



Involving the Third Sector in the Delivery of the Olympic and Paralympic Games Programme Objectives

The following document is a supplementary output from work undertaken by Rocket Science UK Ltd. in the summer of 2006 on behalf of the Voluntary and Community Sector 2012 Project. This is an initiative funded by *ChangeUp* and administered on behalf of a consortium of London's second tier Third Sector organisations by London Civic Forum. It aims to ensure that the sector is fully equipped in order to benefit from the short and longer-term opportunities associated with London's hosting the Olympic and Paralympic Games in 2012.

One of the recommendations of the report *Risks and Opportunities for the Third Sector in the 2012 Olympic Games and Paralympic Games* was that the project consortium, comprising London Voluntary Service Council, London Civic Forum and the East London CVS Network, needed to keep London's Third Sector fully abreast of the emerging opportunities and attendant risks associated with the various business or delivery plans for the 2012 Games.

There are four overriding Strategic Objectives for the Olympic and Paralympic Games Programme, each of which has a number of sub-objectives, along with a lead stakeholder responsible for its coordination and delivery (see diagram on page 2). Each of the sub-objectives has been the subject of detailed planning and consultation in recent months and the suite of delivery plans are shortly to go to the Olympic Board for final approval. They will, however, remain as "live" documents – flexible and updated as the programme and its related projects develop and come to fruition.

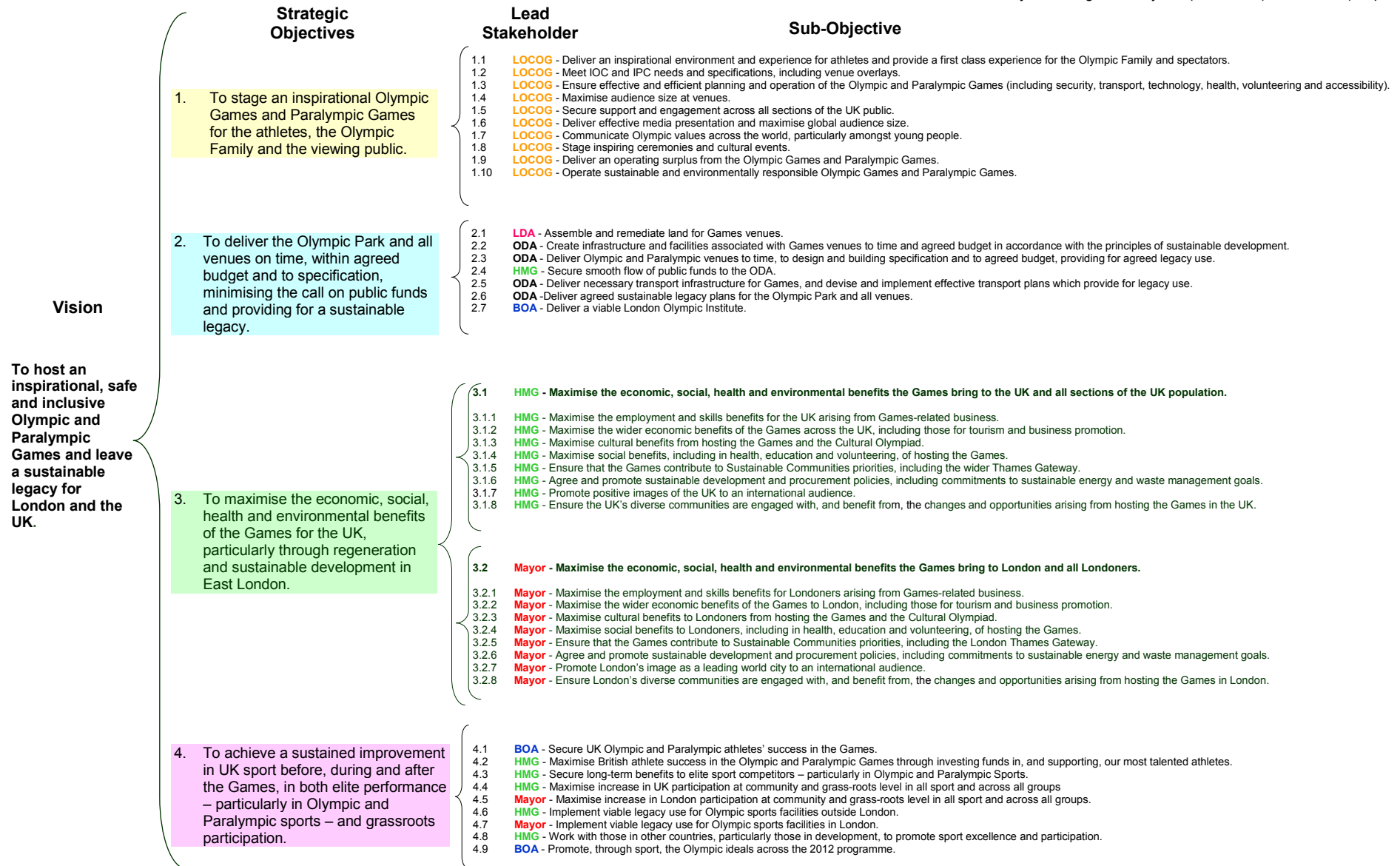
The following document is based on the final drafts of the delivery plans relating to those sub-objectives of the Olympic and Paralympic Games Programme that are most relevant to the Third Sector and for which the Mayor of London is responsible. It focuses primarily on the third of the four strategic objectives, namely to maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in East London.



Olympic and Paralympic Games Programme Objectives

FINAL Version, 7-Apr-06

Objectives signed off by OB (29-Mar-06) and OBSG (6-Apr-06)



Olympic and Paralympic Games Programme Objectives

| Strategic Objective | Lead | How does the Third Sector add value? | Sub-objectives | Challenges |
|---|-----------------------------|---|----------------|--|
| 1. To stage an inspirational Olympic Games and Paralympic Games for the athletes, the Olympic Family and the viewing public | LOCOG | <ul style="list-style-type: none"> Inspiring, enthusing and engaging with people of all ages in hard to reach communities to promote and publicise the Games, conveying its significance to their lives and the range of sporting activities that they can hope to witness. Connecting local populations with visiting teams; every nationality in the Games will have 'home supporters'. Contributing to full venues, populated by east Londoners along with other UK national and international visitors. Offering language skills/translation services; champion 'buddy' schemes and host visitors to London. Participating in cultural activities related to the Games through local community arts groups, schools and special interest groups, providing the venues, promoting civic engagement and community participation. | 1.1 - 1.10 | <ul style="list-style-type: none"> Lack of interest in the less well-known sports can lead to empty venues. The 'host' boroughs have some of the youngest and most diverse populations in the UK - failing to engage them will make them feel alienated and could lead to negative press. There is a risk that disengaged older people will look at the price tag of the Olympics rather than the 'once in a lifetime' opportunities it presents. There is a need to create clear routes for information exchange across the Third Sector about the Olympics, presenting all organisations, large and small, with opportunities to contribute to creating and sustaining the Games "buzz". |
| 2. To deliver the Olympic Park and all venues on time, within agreed budget and to specification, minimising the call on public funds and providing for a sustainable legacy | LDA, ODA, HMG, BOA | <ul style="list-style-type: none"> Insights into how to combine high quality design with full accessibility. Accommodating the needs of disabled people. Influencing transportation connections to the Olympic Park and other viewing venues to maximise enjoyment of the Olympic experience by as many people as possible. | 2.1 - 2.7 | <ul style="list-style-type: none"> Need for the sector to use its networks and influence to connect with the Olympics Development Authority in order to maximise its influence over venue design. Need to ensure that the Community Transport Sector is fully engaged with the venue planning process, particularly since the Paralympic Games take place in school term-time when specialist transport is already being deployed in schools. This needs to occur if we are to deliver UK bid promised the 'best ever Games transport' . |

Olympic and Paralympic Games Programme Objectives

| Strategic Objective | Lead | How does the Third Sector add value? | Sub-objectives | Challenges |
|---|-----------------------|--|--|---|
| 3. To maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in East London | Mayor, LDA, HMG | <ul style="list-style-type: none"> Assisting the LDA and LSC in reaching key skills and employment targets through delivery of employability and vocational training programmes and accessing hard to reach/help communities (e.g. getting workless people into skills/jobs, particularly BME, women, disabled; linking into the proposed Pan London Information, Advice and Guidance Brokerage Collaboration that will match individuals, jobs and training). Up-skilling ex-offenders. Widening access to training and jobs through provision of childcare. Providing opportunities for accessing, training and placing volunteers. Enhancing the capacity and growth potential of the sector by taking advantage of, and delivering, micro-enterprise/social enterprise support. Harnessing the language and cultural resource within the Third Sector to contribute to the attraction of acclimatisation activity in the run up to the 2012 Games and providing associated interpreters and interpreter training in the run up to and during the Games. Providing vital links between the ODA, LOCOG and other public delivery leads with communities and individuals in activities to preserve the "Olympic Buzz", corralling, and in some cases steering, multiple efforts to engage communities, including Faith Groups, Young People generally and NEET groups in particular. Spotting opportunities to strengthen existing community facilities through the Olympic opportunity by demonstrating how existing activities can align with and complement Olympic skills and employment related actions. | 3.2.1 (London Employment and Skills Taskforce) | <ul style="list-style-type: none"> There is a great opportunity to build the capacity of a number of effective and efficient local providers of training and brokerage services in the east London area and transform the sector's ability to create effective pathways into or back into work. In order to do this the Sector will need to have a good grasp of the support on offer, to be visible to the providers of that support and be capable of driving up its performance as well as being open to aligning some of its services and the way they are delivered to the outcomes required by funders. As a deliverer of training, the sector needs to be able to effectively market and sell high quality support at realistic costs to service funders and be able to evidence achievement of the outcomes that funders require. BAME community representative organisations and those representing speakers of other languages will need to be aware of opportunities for the people and organisations they represent to bring to bear the benefits of their cultural awareness and language skills in contributing to the welcome to visitors to London in the run up to and during the Olympics. |

Olympic and Paralympic Games Programme Objectives

| Strategic Objective | Lead | How does the Third Sector add value? | Sub-objectives | Challenges |
|---------------------|------|--|--|--|
| | | <ul style="list-style-type: none"> Third Sector organisations with capacity/remit to deliver goods and services, engaging with programmes (including supply chain support and the Olympic Business Club and existing local business networks), to enhance sector GDP share and support enhanced supplier diversity arising from the sustainable procurement agenda. Tapping into intelligence from the Employment and Contracts Forecasting function and contributing to permeation of this intelligence to key community brokers with links to local people and businesses. Providing routes between private sector business committed to the business case for race equality with BAME business communities as well as routes to women- and disabled-owned businesses. Helping to articulate to support providers, the barriers faced by BAME, women- and disabled-owned businesses to enhance the relevance of support. Engaging the creative talent within the sector to events and opportunities linked to the cultural Olympiad and translating cultural insights into business opportunities (e.g. through culturally sensitive catering in the run up to and during the Olympics). Supporting and connecting with International Diasporas. Contributing to developing the case for, and supporting message dissemination around, a healthy, active workforce. | <p>3.2.2 (Maximising wider economic benefits including tourism and business promotion)</p> | <p>The key to engaging effectively with supply chain opportunities related to, and catalysed by, the Olympics will be:</p> <ul style="list-style-type: none"> Increased capacity and awareness within the sector about where to look for business opportunities and how to make those opportunities a reality. More openness to collaborating with complementary organisations or other sectors in order to develop and present viable delivery propositions and generally adopt more business-like practices. Expanding the sector's social enterprise component and to expand and grow existing social enterprises (given the value that they provide over and above that of a profit-making business), in terms of the breadth and depth of socio-economic benefits that result from what they do and how they do it, as well as their focused entrepreneurialism. |

Olympic and Paralympic Games Programme Objectives

| Strategic Objective | Lead | How does the Third Sector add value? | Sub-objectives | Challenges |
|---------------------|------|--|------------------------------|---|
| | | <ul style="list-style-type: none"> Ensuring that the cultural requirements of the Games and Cultural Olympiad are recognised and met (e.g. food, language, faith). Influencing the design of the Cultural Olympiad to ensure that it is inclusive and inspirational and reflective of London's diverse cultures and faiths. Optimising opportunities for a wide range of views and aspirations around the Cultural Olympiad, to be presented to, and taken forward by, the London Culture and Creativity Forum (the key means of engaging the sector in the Cultural Olympiad) and to use this Forum as an opportunity to develop and extend existing programmes of community-led or inspired festivals, events and programmes. | 3.2.3 (Cultural Olympiad) | <p>The reputations of Los Angeles' 1984 'Coca Cola Games', and Atlanta's 1996 'Corporate Games' could be repeated in London 2012 if Westernised corporate sponsorship takes over from the community voice. This can and will happen if the sector fails to:</p> <ul style="list-style-type: none"> Harness the insights and imagination of all of its creative and cultural organisations. Find ways in which to feed ideas and insights into the London Culture and Creativity Forum; Hundreds of the world's nationalities are represented in London's populations and it would be a lost opportunity, and a lost reputation, if they were not put in the spotlight. Offer local community arts groups, schools etc. opportunities to participate in cultural activities related to the Games, providing the venues, promoting civic engagement and community participation. |

Olympic and Paralympic Games Programme Objectives

| Strategic Objective | Lead | How does the Third Sector add value? | Sub-objectives | Challenges |
|---------------------|------|--|-------------------------|---|
| | | <ul style="list-style-type: none"> • Contributing to the design and delivery mechanisms for the proposed pre-volunteering programme, enabling the development of capacity of existing volunteering programmes targeting workless people as a means to introduce or re-introduce them into the labour market and making the Olympic Village both a welcoming place and reflective of the diversity of the competing nations. • Contributing to mechanisms to improve information and knowledge management regarding the benefits of volunteering, particularly to employers, as a route to sustainable employment. • Contributing to a baseline database for current volunteering in London and its impact on the capital, incorporating current volunteering opportunities, the existing skills base of volunteers and brokerage services. • Using routes into communities to attract into volunteering those who would not normally volunteer, ensuring in particular that London's diversity is reflected in the volunteer workforce generally and in the Games-time volunteering programme in particular. • Engaging in specific programmes to target young and older people for volunteering opportunities. • Maximising opportunities to engage in work to strengthen links between the volunteer sector and the Third Sector and between the volunteer sector and the sports sector. | 3.2.4 (Volunteering) | <ul style="list-style-type: none"> • One of the key strengths of the Third Sector is its ability to harness a wide range of skills and knowledge from non-traditional sources in order to bolster and add colour to Thames Gateway's workforce. • The sector's ability to source volunteers and place them with thought and skill into appropriate organisations will be an essential asset to enable the Games to be delivered. • The significance of volunteering to any world-class event is a great opportunity to demonstrate and showcase the value of volunteering to funders and businesses alike, in terms of accessing and returning people to work. • In Manchester, there were difficulties matching volunteers to appropriate tasks, as insufficient attention was paid to matching skills with what needed to be done. Also, 92% of volunteers were white and this did not accurately reflect the diverse mix of Manchester's communities. The presence of an active volunteer co-ordinator network in the Thames Gateway is a major asset to impart data and intelligence to ensure that this is not repeated, and continued support for this network and the work of its members will be crucial to ensuring that important social and economic benefits are maximised, not lost, to the Gateway. |

Olympic and Paralympic Games Programme Objectives

| Strategic Objective | Lead | How does the Third Sector add value? | Sub-objectives | Challenges |
|---------------------|------|---|-------------------|---|
| | | <ul style="list-style-type: none"> • Engaging with the 2012 Health Board to provide insights into effective approaches on how to actively promote the benefits of, and improve, physical and mental wellbeing and tackling health inequalities, capitalising on the catalyst effect of the 2012 Games. • Maximising opportunities for increasing physical activity and addressing the wider determinants of health (including housing and employment). • Supporting London's five Sub-regional Sport and Physical Activity Partnerships to promote and market physical activity and supporting innovation in delivery. • Creating strong links between delivery agents and communities and identifying and piloting non-traditional ways of getting people more active through community development approaches, targeting, in particular, disadvantaged communities, disabled Londoners and older people. • Influencing the shape and scope of the London Health Commission-led bid to the National Lottery 'Big Lottery Fund' to tackle health inequalities and community action within the three themes of increasing physical activity, healthy eating and mental health, and identifying ways in which the Third Sector can actively engage in the delivery of the programme. | 3.2.4 (Health) | <p>The Third Sector's deep reach into communities represents a real opportunity to promote and achieve healthier lifestyles in the Thames Gateway. It is crucial that:</p> <ul style="list-style-type: none"> • The sector focuses upon defining and clearly articulating the different ways in which it can engage with a diverse population, from the young through to older people and those people with disabilities, and inspire them about the benefits of participating in physical activity and healthy living. e.g. the Thames Gateway Youth Football project. • The sector engages with the east London Sub-regional Sport and Activity Partnership in particular and identifies some key ways in which it will increase the visibility of how it can contribute to its objectives and initiatives. |

Olympic and Paralympic Games Programme Objectives

| Strategic Objective | Lead | How does the Third Sector add value? | Sub-objectives | Challenges |
|---------------------|------|---|---------------------------|--|
| | | <ul style="list-style-type: none"> Supporting the raising of achievement levels of children and young people in London providing routes to young people who are NEET and focusing particularly on the engagement of those with special needs and disabilities. Developing projects and materials for early years and play initiatives. Encouraging participation in Sport for All events and helping to link schools and community sports activities. Supporting attainment raising activity within informal and community educational settings. Engaging with and enthusing children and young people in schools generally about the Games, which to many people, particularly young people, seems distant and disconnected from their lives. | 3.2.4 (Education) | <ul style="list-style-type: none"> There is a danger that interest in the 2012 Games, and hence realising opportunities for children and young people that can be reaped from them, will wane over the coming 6 years. Manchester felt that engagement with schools began too late. They acknowledge that young people need to be enthused with earlier and more immediately relevant milestones otherwise to avoid loss of momentum. |
| | | <ul style="list-style-type: none"> Lobbying to influence the way in which procurers commission services and support in the run up to, and during, the 2012 Games in order to encourage a diverse base of suppliers, based upon key policy frameworks and research recommendations including 'Treasury Guidance for Funders'; 'Think SMART, Think VCS' and the Compact. Engaging with initiatives to support ethical sourcing practices. Engaging with and delivering practical initiatives to promote environmental sustainability and sustainable lifestyles (e.g. through recycling, energy conservation and waste minimisation schemes). | 3.2.6 (Sustainability) | <ul style="list-style-type: none"> Despite the inclusion of important mechanisms to encourage and achieve a diverse base of suppliers, procurement in relation to the Games themselves will be difficult for smaller Third Sector organisations. However, the Mayor's Sustainability policy, which encompasses behaviours that it expects its own suppliers, and increasingly other agencies, to adopt, and the gradual extension of these practices by a broader range of agencies – public and private – provides great opportunities for larger Third Sector organisations to demonstrate how their equitable and sustainable practices can deliver greater benefits than traditional private sector suppliers. There are great opportunities for the significant suite of Third Sector organisations focusing support for environmental sustainability in its many guises, to embed their messages and practices on an increasingly broad basis within the Gateway and beyond. |

Olympic and Paralympic Games Programme Objectives

| Strategic Objective | Lead | How does the Third Sector add value? | Sub-objectives | Challenges |
|---------------------|------|--|--|--|
| | | <ul style="list-style-type: none"> Promoting London as a visitor location and supporting London's case for attracting teams for acclimatisation, by ensuring that London is in a position to recognise and accommodate the cultural requirements of the different communities and faiths. Contributing generally to maintaining a strong cultural diversity within London and building upon its many advantages, in order that this may be harnessed as a key selling point to support international promotion activities. Providing customer care, hospitality and city guides training in order support the promotion of London as a high quality business location, visitor attraction and entertainment capital. | 3.2.7 (International promotion) | <ul style="list-style-type: none"> Prospective inward investors would be presented with only a partial view of London's assets and fail to recognise the diversity and strength of its communities, undermining Thames Gateway's offer to Foreign Direct Investment. The Third Sector needs to identify ways in which it can link more closely to the activities of the key "investment landing nets", which, in east London is Gateway to London as well as the Third Sector Steering Group of the London Thames Gateway Partnership, which is an important route to influencing what is promoted and how, in relation to attracting acclimatisation activity. |
| | | <ul style="list-style-type: none"> Maximising opportunities for engaging London's diverse communities in all aspects of the Games and legacy; contributing to a mapping of those communities, identifying the most representative organisations and mechanisms to engage with them, and raising awareness of key issues and deliverables for each community. Influencing the purpose and shape of the community stakeholder engagement plan produced by the Mayor and LOCOG. Supporting mechanisms to ensure employment opportunities for diverse communities within the ODA and LOCOG. Suggesting different and effective ways in which diversity can be promoted in the run up to, and during, the 2012 Games. Connecting local populations with visiting teams; every nationality in the Games will have 'home supporters' to which our communities can offer language skills/translation services, champion 'buddy' schemes and host visitors to London. Influencing the planning and development of venues and planning of transport to ensure accessibility. | 3.2.8(Engaging London's diverse communities) | <ul style="list-style-type: none"> There is a danger of a repeat of elitist Euro-centric cultural events like those criticised in Sydney 2000, that are expensive and not reflective of the diversity of London. The cultural Olympiad will not be a success or engage people unless it celebrates all communities. The Third Sector not being involved could make this a reality. A lack of community cohesion will jeopardise the major Olympic value of a 'peaceful and better world'; with an associated risk that local citizens could resent the 'tourists' in 2012, leading to antisocial behaviours, undermining the UK's reputation as a place to live, work and visit. The Barcelona Games offered opportunities to improve disabled access to very high standards, based upon the pooled insights and actions of a wide range of individuals; standards which continue to benefit communities today. Failure to harness the insights of the Third Sector could well result in curtailing the breadth and depth of these benefits. |

Olympic and Paralympic Games Programme Objectives

| Strategic Objective | Lead | How does the Third Sector add value? | Sub-objectives | Challenges |
|---|-----------------------|---|--|---|
| | | <ul style="list-style-type: none"> Suggesting approaches for accessible engagement communication methods to engage people with language support needs, physical and sensory impairments and learning disabilities. | | |
| 4. To achieve a sustained improvement in UK sport before, during and after the Games, in both elite performance - particularly in Olympic and Paralympic sports - and grassroots participation | BOA, HMG, Mayor | <ul style="list-style-type: none"> Contributing to the development of multi-sport community sport environments. Shaping and delivering initiatives for the development of a paid and voluntary coach workforce including a specific Third Sector sports workforce. Engaging with communities of young people to become young sports leaders and ambassadors. | 4.5 (Increasing participation in sport) | <ul style="list-style-type: none"> The property and assets acquisition and management acumen within the Third Sector, and the potential to connect this with the Olympic Park Legacy Group, provides great opportunities to avoid empty 'white elephant' venues post-2012 with no relevance to the local communities, and no legacy of grassroots participation. |
| | | <ul style="list-style-type: none"> Using the Third Sector's connections with the Olympic Park Legacy Group and its individual members to gain intelligence on potential for securing legacy benefits in terms of community or shared ownership of venues. Harnessing the skills, expertise and knowledge of Third Sector organisations that have secured significant assets/property (e.g. Coin St Community Builders, Westway Development Trust, Bromley by Bow Centre and the Environment Trust); that advise on community-led asset management vehicles (e.g. Development Trust Association) and community finance providers (e.g. Charity Bank). Linking into the specialist venue steering groups and wider venue consultation groups to influence the ownership and management of legacy venues. | 4.7 (Viable legacy use) | |