Cultural Festival and the Inspire Mark)**, was launched on the weekend of 26 – 28 September 2008. As part of the Cultural Olympiad, London 2012 has created the Inspire Mark, for 'like-never-before' cultural or creative projects. This is the first time a Games has been permitted by the IOC to create a non-commercial brand.

In order to help the public make sense of the Cultural Olympiad – it spans 21 different 'cultural' sectors - Kent County Council is commissioning a **Kent Cultural Baton** to operate throughout the period 2009–2012. The Baton will play a role in engaging and creating cohesion within communities from all areas and will be a contributory factor in raising the awareness of the cultural resources and activity within Kent.

Accentuate, referred to in the priority areas below, is the name of the South East's Legacy Trust UK funded programme. The overall aim of Accentuate is to use the inspiration provided by the international Paralympic movement to tackle disadvantage, raise aspirations and celebrate excellence. Accentuate intends to change the lives of deaf and disabled people by putting them at the heart of a programme that takes its inspiration from the South East region's unique heritage as the birthplace of the Paralympics, at Stoke Mandeville.



Arts

The work of this group will contribute to Kent **Local Area Agreement** target National Indicator Eleven – Engagement in the Arts.

It is also hoped that this group will be able to contribute artistic input into the **Kent School Games** and possibly other major sports events secured for Kent off the back of the Games.

Arts sectoral task group – Priority Areas

- A1 Continue to explore/establish an online celebratory and street arts toolkit**
- A2 Invest in, and grow, Kent's existing series of festivals**
- A3 Explore the establishment of a Creation Centre or centres in one or more key locations in Kent, including the Thames Gateway Kent**
- A4 Use arts to create a sense of place and improve the public realm experience for visitors**
- A5 Through partners continue to track, monitor and input info each strand of the Cultural Olympiad Major Projects**
- A6 Input and support the County's bid for the Olympic Torch to enter the UK through Dover in 2012**
- A7 Explore ways to promote and enhance existing arts activity through using the Olympic and Paralympic values**
- A8 Respond to, and influence, the South East's Accentuate programme for the benefit of Kent.**





Communications and Media

The Beijing 2008 Games were attended by some 32,000 media representatives, of whom 27,000 were accredited and the remainder non-accredited. With similar numbers expected to cover London 2012, the exposure of London and the South East including Kent will be unprecedented. The non-accredited media in particular are seeking to identify non sports stories, and perhaps offers Kent our bigger worldwide showcasing opportunity.

Although London 2012 with Visit London are keen to house the non-accredited team in central London, there are real opportunities that some could be hosted in north Kent, using Ebbsfleet to get to the Olympic Park in under ten minutes. Partners within the Kent Campaign will be lobbying London 2012, Visit London, Visit Britain and other key partners to make our case.

Communications and Media sectoral task group – Priority Areas

- C1 Design and deliver press resources for journalists, both accredited and non-accredited**
- C2 Design, deliver and coordinate a marketing, communications and media plan for the campaign and its eight sectoral task groups**
- C3 Promote Kent to worldwide media in relation to tourism and inward investment.**





Economic Development and Regeneration

January 2008 saw the national launch of **CompeteFor**; the latest phase of London 2012's Business Network. Described as a groundbreaking business 'dating agency', CompeteFor is a unique approach by London 2012 to open up its supply chains to ensure small and medium sized enterprises (SMEs) really do have an opportunity to get involved. Over £6 billion of work, as part of an estimated 75,000 future business opportunities covering direct contractors and their supply chains, will become available to tender for over the coming years. Around 15% of these will be opened up to new supply chains through CompeteFor.

Business Link Kent is funded by the South East England Regional Development Agency to support businesses across the County to access the opportunities, and will support businesses from the registration step of CompeteFor through to being 'published', with additional training and support available according to individual business needs.

In terms of the regeneration priorities of this group, partners of and within the Thames Gateway Kent Partnership have been working with central Government and colleagues in the Essex and London equivalent partnerships. A **Thames Gateway Legacy Framework for the 2012 Games** will be published early in 2009, noting the excellent work articulated locally by the Kent, Essex and London partnerships of the Gateway, but taking forward pan-Gateway '2012' opportunities.



Economic Development and Regeneration

Inward investment is a further consideration of this group. The international nature of the Games offers a real opportunity for profiling growth areas such as the Thames Gateway and Ashford, and for putting “British business on the podium”. There is also the opportunity to explore trade missions with future Host Nations.

Finally, supporting the development of businesses across the sectoral task group areas, and successfully integrating skills providers and training needs within this group’s discussions will be very important.

Economic Development and Regeneration sectoral task group – Priority Areas

- E1 Promote CompeteFor published businesses, to include establishing a business community of excellence to lead best practice across the County**
- E2 Continue to encourage registrations, SME awareness and supplier engagement with Business Link Kent’s programme of 2012 focused activity, including Quality Management processes. Stage further business events to support this objective**
- E3 Through the Olympic Delivery Authority’s Procurement Policy statement that “*social enterprises are particularly important*”, support the development of social enterprise across the county.**





Schools and Young People

Although young people are an over-arching priority of the Kent Campaign, mirroring London 2012's approach, a sectoral task group was established to directly deliver to and with this target group.

GET SET is the official London 2012 education programme for schools, colleges and local authority education providers across the UK, which was launched September 2008. Offering a huge variety of opportunities, with resources targeted at 3 - 19 year olds, there is a range of flexible, interactive learning resources designed to get young people and their teachers thinking about the Olympic and Paralympic values. By becoming an accredited member of GET SET (something schools can only achieve from summer 2009 onwards) schools will get access to London 2012's Learning Mark – an absolute first for any Olympic Games or Paralympic Games to involve schools and young people in such a way.

To respond to London 2012's plans to inspire young people across the County, and in consultation with Head Teachers and Local Children's Services Partnerships, Kent launched the **20in12 Learning Programme**. The programme uses the 2012 Olympic and Paralympic Games to inspire learning across the curriculum for children and young people in Kent.

The fourth priority area below focuses on how the sectors of youth, arts, libraries and the police, which all sit on the group, will maximise the engagement of young people in the two years immediately preceding the 2012 Games, as excitement really starts to build. It is envisaged that a number of **international youth camps** will be held, as part of the youth offer, for example.



Schools and Young People

Schools and Young People sectoral task group - Priority Areas

- SYP1** Stage the biennial Kent School Games in 2010, involving Arts
- SYP2** Engage every school and learning setting across Kent with the 20in12 learning programme (a target shared between the schools and young people in the Arts and the Sports sectoral task groups)
- SYP3** Deliver at least one 2012 project a year with Kent Youth County Council
- SYP4** From summer 2010, maximise across all sectors the opportunities for young people to engage with the London 2012 opportunity via the GetSet London 2012 programme.
- SYP5** Use 2012 as a 'tool' to encourage increased activity and health awareness among children and young people

The details this final priority area will be influenced by a number of new national and local strategies and will be firmed up early in 2009.





Sport

Sport is, of course, at the heart of the London Games. As mentioned earlier, there will be 26 Olympic and Paralympic sports at the London Games, from Cycling to Wrestling, Boccia to Wheelchair Tennis.

There will be 27 competition venues across the UK (Football, Canoe/Kayak, Rowing, Mountain Biking and Sailing will all be outside London) and although Kent currently does not host any of the competition venues, we are in an excellent position to host many of the Pre Games Training Camps for the international squads. Before any Olympic or Paralympic Games, many of the 200+ nations seek to train in the host country, for days or weeks at a time and often during years leading up to the Games. This is so they may acclimatise to the local conditions, get to understand the host country so that there are no 'shocks' come Olympic/Paralympic year, and identify for themselves where best they can prepare immediately before entering the Olympic Village during Games time. Kent has been officially recognised by London 2012 as currently providing 36 potential Olympic Pre Games Training Camps (more than any other County in England, and more than Scotland, Wales and Northern Ireland), and 8 potential Paralympic Pre Games Training Camps.

Disability sport is a real strength of Kent, and through the impetus of the Games we will continue to promote and support elite disability sport as well as opportunities for those with a disability to take part in sport at a community level, thereby delivering a genuine disability sports legacy.



Sport

Additionally, and working with members of the Schools and Young People's sectoral task group, using 2012 as an impetus to get more young people active, and enjoying competitive sport, is a priority for this sector. This in turn will contribute to efforts to tackle growing obesity among young people.

Sport sectoral task group – Priority Areas

- S1 Raise funding from commercial, public and private sources to support our most promising sports people and deliver an enhanced package of support for Kent's national level performers, coaches and officials; some of whom will participate in the London 2012 Games**
- S2 Work with funding agencies to develop single sport specialist facilities, in conjunction with Kent's governing bodies of sport and individual sports clubs**
- S3 Act in a 'strategic support' capacity to all venues looking to attract Pre Games Training Camps. Deliver a targeted strategy to proactively promote the county's offer to attract nations to train in Kent in the lead up to, and during, 2012**
- S4 Use the Games to support Kent's Local Area Agreement Indicator to raise adult participation in sport and physical activity by 3% by 2011 and to meet the young people participation targets through PE and School Sport**
- S5 Secure major sports events off the back of the Games**
- S6 Stage the biennial Kent School Games in 2010, involving Arts**





Tourism

With the Kent corridor likely to be one of the main beneficiaries from 2012 tourism, this sector will focus on industry skills and training, local people acting as ambassadors, and on enhancing the quality of the tourism welcome and 'offer'. However, although 2012 will be a consideration in tourism development investment decisions, it is unlikely it will be a key determinant.

Between 50% and 70% of the net economic benefit of staging a Games measured over a seven to ten year period will accrue through tourism, with estimates continually predicting this equating to an additional £2bn for Britain's visitor economy. Almost two thirds of this growth will occur in the four years after the Games, but the 'Olympic tourism window' is generally perceived to be the four years preceding, plus the Olympic year itself, as well the four years afterwards. For Kent, this means being in a position to provide the best possible information to prospective visitors; seamless and easy to book travel arrangements; excellent customer service; and again that focus on quality; in terms of accommodation, food and drink, and cultural activities.

Within the emerging Kent Tourism Development Strategy, exploring sports tourism, learning from previous major sports events hosted in Kent, and developing and implementing a detailed plan of action for Games-related visitors all feature. Linking this to transport will be key, and it remains our ambition to link the Tourism Destination Management System to Journey Planner by the end of 2011, to enable people to plan their journeys to Kent, within Kent and to the Games.



Tourism

Tourism sectoral task group – Priority Areas

- Tou1** Work with Visit Britain and other agencies to use the run up and legacy periods of the Games, and the focus this will naturally bring to bear on London and the South East, to promote Kent's tourism offer to new audiences
- Tou2** Continue to raise the visibility of Kent's tourism offer through a targeted UK campaign, particularly focusing on the London market
- Tou3** Encourage and support the local industry within Kent to offer a sustainable (unique selling point) visitor experience during the build up and legacy periods of the Games. Package and promote offer to target markets
- Tou4** Produce a tourism development strategy and action plan that identifies the accommodation, attractions and experiences needs of the county for 2012 and beyond, with a focus on quality, accessibility and sustainability. To have a specific focus on regeneration and gateway areas
- Tou5** Develop the Pride in Kent customer care initiative into Celebrating Kent – a programme accelerating improvements in the welcome, quality and skills within Kent's tourism economy
- Tou6** Use 2012 as a focal year and immovable deadline to expand the Destination Management System for the county's tourism partners supported by an e-marketing programme. To utilise new technologies as appropriate
- Tou7** Develop a Back to Basics research programme which looks to provide information on current and potential customers as well as up to date statistics for the industry. Additionally, monitor industry performance with a particular focus on tourism and event impacts on local communities and environment





Transport

Both 'arms' of London 2012 (the London Organising Committee and the Olympic Delivery Authority) have transport teams, reflecting their respective roles in 'staging' and to 'building' the Games.

Unsurprisingly, it is the ODA's transport team to date who have been most 'visible' and it is the ODA transport team who therefore consulted upon the first draft London 2012 Transport Plan, which was then published in October 2007. As well as opportunities for Kent from London 2012 transport (For example, we will host the Olympic Park's official Park and Rail at Ebbsfleet) there are also some distinct challenges. This is reflected in the priority areas of this sectoral task group. The ODA has met with Kent partners on a range of occasions, and we will continue to meet with the ODA and the LOCOG transport teams, as we go forward. A further two iterations of the London 2012 Transport Plan are expected before the 2012 Games, the next one some time in late 2009.

It remains our aspiration that the Tourism Destination Management System (see Tourism chapter in this refresh) will be linked to the Journey Planner by the end of 2011 in readiness for the Games.



Transport

Transport sectoral task group – Priority Areas

Tra1 Continue to work with the Olympic Delivery Authority and the London Organising Committee of the Olympic Games and Paralympic Games as well as national and regional partners to influence the London 2012 Transport Plan, particularly in the following areas:

- a Resilience
- b CTRL Domestic Services
- c Ebbsfleet and Bean Junctions - Capacity
- d Ebbsfleet Parking
- e Park and Ride Site/Coach services
- f Badging Ebbsfleet/Dover/Ashford as Olympic Gateways
- g Visitor/Freight Entry Points at Dover and Channel Tunnel
- h Sheerness/Thamesport UK Gateways for Freight
- i Combined travel/event ticketing from Kent





Volunteering

There were up to 1.7 million volunteers at the Beijing Games, broken down into 1 million so-called 'society volunteers', 400,000 city volunteers, 200,000 cheerleading volunteers and 100,000 venue volunteers. London 2012 is inevitably looking at all aspects of Beijing - what worked well, what was perhaps less successful - and may use a similar approach, with some designation of London 2012 'branded' volunteers.

London 2012 is anticipating to use 70,000 volunteers for the Games themselves; the largest number of volunteers ever used by any Games to date, Beijing excluded. There is a definite interest in using the volunteering aspect of staging 2012 as an opportunity to upskill communities. The actual application process will open in 2010 with two kinds of Games volunteer being recruited – specialist and generalist.

Specialist volunteers will have specific existing skills or qualifications that are needed for them to complete the role; for example, sport or medical training. Generalist volunteers will not need any special skills or qualifications and will receive full training. The range of possible volunteer roles is enormous, from accreditation to venue staffing, catering to Olympic Village, ceremonies to language services.

In Kent, the voluntary sector is developing a modernisation project, which will be considering, in part, how best to ensure the diverse communities of Kent are engaged in volunteering. It is intended that the 'profile' and 'internationalism' of 2012 be used to support this sector aim.



Volunteering

Volunteering sectoral task group – Priority Areas

- V1 Work to ensure that 4% of the required 70,000 volunteers at the London Games are ordinarily resident in Kent
- V2 Develop and grow the Kent eVent Team to deliver a network of volunteers who will remain in volunteering after the Games have happened
- V3 Work with providers to provide greater and more coordinated access to skills and training opportunities for volunteers, both before and after the Games
- V4 Increase the number and diversity of volunteers and volunteering opportunities in Kent.





Kent Coordinating Group for the 2012 Games (as at February 2009)

Kent Coordinating Group for the 2012 Games Membership

Chairman: Chris Hespe, Head of Sport, Leisure & Olympics, Kent County Council

Kent Manager for the 2012 Games: Stephanie Holt, Sport, Leisure & Olympics, Kent County Council

Arts: Sally Staples, Head of Arts Development Unit, Kent County Council

Business: Maxine Adam, Senior Manager - Programmes, Business Support Kent

Communications & Media: Jane Clarke, Head of Communications, Kent County Council

Community Safety and Security: Superintendent Mark Janaway, Kent Police

Disability / Equity: Mike Bishop, Sports Development Manager (Disability), Kent County Council

District Councils: Mark Carty (Head of Cultural Services, Ashford Borough Council) David Ford (Asst. Head of Culture and Communities, Canterbury City Council), Stephen Jefferson (Regeneration – Sports Development Officer, Dartford Council), Nigel Bolton (Head of Leisure Services, Tunbridge Wells Borough Coouncil)

Further Education:	Malcolm Bell, Principal, North West Kent College
Health:	Meradin Peachey, Kent Director of Public Health
Higher Education:	Professor Keith Mander, HEKAM member, Pro Vice Chancellor, University of Kent at Canterbury
Inward Investment:	Paul Wookey, Chief Executive, Locate in Kent
New Media:	Chris Walker, Strategic Projects Manager, Sport, Leisure & Olympics, Kent County Council
Medway Council:	Bob Dimond, Medway Manager for the 2012 Games, Medway Council
Regeneration / Economic Development:	Jim McKenzie, Economic Development Manager, Kent County Council
Schools and Young People:	Danny O'Donovan, County Officer – School Sport and PE, Kent County Council
Skills and Training:	Tony Edmunds, Partnership Manager, Kent and Medway, Learning & Skills Council
Sport:	Martin Laws, Chairman, Kent County Forum for Sport
Tourism:	Sandra Matthews-Marsh, Chief Executive, Visit Kent
Transport:	Mick Sutch, Head of Planning and Transport Strategy, Kent County Council
Volunteering:	Charlotte Osborn-Howard, Deputy Chair KMIP, Voluntary Action Maidstone Manager





Targets/Key Success Indicators

Timescales of measurement vary according to indicator

Letter-number after each target indicate which Priority Area they relate to, as appropriate

Arts

- 1 Street and Celebratory Arts web portal live: **A1**
September 2009
- 2 Access to Street and Celebratory Arts web portal from Kent based organisations: **A1**
To be established around a 2009 baseline
- 3 Raise engagement in the Arts by 2011, measured through Kent's Local Area Agreement **A2**
3% growth
- 4 A Creation Centre created in Kent **A3**
Yes or no
- 5 Local cultural events gaining access to the Inspire Mark (cumulative)
4 by 2012
- 6 Number of arts interventions in public spaces associated with 2012 (permanent or temporary) established within the County to develop the County's Public Realm **A4**
5 by 2012



- 7 Participate in one Cultural Olympiad official Major Project **A5**
One by 2012
- 8 A Live Site established in the county
Yes or no

Communications and Media

- 1 Number of press resources 'distributed' to journalists covering the Games **C1**
20,000
- 2 Number of column inches covering Kent Campaign/elements of Campaign achieved in national press, calendar years 2008 - 2012 (cumulative) **C2**
5,000
- 3 Number of national television/radio/online items covering Kent Campaign/elements of Campaign, calendar years 2008 – 2012 (cumulative) **C2**
480

Economic Development and Regeneration

- 1 Number of Kent businesses registered through CompeteFor **E2**
4,200 by end 2011
- 2 Number of Kent businesses published through CompeteFor **E1 E2**
2,020 by 2012
- 3 Amount of additional direct business won in Kent by 2012, off the back of Games related activity **E1 E2**
£5 million



Schools and Young People

- 1** Number of young people involved in the Kent School Games (This is a target for the Sport Sectoral Task Group also) **SYP1 S6**
30,000 during the 2009/10 season
- 2** Number of schools engaged with the 20in12 Programme **SYP2**
600 by the 2011/12 academic year
- 3** Number of schools registered as part of the Get Set network (measured against academic years) **SYP2**
600 by the 2011/12 academic year
- 4** Percentage involved in sport volunteers and leadership (within School Sport Partnerships, and measured against academic years)
35% by 2011/2012
- 5** Percentage participation in intra and inter competitive school sport activities (within School Sport Partnerships, and measured against academic years) **SYP5**
54% by the academic year 2011/12





Sport

- 1 Number of Kent athletes supported to compete at a national level in the run up to the 2012 Olympic Games and Paralympic Games (cumulative) **S1**
550 by 2012
- 2 Number of performers competing at **S1**
2012 Olympic Games – 3 2012 Paralympic Games – 6
- 3 Number of Kent coaches and officials involved in **S1**
2012 Olympic Games – 4 2012 Paralympic Games – 4
- 4 Number of new single Sport Specialist facilities constructed or upgraded in Kent to enable accommodation of elite level training and development **S2**
6 by 2012
- 5 Number of national squads or teams training or competing in Kent **S3**
71 between 2007 and 2012
- 6 Number of national teams/squads agreeing to train in Kent in 2012 at official Pre Games Training Camps **S3**
5 Pre Games Training Camps by 2012
- 7 Percentage of 5 – 16 year olds participating in two hours per week of high quality School Sport and PE **S4**
100% by 2012
- 8 Number of national or international sports events staged in Kent **S5**
19 between 2007 and 2012
- 9 Number of adults participating in sport and physical activity for 30 minutes three times a week
Increase on 2006 levels by 2.2% by 2012
- 10 Number of coaches and officials supported to work at national level (cumulative)
24 by 2012
- 11 Number of Disability Sport Associate Officer posts established in the Paralympic Sports
19 sports covered by 2012



Tourism

- 1 Number of visitors to the County (All Priority Areas)
49,300,000 in 2012
- 2 Economic Impact of Tourism (All Priority Areas)
£2.7 billion in 2012
- 3 Number of Jobs supported by Tourism (All Priority Areas)
55,000 in 2012
- 4 Number of people taking part in the Celebrating Kent Campaign **(Tou5)**
20,000 in 2012
- 5 Number of website hits on the Destination Management System **(Tou6)**
2.8 million in 2012
- 6 Number of Kent itineraries placed with Tour Operators **(Tou1, Tou2, Tou3)**
106 cumulative by 2013

Transport

- 1 Seamless Ticketing to the Games **Tra1**
Achieved for rail and bus passengers from anywhere in Kent
- 2 Joint Communications Plan for non Olympic/Paralympic travellers made with ODA/ LOCOG and Local Transport Providers **Tra1**
In place 2011
- 3 Ebbsfleet, Dover and Ashford 'badged and branded' as a 'welcome' point to the Games **Tra1**
In place 2012





Volunteering

- 1 Number of Kent residents registered to be a volunteer on London2012.com **V1**
4% of the total registrations at any time
- 2 Number of Kent residents chosen to be a London 2012 volunteer **V1**
2,800
- 3 Percentage of volunteers registering with voluntary agencies locally and quoting 2012 as a motivating factor'
10% by 2012
- 4 Percentage increase in growth in number of registrations with Volunteer Centres in Kent, measured initially from 2007 levels
2% year on year
- 5 Number of one-off volunteers registered with voluntary sector partners in Kent **V2**
2,500 by 2010





Wider Indicators

- 1** Create a plan to enable the provision of information for the general public in 2012
In place 2012
- 2** Establish a post to manage 2012 related resilience public safety & security issues.
In position 2009
- 3** International Youth Camp held in Kent
One in 2010, with a further camp scheduled for 2012

