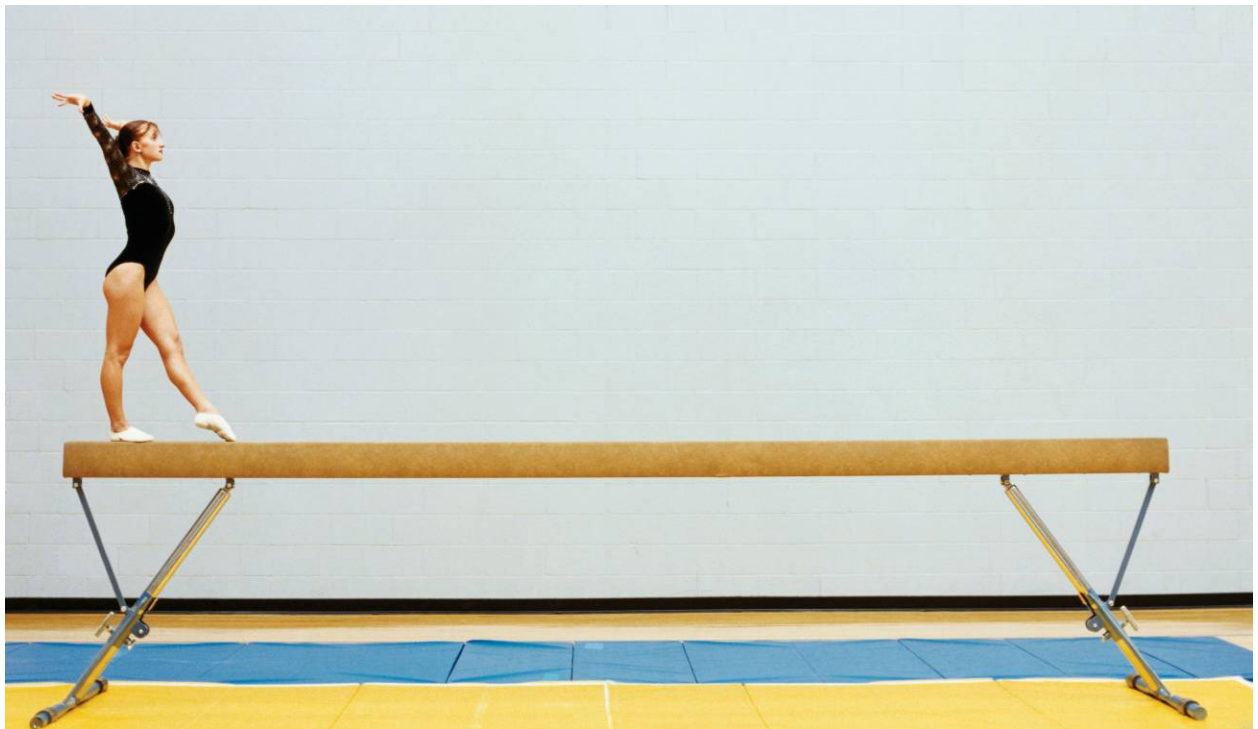


Department for Culture, Media and Sport

London 2012 Olympic and Paralympic Games Impacts
and Legacy Evaluation Framework
Final Report



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Introduction

The planning and preparations for the 2012 Olympic and Paralympic Games in London have already generated significant activity and information more than four years before the opening ceremonies. The coming years of even more intense action towards the delivery of the 2012 Games and their legacy impacts will increase this further. One of the key requirements from the Games is to be able to demonstrate and understand the long-term impacts on people, communities, the economy and the environment which are the underlying objectives of so much of the Olympics-related work. This project was set up to develop an analytical framework for thinking about, organising and delivering the information and research which will investigate and report these impacts, both now and in the future.

The Evaluation Framework sets out a structure into which current and future information about the Games and their legacy impacts can be organised and assessed. This structure enables researchers and policy officials to consider linkages between different activities, the emerging messages and develop assessments of the impacts. The framework also sets out a series of fundamental questions about key specific impacts which run across the full range of activities.

The framework has been specifically designed to cover a wide range of activities that link to the 2012 Games. It builds on the existing data and arrangements by helping to organise the already substantial pool of information that has been generated and to link it with future research and evaluations. Implementing the framework now puts in place the analytical structure at a relatively early stage which will enable a considered and coherent assessment of the 2012 Games impacts over the coming years.

This report addresses the background, structure, application and implementation of the 2012 Games Impact Evaluation Framework. The framework itself is a tool for the organisation and understanding of the 2012 Games impact assessment. As with all other tools, the value that can be generated is as much in the usage of the tool as in the tool itself. Organisations involved with the 2012 Games will need to decide together on how best to use the framework and what resources will be available to support it. Only through discussion and agreement will the tool be able to be effectively and efficiently utilised with a clear understanding of what it is to be used to deliver. As an example, there will need to be agreement on what activities are considered 'core' which will require full application of the framework and 'non-core' activities which will be encouraged to adopt as much of the framework as they are able. Combining the Evaluation Framework with an agreed working structure should provide the robust and comprehensive evidence base required to assess the full range of impacts from the 2012 Games.

Executive Summary

Background

This report has been prepared by PricewaterhouseCoopers LLP (“PwC”) for the Department for Culture, Media and Sport (“DCMS”) as the final output from PwC’s project to develop an Evaluation Framework and research strategy to evaluate the impact of the 2012 Olympic & Paralympic Games in London (“2012 Games”). The purpose of the report is to:

- develop an Evaluation Framework for assessing and measuring the impacts of the 2012 Games;
- establish what legacy impacts need to be tracked and measured;
- develop an appropriate research strategy to identify the key expected impacts; and
- set out recommendations for the evaluation process of the 2012 Games.

This report has been written with the needs of both strategic policy makers and operational evaluators in mind. Policy makers will be particularly interested in the Evaluation Framework’s relationship to the wider Games structures, the rationale for and overview of the Framework and the principles which are intended to guide implementation of the Evaluation Framework across a wide range of activities. Operational evaluators will be particularly interested in the more detailed proposals for the application of the Evaluation Framework to specific evaluations so as to ensure consistency with the wider framework and follow best practice in evaluation.

The Framework is intended to be adopted by all the leading bodies involved in the preparation and delivery of the 2012 Games and their legacy as the basis which underpins their evaluations. Other organisations less closely involved in the delivery of the 2012 Games are encouraged to adopt the structures and format of the Framework for their relevant evaluations.

Scope of the Evaluation Framework

For the purposes of this project, the 2012 Games is defined to include all initiatives which:

- are directly linked to delivery of the 2012 Games: these include those programmes and projects which will be paid for from the allocated 2012 Budget;
- are directly associated with delivery of the key commitments made by Government, especially those connected with the Legacy Action Plan; and
- represent other significant initiatives which have been influenced by the 2012 Games.

The Evaluation Framework needs to cover the period from 2003 when the Government committed support to London’s bid to at least 2020 and, possibly, beyond to enable the key legacy impacts to materialise. Within this wider timescale, individual project evaluations should define their own appropriate time scales.

Structure of the Evaluation Framework

The 2012 Games Evaluation Framework provides a structure within which to assess the full range of

potential intended and unintended impacts related to the preparation, delivery and legacy of the 2012 Games. The rationale for developing the Framework is to ensure that the activities and investments related to the 2012 Games and their legacy can be robustly and comprehensively evaluated. It also has the potential to support the systematic monitoring of progress. Ultimately, the Framework needs to be capable of tracking the extent to which a wide range of public interventions succeed in implementing the 2012 Games and delivering the legacy to which the stakeholders are committed.

The 2012 Games Evaluation Framework has been developed to provide a common, central foundation for the collation and further assessment of evaluation results. The Framework seeks to balance the provision of clear guidance to evaluators with the need to define and prescribe a core set of (minimum) evaluation requirements. These guidelines are intended to allow evaluators to produce consistent outputs and to relate their work to that of other projects.

The Evaluation Framework has four specific objectives:

- to help to identify the gaps in planned and proposed evaluation work across the range of activities and investments associated with the 2012 Games;
- to provide a common platform for monitoring of progress and outputs linked to the 2012 Games in a way which enables these data to feed into the broader evaluation process;
- to provide guidance to individual evaluators which will help to ensure consistency and allow different evaluations to be compared and where appropriate linked; and
- to enable evaluations to be effectively organised when completed so that they can inform each other and, where appropriate, be brought together in meta-analyses which can report on outcomes from multiple perspectives.

Outcome areas

The Evaluation Framework defines four groups of outcome areas which describe the structural, behavioural and environmental changes which might arise intentionally or unintentionally from the 2012 Games. The four outcome areas are:

- sport & physical activity,
- economic,
- environment; and
- social.

Under each of these areas are more detailed sub-outcome areas which identify more specific issues for consideration. Each evaluation plan is expected to highlight those primary and secondary outcome areas it expects to address. This will aid both the initial analysis and subsequent organisation of evaluations.

Impact questions

Besides the outcomes areas, the Evaluation Framework defines four impact questions which are relevant to all evaluations and should be specifically addressed in each evaluation:

- Who is impacted?
- Where are the impacts felt?
- When are the impacts expected to fall and how long will they last?
- How have the projects been designed and delivered?

Application of the Evaluation Framework

To meet the Evaluation Framework's objectives, it is recommended that:

- all evaluation plans should include a logic chain showing the expected causal links between the inputs, outputs and outcomes as well as their key external factors and underlying assumptions;
- all evaluation plans should describe and justify the choice of (evaluation) methodology or methodologies showing why they are appropriate and proportional for the intervention being assessed;
- evaluations should follow a consistent reporting structure linked to the logic chain which allows for a clear understanding of progress throughout the monitoring, initial impact and outcome stages using relevant and measurable indicators;
- particular attention should be given to ensuring that additionality is appropriately addressed to determine the net impacts based on a well-reasoned counterfactual; and
- final evaluation reports should be clearly presented so that they can support further research and analysis of aggregate impacts.

Use of the Evaluation Framework in this way will enable information to be captured in a consistent and coherent way so that meta-evaluations – which pull together the results of multiple evaluations – can be undertaken to provide insights into the core outcomes of the 2012 Games.

Implementation of the Evaluation Framework

To achieve an efficient and effective structure for determining the aggregate impacts of the 2012 Games, there needs to be an agreed evaluation plan and guidance for all significant projects. The Evaluation Framework must meet the needs of key stakeholders - both policy makers and evaluators - and be accessible to other stakeholders who are not currently part of the 2012 Games process. Effective implementation of the proposed 2012 Games Evaluation Framework requires key partners and stakeholders to agree:

- Which programmes and projects should be covered by the Framework?
- How the Framework should be applied, both generally and at the level of the individual evaluation?
- Who should be responsible for implementing the Framework?
- How implementation of the Framework should be funded?

To address these questions, those governing the evaluation process need to identify the (types of) programmes and projects which will need to be covered by the Evaluation Framework. Those that are closely related to London 2012, as a result of their funding through the 2012 Games budget or their broader influence should be evaluated using the Framework as a matter of course. For other initiatives with less substantial links and impacts to the 2012 Games, the Framework is intended to guide those responsible for the design and delivery who will also be expected to evaluate their interventions as part of their accountability arrangements.

For all the projects and investments to be covered by the Evaluation Framework, we have developed a 'checklist' of eight evaluation criteria which all 'core' evaluations should be expected to cover, with all other evaluations being encouraged to do so:

Evaluation Criteria

- Project/programme details need to be clearly identified and explained clearly.
- Outputs and outcomes should be assessed in the key relevant outcome areas pertinent to the intervention.
- All of the evaluations need to address the four impact questions:

Evaluation Criteria

- Who is impacted?
- Where is the impact felt?
- When is the impact felt?
- How was the activity designed and delivered?
- Logic chains need to be developed which are updated based on the learning from the evaluation.
- Additionality and the counterfactual need to be addressed through at least one appropriate counterfactual scenario and to address relevant components of additionality.
- The methodology chosen needs to be explained clearly and its rationale provided for the specific activity or investment.
- Evaluations need to address providing on-going monitoring data, initial impact assessments and full outcome evaluations
- Evaluation results should be set out so that they can feed into wider aggregate evaluations.

For all the identified projects and investments, a timed evaluation programme should be developed and agreed by GOE and other key 2012 Games stakeholders which identifies the responsible stakeholders and the expected procedures for completing the evaluation. In addition to the development of individual evaluations, the stakeholders need to develop a programme for aggregate evaluations, including meta-evaluations. Once there is a sufficient evaluation base – either deep enough for specific questions or wide enough for aggregate impacts – impact evaluations around specific themes could be produced drawing on the previous evidence.

Next steps

The effective implementation of the Evaluation Framework is crucial to the development of a robust and comprehensive evidence base to assess the overall impact of the 2012 Games across a range of groups, locations and outcomes areas. To further the process, there are some outstanding issues which the stakeholders working on the Evaluation Framework will need to resolve:

- Participating bodies - the identity of the key organisations who have to engage with and support the Evaluation Framework need to be agreed.
- Governance - the scope and scale of the Evaluation Framework's application needs to be agreed between the key stakeholder bodies that have been determined. The identification of 'core' activities will be important.
- Clear and consistent approach to evaluation - the governance structure needs to ensure that those evaluations that are determined by the key stakeholders to be 'core' are completed in accordance with the requirements implied by the Evaluation Framework and that other evaluations are encouraged and supported to apply as much of the Evaluation Framework as they can.
- Research priorities – a priority list of evaluation areas needs to be identified, especially where early work may be needed for baselining purposes.
- Support – the participating bodies will need to determine how and by whom to provide guidance on the application and implementation of the Evaluation Framework to all potential users.

1 Project description

Purpose of the report

This report has been prepared by PricewaterhouseCoopers LLP (“PwC”) for the Department for Culture, Media and Sport (“DCMS”). It summarises the key findings of a programme of work undertaken between October 2007 and July 2008 to develop an Evaluation Framework and research strategy to evaluate the impact of 2012 Olympic & Paralympic Games in London (“2012 Games”).

Terms of reference

DCMS commissioned PwC to:

- develop an Evaluation Framework for assessing and measuring the impacts of the 2012 Games;
- establish what legacy impacts need to be tracked and measured and to undertake a gap analysis to identify what further work would be needed to measure them given the research and monitoring already planned; and
- develop an appropriate research strategy to:
 - identify the key expected impacts;
 - determine how (if at all) further policy interventions could affect the scale of the impacts; and
- set out recommendations for the evaluation process of the 2012 Games.

The study is an opportunity for DCMS and other stakeholders to review the options for appraising, monitoring and evaluating the likely impact of the 2012 Games. These evaluations will ultimately demonstrate whether or not the stated objectives of activities related to the 2012 Games have been achieved and the value for money which has been achieved from the resources devoted to the delivery of the 2012 Games.

Target audience

This report is designed with two key audiences in mind - strategic policy makers and operational evaluators. The two groups are not necessarily exclusive, but there will be different parts of the report which are more relevant to one than the other. In particular, the strategic policy audience should focus on the Framework’s relationship to the wider Games structures, the rationale and overview of the Evaluation Framework and the implementation of the Evaluation Framework across a wide range of activities. The results of the evaluations will need to be appropriate to provide assistance in policy development and delivery knowledge and also to play a role in public scrutiny functions. In this second role, the results need to be accessible and useful to a wide range of audiences including parliamentarians, the media and academics. The operational evaluators should be particularly focussed on the detail of the Evaluation Framework and the issues raised with regard to undertaken specific evaluations in a manner that is consistent with the wider framework and overall best practice evaluation. However, all readers are strongly encouraged to read the entire report to understand how the various parts fit together.

Structure of the report

Our report is divided into six further Sections:

- Section 2 sets out the methodology that PwC used in developing the Framework and the research strategy;
- Section 3 summarises the structures and strategies which underpin preparations and delivery of the 2012 Games and its legacy;
- Section 4 explains the structure and organisation of the proposed Framework for evaluating the impacts of the 2012 Games: this includes proposals for the core impact indicators which will need to be gathered in order to develop the required evidence base;
- Section 5 outlines the proposed application of the Framework to individual projects covering logic chains; indicators and reporting; methodology; additionality and counterfactuals; and preparation for meta-evaluations;
- Section 6 explains how the key implementation issues for the proposed Evaluation Framework across the range of activities and investments related to the 2012 Games and also assesses the options for a research and evaluation strategy to address the perceived gaps in the evidence base; and
- Section 7 contains our conclusions and recommendations for next steps.

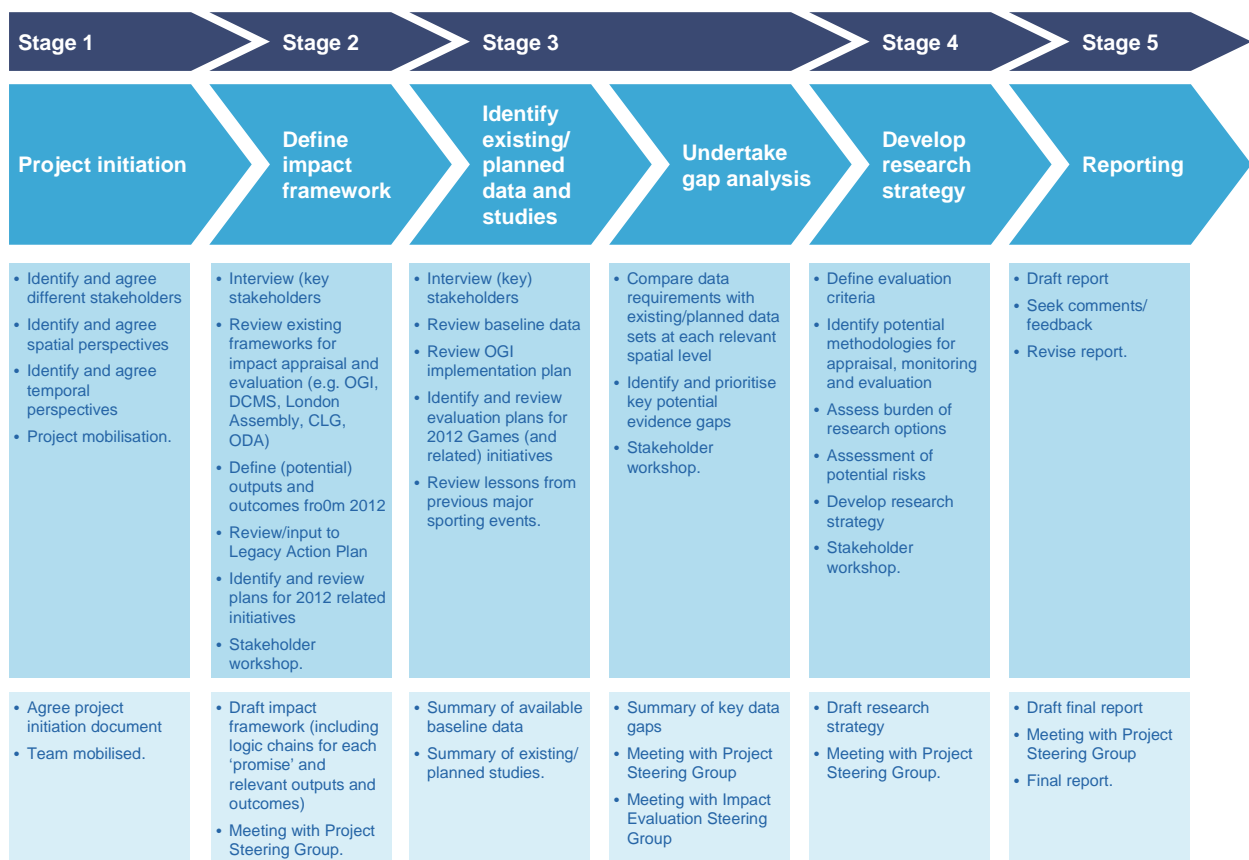
A series of Appendices contain further background information:

- Appendix A contains a glossary of the key terms used and organisations referred to in the report;
- Appendix B lists the key stakeholders we have consulted as part of this project;
- Appendix C summarises the key features of the Government Olympic Executive's Legacy Action Plan;
- Appendix D summarises the key features of the Government's Olympic PSA Delivery Agreement;
- Appendix E summarises the Government's other PSA targets and their related indicators in the current spending round;
- Appendix F summarises the key features of the Mayor of London's Five Legacy Commitments;
- Appendix G provides details of the indicators to be included in the Olympic Games Impact (OGI) project; and
- Appendix H provides some illustrative logic chains which are developed to provide the foundation for the evaluations and the procedures required to produce robust results.
- Appendix I contains a bibliography with the key documents and reports that we reviewed in the course of the project

2 Our approach

Our approach

The study had five stages as illustrated below. Although the stages are shown as sequential, in practice there was important feedback between some of the activities, especially between the information gathering (Stage 3) and framework development (Stage 4).



Stage 1 – Project initiation

In the project initiation phase, we agreed with DCMS and other stakeholders represented on the Impact Evaluation Steering Group:

- how the 2012 Games should be defined for the purposes of appraisal and evaluation within the study and the key related initiatives;
- the spatial and temporal scope of the appraisal and evaluation;
- the current sources which provide the most up-to-date and comprehensive understanding of the 2012 Games' activities and their expected impacts;

- other relevant work which needs to be considered in the course of the project, especially the wider literature review of previous major sporting events and regeneration initiatives; and
- how we would work with the Project Steering Group and the Impact Evaluation Steering Group.

Stage 2 – Define impact framework

In Stage 2, we defined an appropriate impact framework within which to appraise and evaluate the effects of 'the 2012 Games'. In this stage, we reviewed existing frameworks for impact appraisal and evaluation, interviewed key stakeholders, reviewed the Legacy Action Plan, reviewed other plans for 2012 Games related initiatives and defined the (potential) outputs and outcomes from the 2012 Games for each of 'the five promises'. We developed example logic chains to show how the various activities associated with the 2012 Games could give rise to direct, indirect and wider impacts

Stage 3 – Assess data/information needs and gaps

Our work in Stage 3 involved identifying and reviewing existing and planned datasets and studies. In this stage, we drew upon evidence from interviews with the key stakeholders, the OGI project and the existing literature

Stage 4 – Develop research strategy

We developed the principles for an overall research strategy designed to ensure that the stakeholders will collectively be able to understand and demonstrate the impact of the 2012 Games and to assess the key initiatives which form part of the 2012 Games.

We were also asked to highlight and discuss key issues relating to the application and implementation of the Evaluation Framework. This involved considered of some specific issues around governance and operational structures. The partner organisations will need to consider these and come to an agreement on what is the most effective and efficient way forward. Linked to this, we highlighted timing considerations which need to be taken into account to ensure that the appropriate evidence is collected.

Stage 5 – Reporting

In Stage 5, we prepared this final report detailing the proposed Evaluation Framework, summarising existing plans for evaluation and highlighting potential gaps and indicating the proposed research strategy.

Throughout the project, we have discussed the emerging findings from our work with both GOE's Impact Evaluation Steering Group composed of lead stakeholders delivery organisations and a sounding board comprised of the chief economists from key Whitehall departments.

3 The 2012 Games

Introduction

This Section sets out our understanding of the 2012 Games and its legacy. It includes a summary of:

- the scope of the '2012 Games' for the purpose of the Evaluation Framework;
- the governance arrangements for the preparations and delivery of the 2012 Games and its legacy; and
- the key delivery strategies and plans for the 2012 Games and its legacy.

Scope of the 2012 Games

The 2012 Games will take place in summer 2012 centred on the Olympic site in East London with further sporting, cultural and other related events spread across the United Kingdom.

For the purposes of this project, we have defined the 2012 Games to include all initiatives which:

- are directly linked to delivery of the 2012 Games: these include those programmes and projects which will be paid for from the allocated 2012 budgets;
- are directly associated with delivery of the key commitments made by Government, especially those connected with the Government's Legacy Action Plan; and
- represent other significant initiatives which have been influenced by the 2012 Games: the precise definition of these initiatives will need to be confirmed based on the significance of the inputs and/or the expected outputs/outcomes.

The Evaluation Framework is designed to cover all activities and impacts from both the 2012 Olympics Games and the 2012 Paralympic Games. Evaluations undertaken within this framework need to consider the specific impacts of each set of games as well as the joint impacts of the 2012 Games.

The time period to be covered by the Evaluation Framework is an important issue which should be agreed between the stakeholders. The impact of the 2012 Games has already been felt in many policy decisions. For example, there are already significant investments in and around the Olympic sites. The origin of some impacts could be traced back into the period when the bid was being developed but was not yet assured before July 2005. While the period of actual competition will be the peak of activity, the legacy impacts, for example, in terms of social and community impacts, will take decades to be fully worked through and embedded in new social, economic and environmental structures. Therefore, the relevant period for the evaluation of the 2012 Games should stretch from the time when a London bid was first being seriously considered by government to at least 2020 and beyond. The Government's commitment of support to London bid in 2003 would prove a useful marker. Individual project evaluations will need to have their appropriate time scales considered within this wider context.

Governance of the 2012 Games

The governance of the 2012 Games involves a large number of organisations whose interests range from comprehensive coverage of the 2012 Games' impact to a focus on specific geographical and subject

areas.

Among the key actors, the Olympic Board has strategic oversight of the overall Olympic Programme and is responsible for co-ordinating the successful delivery of the 2012 Games and its legacy. The Olympic Delivery Authority (“ODA”) is responsible for delivering the 2012 Games’ infrastructure and venues. The London Organising Committee for the Olympic Games and Paralympic Games (“LOCOG”) will organise the staging of the 2012 Games. The Government Olympic Executive (“GOE”) and the Greater London Authority (“GLA”) lead the strategic delivery of the 2012 Games and its legacy on behalf of the national government and the Mayor of London respectively.

Further information on the roles of different organisations in the 2012 Games process are included in Appendix A – Glossary, and the full details on the governance structures are in DCMS’s Games Annual Report.

Preparations for and delivery of the 2012 Games and legacy

London’s successful bid for the 2012 Games was based, at least in part, on the vision of creating a sustainable legacy for London and the UK. This legacy included regeneration of one of the most deprived areas in the UK – East London - and creating one of Europe’s largest urban parks. The aim of the 2012 Games goes beyond building venues and living spaces. The Government (and the other 2012 Games stakeholders) also want to inspire people to get involved with the Games and the related activities and to change the way they live their lives for the better. The Government sees the 2012 Games as a unique opportunity to motivate everyone, especially young people, to try new activities, learn new skills and extend their links to reach new people, not just in the UK but worldwide.

There are a large number of targets, goals and promises related to preparations for and delivery of the 2012 Games and its legacy which have been produced by a range of organisations who have a stake or an influence in the delivery and operation of the 2012 Games. Some cover the full range of 2012 Games activities while others reflect the specific interests and needs of the various groups. As the strategies are all united in aiming for a successful, effective and influential 2012 Games, there are significant common points among these strategies which need to be brought together for evaluation purposes. Among the key strategies are the 2012 Games Vision and Objectives, the HM Government’s Legacy Promises and Action Plan, the 2012 Games Public Services Agreement, the Mayor of London’s ‘Five Legacy Commitments’ and the International Olympic Committee’s Olympic Games Impact (“OGI”) project.

2012 Games Vision and Objectives

The Olympic Board has committed to meet their vision for the 2012 Games – “to host an inspirational, safe and inclusive Olympic and Paralympic Games and leave a sustainable legacy for London and the UK”. Under the vision are four strategic objectives designed to meet the vision’s goal:

- “to stage an inspirational Olympic Games and Paralympic Games for the athletes, the Olympic Family and the viewing public” with LOCOG as the lead stakeholder;
- “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” with British Olympic Association (“BOA”), the Government, London Development Agency (“LDA”) and ODA as the lead stakeholders;
- “to maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in East London” with the Government and the Mayor of London as the key stakeholders; and
- “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” with BOA, the Government and the Mayor of London as the key stakeholders.

The Government’s Legacy Outcomes

The Government has committed to achieve five key legacy outcomes for the 2012 Games in addition to

the Olympic objectives:

- making the UK a world-leading sporting nation;
- transforming the heart of East London;
- inspiring a generation of young people to take part in volunteering, cultural and physical activity;
- making the Olympic Park a blueprint for sustainable living; and
- demonstrating that the UK is a creative, inclusive and welcoming place to live in, visit, and for business.

To achieve these outcomes, the Government has developed the GOE's Legacy Action Plan ("LAP") which details what will be delivered under each promise. The LAP provided a key starting point for the development of the evaluation programme with a list of high-level objectives and plans related to the 2012 Games.

PSA Delivery Agreement 22: Deliver a successful Olympic Games and Paralympic Games with a sustainable legacy

PSA 22 ("the Olympic PSA") is being led by GOE on behalf of all central government departments and agencies. The Olympic PSA is built around five indicators which should ensure that the Games and their impacts are delivered effectively:

- the construction of the Olympic Park and other Olympic venues;
- regeneration benefits of the 2012 Games;
- design of the Olympic Park and venues according to sustainable principles;
- public participation in cultural and community activities and in sporting activities; and
- creation of a world-class system for Physical Education.

The PSA covers the period of the Spending Round 2008 to 2011 so is focussed on the preparation and planning of the Games, the venues and the legacy pre-requisites.

The Mayor of London's 'Five Legacy Commitments'

The Greater London Authority published Five Legacy Commitments in January 2008. The five commitments are:

- increasing opportunities for Londoners to become involved in sport;
- ensuring Londoners benefit from new jobs, business and volunteering opportunities;
- transforming the heart of East London;
- delivering a sustainable Games and developing sustainable communities; and
- showcasing London as a diverse, inclusive, creative and welcoming city.

These commitments focus on ensuring that London and its residents benefit from and take advantage of the opportunities associated with the 2012 Games,

Olympic Games Impact project

The International Olympic Committee runs the Olympic Games Impact project which monitors the impact of successive Games on their host cities and countries. OGI is an overall impact study which covers broader issues than just the hosting of the Games looking at wider sustainability impacts – social,

economic and environmental. For the 2012 Games, OGI is being coordinated by LOCOG on behalf of the IOC. The OGI project explicitly monitors a number of specific disability-based indicators which have been agreed with the International Paralympic Committee. The full list of the OGI indicators is in Appendix G – Olympic Games Impact (OGI) Project Indicators.

London 2012 Sustainability Plan

The London 2012 Sustainability plan, Towards a One Planet 2012, has been approved by the Olympic Board and was launched in November 2007. It addresses five areas - climate change, waste, biodiversity, inclusion and healthy living - and details how specific goals around these will be met before, during and after the 2012 Games. The Sustainability Plan will be continually updated with an annual progress report produced and will be monitored by the independent Commission for a Sustainable London 2012.

Other strategies

There are a number of other key strategies and plans which focus on more specific subjects, locations and/or timing than the documents listed above. While not having the same breadth of coverage as the Olympic objectives, the Olympic PSA, the Government's Legacy Objectives, the Mayor's Commitments, the OGI and the Sustainability Plan, the documents prepared by these bodies consider their specific areas and activities of interest. These form an important part of the strategy for the 2012 Games.

Olympic Delivery Authority

ODA is responsible for developing and building the new venues and infrastructure for the Games and their use post 2012.

The ODA has published its Sustainable Development Strategy and the Demolish Dig Design report which sets out plans for progress to summer 2008.

London Development Agency

The LDA has been actively involved in the London 2012 project from the outset, building the case for the Olympic bid centred in the Lower Lea Valley, leading masterplanning, land assembly, and planning applications for the Olympic Park, as well as relocating businesses and special interest groups. The LDA is the legacy client, leading development of the legacy master plan framework, and working with all London 2012 stakeholders to ensure the regeneration of the Olympic Park and Lower Lea Valley and maximise the socio-economic impact of the 2012 Games for London and Londoners.

Nations and regions

The three devolved administrations and all the English regions have prepared strategies for delivering a lasting legacy based around six themes: sport and physical activity; culture; volunteering; sustainability; business; and tourism. The Nations and Regions group is now working up the detail of how they will deliver benefits at a local level.

Local authorities

The five Olympic boroughs (Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest) and other local authorities across London and the UK have also been preparing plans for programmes and projects to deliver and benefit from the 2012 Games.

Conclusion

There are currently many organisations undertaking significant work leading up to the 2012 Games. This has already generated a large amount of data which will be relevant for the assessment of the overall impacts, and the scale of the information flow will only increase in coming years. Centrally managing and understanding this data will be a significant challenge even with a structure in which to organise the current and future findings. The Evaluation Framework which is described in the subsequent sections provides a means to manage and develop both the existing and the new information in more structured and comprehensive manner.

4 The 2012 Games Evaluation Framework

Introduction

The 2012 Games Evaluation Framework provides guidance and structure for the assessment of the full range of impacts related to the preparation, delivery and legacy of the 2012 Games. It has been developed following extensive consultations in late 2007 with members of the Impact Evaluation Steering Group and other organisations involved in the preparations for and delivery of the 2012 Games and its legacy and reviewing the then-available strategies and plans issues by the leading organisations.

It is expected that the Framework will be adopted by all the leading bodies involved in the preparation and delivery of the 2012 Games and their legacy to underpin their evaluations. Other organisations with links to the 2012 Games will be encouraged to adopt the structures and format of the Framework for their relevant evaluations.

The Section explains:

- the rationale for developing an Evaluation Framework for the 2012 Games;
- the objectives of the Framework;
- the principles that have shaped the dimensions of the Framework; and
- the overall structure of the Framework.

Rationale for developing the Evaluation Framework for the 2012 Games

As with all public expenditure and policy, the activities and investments related to the 2012 Games and their legacy need to be robustly and comprehensively evaluated. Evaluations are an important component of public scrutiny and a tool for the development of public policy design and delivery. They need to be accessible and provide suitable content for a wider range of audiences including general public, the media, politicians and the academic community. Good quality evaluations provide:

- improved policy knowledge by detailing and assessing the outcomes from policy and how these links to activities undertaken and the resources used;
- consideration of the effectiveness and efficiency of policy development and delivery associated with the project. This will enable better understanding of how policies can best be designed and delivered in the future; and
- opportunity to develop and test methodologies to measure outcomes. This is both for the development of new techniques and to enable evaluators and evaluation users to learn and practice techniques and practices.

Evaluations should identify, describe and quantify intended and unintended consequences – both positive and negative – linked to the assessed activities and investments. The HM Treasury 'Green Book' on

Appraisal and Evaluation in Central Government¹ recommends that, where possible, the social and other effects of projects and programmes should be reviewed and valued as well as the economic impacts. They need to consider the context in which activities and investments are undertaken including the effects of policy, the economy, society, the environment and other changes and trends. This covers the identification of potential interdependencies between interventions and also the influence of social and market conditions.

Evaluations are not, however, simply an audit of numerical impacts. They need to present a coordinated quantitative and qualitative assessment of project impacts. Where sensible, impacts should be quantified, but evaluations will also need to provide well-reasoned and evidence qualitative assessments which build on the numerical analysis and help to fill evidence gaps.

Given the Government's commitment to examine all the outcomes of the activities funded by public monies, it is vital for both Government and the wider stakeholders that the impact of the 2012 Games can be accurately monitored and assessed in accordance with current best practice evaluation process and techniques. The 2012 Games evaluations needs to cover not only the outcomes and impact of delivering the Government's five promises from now until well beyond 2012, but also to monitor systematically progress to demonstrate the extent to which a much wider range of public interventions are succeeding through different phases of implementing the 2012 Games and its legacy. This should be undertaken in a manner which allows a coherent cross-reference to be made between studies to develop an aggregate impact assessment.

Objectives of the 2012 Games Evaluation Framework

The 2012 Games Evaluation Framework has been developed to guide the design and implementation of the evaluations and evaluation programme to assess the impacts from the 2012 Games and to provide a common, central foundation for the collation and further assessment of resultant evaluations.

The Evaluation Framework does not provide a simple 'check-the-box- approach. An evaluation programme with the range of topics and timescales needed to assess the 2012 Games can not have a single set of simple rules which would be appropriate for all cases. Every project and programme will have particular issues that the evaluation needs to consider specifically.

The Framework endeavours to balance providing wider guidance to evaluators with the need to define a core set of minimum evaluation requirements. The Framework provides a number of points which all evaluations must address and a process to enable results to be effectively disseminated and assessed. In each project, evaluators will need to test the appropriateness of their evaluation terms for each specific evaluation in meeting the requirements of the Evaluation Framework. However, there are significant areas for common analytical guidance which are detailed in Section 5 on the application of the Framework for specific evaluations.

These guidelines will allow evaluators to produce consistent outputs and to relate their work to other projects for advantage of the reports' users.

The Evaluation Framework has four specific objectives:

- to help to identify the gaps in planned and proposed evaluation work across the range of activities and investments associated with the 2012 Games: this is the highest priority in the early part of the evaluation to ensure that the coverage is comprehensive;
- to provide a common platform for monitoring of progress and outputs linked to the 2012 Games in a way which enables these data to feed easily into the Evaluation Framework;
- to provide guidance for individual evaluations which help to ensure consistency and allow different evaluations to be compared and where appropriate linked; and

¹ HM Treasury, 'The Green Book: Appraisal and Evaluation in Central Government'

- to enable evaluations to be effectively organised when completed: once a sufficient body of evaluations has been developed, these can be used to inform each others results and where appropriate to be brought together in meta-analyses which can report on outcomes from multiple perspectives.

Principles shaping the 2012 Games Evaluation Framework

To meet the objectives, there are a set of key principles which underpin the application and implementation of the Evaluation Framework:

- The Evaluation Framework should comprehensively cover the major impacts related to the 2012 Games
- The Evaluation Framework should be applied at the monitoring, initial impact and final outcome assessment stages
- Evaluations should adhere to best practice evaluation process and techniques
- Evaluations need to show how project objectives and inputs are expected to lead to net outputs and outcomes
- Evaluations need to expressly consider and assess the impacts of activities and investments on different social groups, places and across time periods

These principles when applied should provide for a Framework which captures the impacts of the 2012 Games in a practical and coordinated manner. They are referred to in later parts of the report to justify some of the specific guidance and recommendations.

Comprehensive

The Evaluation Framework for the 2012 Games needs to cover all potentially significant impacts – intended, unintended and unexpected – and relate these to specific objectives. The 2012 Games evaluations need to include the preparation, delivery and post-Games activities. The Framework is designed to be applicable to all interventions which are:

- directly linked to delivery of the 2012 Games;
- directly linked to the commitments made, for example, by Government and the Mayor of London, especially around legacy; and
- influenced (to a significant extent) by the 2012 Games.

The methodology for the selection of projects to include in the Evaluation Framework is set out in Section 6 – Implementing the Evaluation Framework.

Individual evaluations should be designed to feed their results into the cross-2012 Games aggregate evaluations which the Framework should ensure are planned and appropriately evidenced for delivery after the completion of the Games.

Monitoring and evaluation

The Evaluation Framework needs to be more than a system for looking backward after the 2012 Games to assess the 'historical' impact. The structure and tools of the Framework should be used to provide analytical consistency and linkages which allow clear and considered transitions from project appraisal through monitoring and initial impact assessment to the final outcome evaluation. These earlier assessments will enable politicians and officials to understand the outcomes of the investment and policies developed and use these to improve future policy decisions. This will require the identification and agreement of an appropriate set of indicators which can be applied through the course of the project life cycle.

The Evaluation Framework for the 2012 Games will help identify the evaluations required. When populated with the most up-to-date list of evaluations and an agreed set of desired evaluations, the Framework will allow the preparation of a coordinated and comprehensive evaluation scheme which can be used to build up the evidence base over time and to contribute to meta-studies which take the results from a range of original studies and combine these outcomes systematically to produce evidence of wider impacts.

Best practice

The projects covered in the Evaluation Framework need to be evaluated according to appropriate evaluation best practice. They need to set out clearly what the project they are evaluating is, what impacts have been assessed and how these have been calculated. Where choices between methodological options have been made, these should be detailed and explained. Data sources and external evidence must be appropriately documented and referenced.

Evaluations should reflect and refer to recognised sources of evaluation guidance such as the HM Treasury Green Book, the Cabinet Office Magenta Book and the BERR/RDAs' Impact Evaluation Framework.

Impact analysis

Impact analysis should be undertaken in a clear and consistent manner. Every evaluation must show through a customised logic chain how the project's delivery is expected to proceed to outcomes (see Section 5 for details on preparing logic chains). Some of these outcomes will relate to pre-determined project objectives set out in the project plan, while others will be outcomes that would be logically expected even if they are not included in or even aligned with the project objectives. For example, a project based on helping young people in a particular area into employment will also be expected to have impacts on the employment prospects of similar young people in neighbouring areas.

Projects and programmes are expected to be evaluated based on a theory of change structure – shown below -- which details in a reasoned and evidenced causal structure how project objectives and inputs lead through particular activities to project outputs and then to social, economic and environmental outcomes:

Objectives → Inputs → Activities → Outputs → Outcomes

As an example of this approach, the government might set up a programme to support youth sport in a particular area. The objectives would be to engage with young people and to change their behaviour in order to improve health and social cohesion. The inputs would include the provision of coaches and administrators, playing fields and required kit and equipment. The activities would be the holding of organised and regular training and competitive sporting events. The outputs would be completion of a series of events which promoted participation and performance improvements. The outcomes would be increased participation in sporting activities by the young people who participated and long-term impacts on their health and community engagement through increased and regular physical activity and social participation.

Evaluations need to expressly consider the additionality issues which impact in the project's net impacts (as opposed to the gross impacts) and to consider the impacts that would reasonably have been expected from an appropriate counterfactual scenario. Further details on these aspects are in Section 5.

Social, spatial and timescale impacts

Evaluations need to include appropriate social, spatial and time aspects to consider who, where and when the impacts are felt.

The Evaluation Framework must consider the scale and scope of impacts on different social groups and spatial areas. This will allow policy makers and researchers to assess the distributional impacts of the activities and investments related to the 2012 Games.

The evaluations also need to consider how interventions and impacts are distributed across time periods and how this pattern feeds into the identification of an appropriate time period in which to judge the

impacts of an intervention.

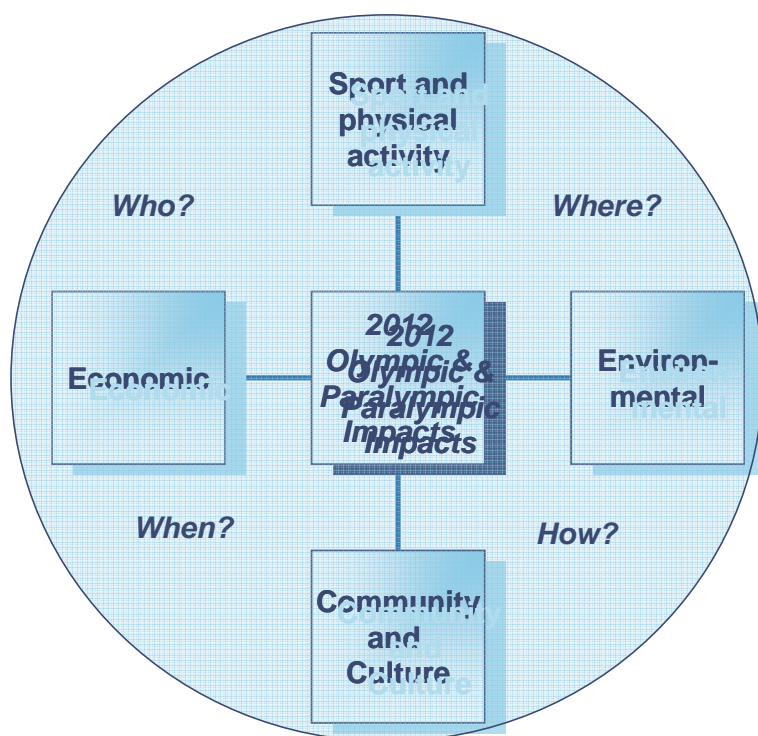
Overall structure of the 2012 Games Evaluation Framework

The 2012 Games Evaluation Framework sets out the framework through which all relevant evaluations will need to be considered. The Framework sets out the outcome areas into which evaluations should be organised and four key impact questions which all evaluations need to consider explicitly. These together provide a structural overview of the types of outcomes and the roots and distributions of the impacts relevant to the 2012 Games.

Outcome areas

We have developed a Framework around which the 2012 Games-related outcomes can be organised for evaluation and assessment. Outcomes are the impacts which result from structural changes in the economic, social, environmental and institutional foundations. These measure the actual changes in behaviour and environment which have resulted from interventions. The four outcome areas are: sport & physical activity, economic, environment and social. Under each of these areas are a series of more specific areas to guide the analysis (see Figure 2).

Figure 1: The 2012 Games Evaluation Framework



The evaluations need to highlight those areas where they expect the primary and secondary outcomes from the evaluated projects to be felt to aid both the initial analysis and subsequent organisation of studies. Primary impacts are those that are readily associated with the intervention. Secondary impacts are often less clearly identified with the intervention but can play an important role in the assessment of wider impacts through cumulative impacts from a range of different interventions.

The identification of primary and secondary outcomes has two purposes. Firstly, it aids the evaluator by identifying what sort of evaluation techniques may be appropriate given what has been done on similar evaluations previously. Secondly, it allows the organiser of the evaluations to cross-reference results from evaluations across a range of policy objectives. These together should ensure that evaluations are both fit-for-purpose by using best practice and readily available for usage after completion. For example, a large number of projects will have secondary social impacts. These need to be highlighted so that subsequent analysis of the societal impacts of the 2012 Games can build on as wide of an evidence base as is possible.

Impact questions

Alongside the identification of the appropriate outcomes domains, there are four impact questions which are relevant to all evaluations and must be specifically addressed in each evaluation. The stakeholders should also consider whether they should commit to undertaking a cross-2012 Games assessment of the results for the impact questions. This should also consider whether there are specific themes under the impact questions which would warrant either a separate report or a specific Section in a wider report. These could include impacts on specific groups (e.g. disabled people), locations (e.g. East London) and institutions (e.g. local government).

Who is impacted?

The first impact question considers the human angle of outcomes.

The results from this question can be used to measure the impacts of the 2012 Games on specific social groups, such as BME communities, young people, women and the disabled. These data will be crucial for producing the Equality Impact Assessment for the 2012 Games.

Some 2012 Games-related projects will impact on the entire population (e.g. inspiration from the 2012 Games) while others will be focussed on specific groups (e.g. helping disadvantaged groups into employment) and communities (e.g. physical activity programmes in East London neighbourhoods). Some project objectives will look to evaluate only the total social outcomes whereas other may have specific interest in understanding how certain groups have performed. While all projects need to consider at a high level the distribution of impacts related to their project to ensure that there are no unintended impacts, the set of groups considered in greater detail may vary depending on the type of project. It would be good practice for each evaluation to identify explicitly the set of groups which it is considering.

Impacts on specific groups can be an important output from evaluations in helping to understand the social impacts. Policies with objectives focussed on specific groups such as young people, older people and BME populations are the most straight-forward to identify with their primary social impact groups. However, these policies may also impact on other groups indirectly.

Other programmes which are aimed at the more general population may also have socially specific impacts if certain groups find it easier to access them or are more likely to receive their benefits. As these are not clearly set out in the objectives, it requires the evaluator to consider in the development of the logic chain how other groups might be impacted and then to research whether these impacts are significant. This analysis should be used to understand the equality impacts of programmes and the potential steps that could be taken to remedy any negative impacts.

The results of this question from across evaluations will enable the assessment of aggregate 2012 Games impacts on specific social groups and communities as well as to the overall society.

Where are the impacts felt?

The second impact question considers the spatial impacts of projects and investments.

The relevant geographical scale of direct and indirect impacts will vary between projects. The spatial area to be covered in an evaluation needs to be carefully considered, and the choices involved made clearly and referenced. Not all projects will have sufficient impacts at every geographical levels for there to be a specific analysis undertaken at these levels. Some impacts will be purely local (site specific), some in East London, some across London, some in specific other areas and some across all nations and regions. Some policies are explicitly nationwide so it will need a only nationwide evaluation while in other cases it will be appropriate to do specific area or regional evaluations (e.g. impact on tourism in the North of England). In every case, evaluations should identify any differential spatial impacts that could be expected and explain why or why not these have been directly assessed.

Some activities will be clearly spatially focussed (e.g. Olympic stadium) with an analytical focus on considering the scale of the direct impacts and the spread and significance indirect impacts elsewhere. Other projects may appear to be spatially neutral (e.g. encouragement from the Games), but their delivery and impact may have spatial concentrations in practice which need to be tested.

The 2012 Games will have the most direct impacts through the building of facilities and the holding of the sporting and other events. Importantly, there are also significant expected indirect impacts through the development of new communities, public amenities, skills provision, engagement in sport, increased physical activity and numerous other activities. The Games will be centred in the Olympic Park in East London, but the sporting, social, economic and environmental impacts will stretch much wider. While some impacts will be centred on the Olympic Park (e.g. the development of transport links to Park), others will spread across London (e.g. skills programmes) and the UK (e.g. cultural events) and focussed on specific other areas (e.g. sailing in Weymouth).

The results from across evaluations can be pulled together to analysis the impacts of the 2012 Games on specific locations, regions and across the UK.

When are the impacts expected to fall and how long will they last?

The third impact question considers the temporal impact of the 2012 Games.

The timescale of projects to be considered in the Evaluation Framework is an important factor in defining the appropriate coverage of an evaluation programme. In theory, the evaluation should cover the full period in which a project was being developed, delivered and operated including any subsequent impacts. In reality, evaluators can only work with the available information and often need to select suitable milestones and time periods to provide an appropriate period for assessment. The selection of London as the site for the 2012 Games in July 2005 is an important milestone. However, the first impacts should be traced back to when policy direction was first changed as the bid was being created and decided upon. The final impacts from the 2012 Games will come as the outcomes and activities related to the 2012 Games become fully incorporated into the economic, social and environmental foundation of the areas impacted by the Games. The Evaluation Framework will need to cover many years for a full assessment of the Olympic impacts but also to be able to provide effective feedback throughout the 2012 Games process.

The period of impact will vary between projects. Each evaluation should set out why the timescales chosen are sufficient to reasonably capture any work that influenced the outcomes and to follow through the delivery of outcomes to a reasonable degree of certainty. Some projects will have long delivery times whereas others will be operating quite quickly. Likewise, some may have quite short-lived impacts whereas others will have long-running impacts over many decades. The evaluator needs to be comfortable that they are considering a sufficient period to capture the all the major events and a sufficient degree of the total impact in order to make a timely and robust assessment of the total impact related to the project.

How have the projects been designed and delivered?

The fourth impact question assesses governance and delivery related to the 2012 Games.

One of the key messages coming from our interviews was the perception that the 2012 Games has already played an important role in catalysing changes in decision-making and delivery structures. In light of these conversations, an explicit mechanism to capture the governance and institutional impacts was considered necessary. To achieve this, evaluations need to consider how decisions were made and delivery managed in the project being evaluated. These need to cover both the decision-making process – including the analysis of weighing up alternative options – and the usage of public resources to see whether these provided value for money. The evaluations should particularly highlight where the 2012 Games allowed for governance impacts which would not have been expected in the absence of the Games.

The results from these assessments will provide an important evidence base to understand how governance structures performed in the 2012 Games and alternatively how the Games played a role in providing impetus and support for governance changes and development.

The detailed structure of the Framework

The outcome areas and sub-areas in the 2012 Games Evaluation Framework were largely identified using the strategies and indicators that various government departments and other public bodies have

used in their overviews of these areas. A graphical breakdown of the outcome areas and sub-areas is shown in Figure 2 below.

A consideration in developing the Framework has been balancing an efficient usage of specifically defined impact areas with the need to include projects that lead to multiple and linked outcomes. While we have endeavoured to keep a manageable number of impact areas and sub-areas, our intention has been to err on the side of over-inclusion rather than exclusion. Using the comprehensive principle, it was important to ensure that all expected outcomes would have at least one (though in some cases, more than one) area where they can be assessed. This will require consideration in some evaluations about where it is best for certain outcomes to be organised. As an example, health is listed both under “community & culture” and “sport & physical activity”. This is because we believed that the role of health in both sustainable community development and in sporting activities needed to be explicitly measured. These concepts are clearly linked but are not identical as some measures related to community health, such as health checks for the elderly, may only have a partial impact on sport & physical activity but are still vital outputs from a community point of view.

The structure of the outcome area is also non-exclusive as it is expected – and encouraged – that projects assess outcomes across a number of relevant outcome areas. Ultimately, it will need to be a judgement of resources and effort to decide how far these are pursued. The key factor needs to be coverage of those areas where a reasonable and informed outsider might expect both intended and unintended outcomes to occur. As these are evaluations of impacts, a result of no impact where one is expected is as significant as finding an impact (and in some policy circumstances more so). It is therefore the expectation of impact rather than output which should drive the analysis. The expectation should be determined by the forecast inputs, activities and outputs of the particular project together with experience and evidence of the outcomes from other relevant projects.

The use of an outcome structure may require some careful thinking for those who are used to operating with policy outputs. Many key policy areas will not fit simply into a single outcome area. As an example, one of the most challenging will be transport which produces a wide range of outcomes. Transport investments will be expected to have a range of economic outcomes for both labour markets, businesses and the wider economy plus social impacts and impacts on specific locations. For instance, a new bus station will have outcome impacts on individual workers through the reduction in commuting time and wider employment options, for businesses through larger relative customer bases and potential labour forces, through allowing people easier access to a wider range of facilities and services and to the wider community by making the location appear better connected to wider area. The evaluation process will need to look at the transport-specific outputs in terms of increased ridership, transport options and time saved but the impacts will be ultimately felt across the range of outcome areas detailed above where they can be captured, assessed and disseminated.

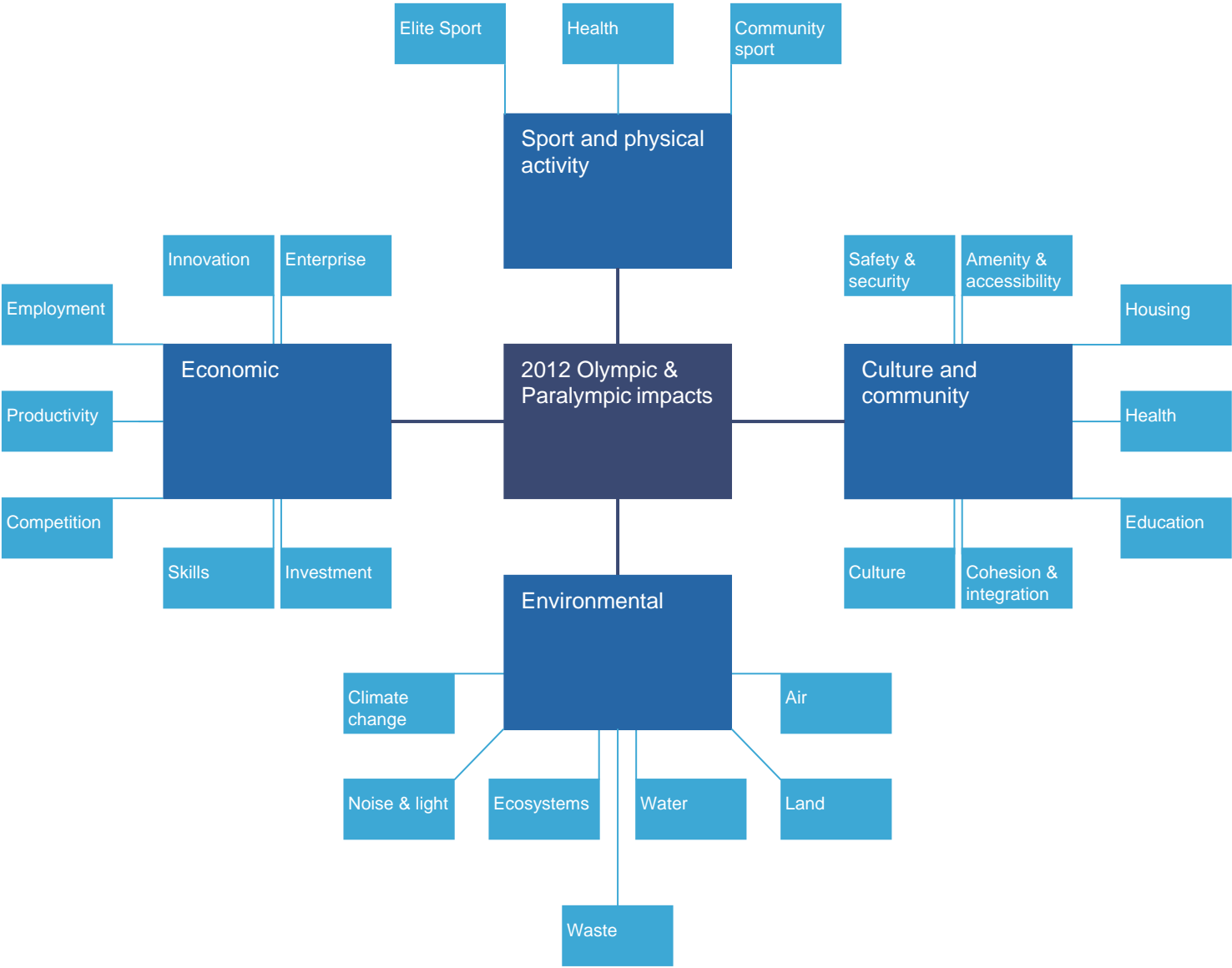
Outcome areas

The four outcome areas – sport & physical activity, community & cultural, economic and environmental – capture the key outcomes expected from the 2012 Games. Policy officials and evaluators should review the entire structure and consider which outcomes areas are the best locations for the impacts related to a particular project. For each outcome sub-area, we have identified the policy objectives linked to them, their sources and suggested output and outcome indicators. The choice of indicators is likely to be an area, and we would expect the stakeholders to discuss and agree the indicators which they believe best represent the outcomes that they are pursuing.

Many of the sources identified are currently available but in a number of cases the sources identified would need to be generated anew or added to existing research. This is particularly important in the cases where surveys of attitudes and impacts of people, communities and businesses need to be measured in a robust manner across areas and time. These data are not currently generated as part of the existing statistics in a regular way. The stakeholders will need to consider how best to approach getting this data through either direct primary research or relying on other sources.

The stakeholders will need to agree for which outcome areas and sub-areas they would like to develop aggregate evaluations plans so that project plans can aim to feed into these.

Figure 2: Breakdown of outputs areas for 2012 Games Evaluation Framework



Sports and physical activity impacts

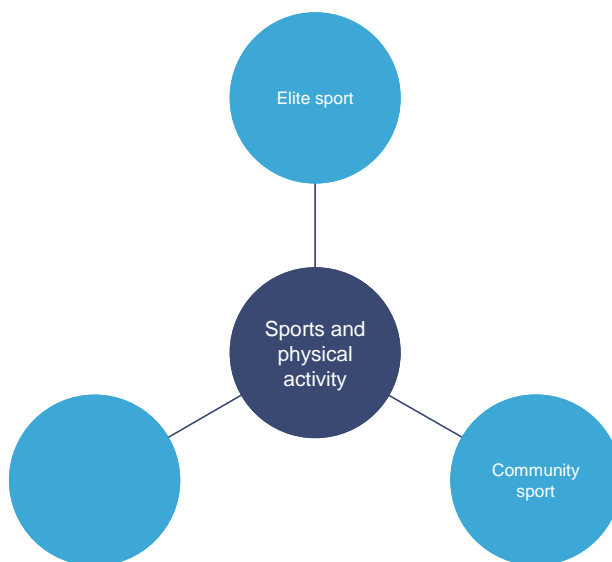
The sporting origins of the Olympics mean that the 2012 Games will clearly have an impact on sport and physical activity. This will range from elite level sport, where the Olympics will provide athletes with training, funding and opportunities, to community sport where the 2012 Games will act to inspire people of all ages to engage in physical activity. Across all of these groups the 2012 Games will act as a catalyst inspiring a wide range of people throughout the UK. Whilst it is clear the 2012 Games will have an impact on sport and physical activity, it is useful to break these down further as Figure 3 illustrates:

- elite sport: organisation and access for athletes to reach the highest possible levels;
- community sport: access to all parts of society (including the young, elderly and disabled) to be involved in regular physical activities; and
- health impacts: promotion of physical activity to improve health and life outcomes.

Some of these drivers are also closely linked to other broad headings, for example:

- health with economic impacts, e.g. tackling incapacity
- community sport with social impacts, e.g. community sports involvement

Figure 3: Dimensions of sport & physical activity impacts



For each of these dimensions of impact, we have examined the potential measures of impact drawing as far as possible on those identified in the context of PSA Delivery Agreement 22, other relevant PSAs, the GOE's Legacy Action Plan and the Mayor's Five Legacy Commitments. Table 1: Indicators of sport & physical activity impact sets out the key indicators which could be used as part of the Evaluation Framework for the 2012 Games. These have been arranged in accordance with the outcome areas and identify the source of the indicator.

Table 1: Indicators of sport & physical activity impact

Outcome sub area	Objective	Source	Output indicators	Outcome indicators
Elite Sport	<ul style="list-style-type: none"> Make UK a world-leading sporting nation 	<ul style="list-style-type: none"> GOE Legacy Action Plan 	<ul style="list-style-type: none"> Number of elite athletes trained 	<ul style="list-style-type: none"> UK Olympic Games medal count and medal table position
	<ul style="list-style-type: none"> Deliver successful Olympic and Paralympic Games and increase children and young people in high quality PE and sport 	<ul style="list-style-type: none"> PSA22 	<ul style="list-style-type: none"> Children involved in regular school sport 	<ul style="list-style-type: none"> Percentage of 5-16 year olds participating in at least 2 hours per week of high-quality PE and Sport at School and percentage of 5-19 year olds participating in at least 3 further hours per week of sporting opportunities
Community Sport	<ul style="list-style-type: none"> Increase opportunities for Londoners to become involved in sport 	<ul style="list-style-type: none"> Mayor of London's Five Legacy Commitments GOE Legacy Action Plan PSA22 	<ul style="list-style-type: none"> People participating Sporting events held 	<ul style="list-style-type: none"> People participating in regular sport
	<ul style="list-style-type: none"> Make UK a world-leading sporting nation 	<ul style="list-style-type: none"> GOE Legacy Action Plan 	<ul style="list-style-type: none"> Number of athletes trained 	<ul style="list-style-type: none"> UK Olympic Games medal count and medal table position
	<ul style="list-style-type: none"> Deliver successful Olympic and Paralympic Games and increase children and young people in high quality PE and sport 	<ul style="list-style-type: none"> GOE Legacy Action Plan PSA22 	<ul style="list-style-type: none"> Children involved in regular school sport 	<ul style="list-style-type: none"> Percentage of 5-16 year olds participating in at least 2 hours per week of high-quality PE and Sport at School and percentage of 5-19 year olds participating in at least 3 further hours per week of sporting opportunities

Outcome sub area	Objective	Source	Output indicators	Outcome indicators
	<ul style="list-style-type: none"> Assist people in developing their skills through participation in sporting activities 	<ul style="list-style-type: none"> London Legacy Plan for Sport 	<ul style="list-style-type: none"> People involved in sport and skills programmes 	<ul style="list-style-type: none"> Share of population with assessed qualifications and skills
Health	<ul style="list-style-type: none"> Transform heart of East London* 	<ul style="list-style-type: none"> GOE Legacy Action Plan 	<ul style="list-style-type: none"> Number of people changing dietary and exercise behaviours 	<ul style="list-style-type: none"> Years of healthy life (age-adjusted)
	<ul style="list-style-type: none"> Health and wellbeing of children and young people 	<ul style="list-style-type: none"> PSA12 	<ul style="list-style-type: none"> Number of children and young people involved in organised sport 	<ul style="list-style-type: none"> Years of healthy life (age-adjusted) Childhood obesity
	<ul style="list-style-type: none"> Promote better health and wellbeing 	<ul style="list-style-type: none"> PSA18 2012 Sustainability Plan 	<ul style="list-style-type: none"> Number of people changing dietary and exercise behaviours 	<ul style="list-style-type: none"> All-age all-cause mortality rate

* The starred impacts are those that are more likely to be centred on East London, though not exclusively

Community and cultural impacts

The 2012 games will lead to community and cultural impacts, which will affect people's lives and the areas where they live. These cultural and community impacts will range from general impacts, such as the goodwill and positive spirit generated by the 2012 Games, to very specific community led interventions. The infrastructure put in place for the 2012 Games will also have strong impacts on the local communities around the Olympic site and more widely across London. The impact on culture will be felt mostly through the Cultural Olympiad, but also through a range of culture related initiatives. These community and cultural impacts, whilst being diverse and wide ranging, can be broken down to reflect seven areas of impact:

- culture: events and products that enable people to access cultural activities;
- cohesion and inclusion: different groups working together and all parts of society able to participate fully;
- education: people improving and developing their skills to improve their lives and broadening knowledge across society;
- health: people are able to lead long and healthy lives with access to appropriate care and healthy sustainable food;
- housing: quality, affordability and access for different groups;
- physical infrastructure: buildings and public space of high quality and functionality with access and usage by different communities; and
- safety and security: people do not fear for their personal safety or for the security of property.

Some of these drivers are also closely linked to other broad headings, for example:

- education with economic impacts, e.g. qualifications improve both employment and social opportunities
- health with sport & physical activity, e.g. increased physical sports participation improves physical performance

Figure 4: Dimensions of community & cultural impacts



For each of these dimensions of impact, we have examined the potential measures of impact drawing as far as possible on those identified in the context of PSA Delivery Agreement 22, other relevant PSAs, the GOE’s Legacy Action Plan and the Mayor’s Five Legacy Commitments. Table 2: Indicators of community & cultural impact sets out the key indicators which could be used as part of the Evaluation Framework for the 2012 Games. These have been arranged in accordance with the outcome areas and identify the source of the indicator.

Table 2: Indicators of community & cultural impact

Outcome sub area	Objective	Source	Output indicators	Outcome indicators
Amenity and Accessibility	<ul style="list-style-type: none"> • Transform the heart of East London* 	<ul style="list-style-type: none"> • Mayor of London’s Five Legacy Commitments 	<ul style="list-style-type: none"> • Access to parkland • New housing • Transport links • New community infrastructure 	<ul style="list-style-type: none"> • perception of local areas’ quality through social surveys •
	<ul style="list-style-type: none"> • Make the Olympic Park a blueprint for sustainable living 	<ul style="list-style-type: none"> • GOE Legacy Action Plan • 2012 Sustainability Plan • PSA22 	<ul style="list-style-type: none"> • Levels of energy and water consumption • Rates of per capita recycling and waste • Reduction in CO2 emissions • Disability access points 	<ul style="list-style-type: none"> • Years of healthy life (age-adjusted) • Quality of local environment

Outcome sub area	Objective	Source	Output indicators	Outcome indicators
			<ul style="list-style-type: none"> in the Olympic Park BREEAM rating for legacy venues and developments 	
	<ul style="list-style-type: none"> Demonstrate the UK is a creative, inclusive and welcoming place to live, visit and work in 	<ul style="list-style-type: none"> GOE Legacy Action Plan 	<ul style="list-style-type: none"> Number of events undertaken 	<ul style="list-style-type: none"> Overseas perceptions of the UK through surveys
	<ul style="list-style-type: none"> Reliable and efficient transport networks 	<ul style="list-style-type: none"> PSA5 	<ul style="list-style-type: none"> New transport infrastructure and routes complete 	<ul style="list-style-type: none"> accessibility to areas Congestion - average journey time per mile during the morning peak
Housing	<ul style="list-style-type: none"> Make the Olympic Park a blueprint for sustainable living 	<ul style="list-style-type: none"> GOE Legacy Action Plan PSA22 	<ul style="list-style-type: none"> Number of affordable homes built Houses refurbished 	<ul style="list-style-type: none"> Energy and water efficiency of houses Waste and recycling rates
	<ul style="list-style-type: none"> Transform the heart of East London* 	<ul style="list-style-type: none"> Mayor of London's Five Legacy Commitments 	<ul style="list-style-type: none"> Number of houses built 	<ul style="list-style-type: none"> Net additional houses Affordability – lower quartile prices to income
Health	<ul style="list-style-type: none"> Health and wellbeing of children and young people 	<ul style="list-style-type: none"> PSA12 2012 Sustainability Plan 	<ul style="list-style-type: none"> Number of children and young people changing dietary and exercise behaviours Involvement of young people in positive activities 	<ul style="list-style-type: none"> Years of healthy life (age-adjusted) Childhood obesity
	<ul style="list-style-type: none"> Promote better health and wellbeing 	<ul style="list-style-type: none"> PSA18 	<ul style="list-style-type: none"> Number of people changing dietary and exercise behaviours 	<ul style="list-style-type: none"> Years of healthy life (age-adjusted) All-age all-cause mortality rate
Education	<ul style="list-style-type: none"> Improve the skills of the population 	<ul style="list-style-type: none"> PSA2 	<ul style="list-style-type: none"> Qualifications achieved Courses taken 	<ul style="list-style-type: none"> workforce skills wage rates reduce the share of the population without qualifications
	<ul style="list-style-type: none"> Educational achievement for 	<ul style="list-style-type: none"> PSA10 	<ul style="list-style-type: none"> Qualifications 	<ul style="list-style-type: none"> Children and

Outcome sub area	Objective	Source	Output indicators	Outcome indicators
	children and young people		achieved	young people qualifications
	<ul style="list-style-type: none"> Narrow gap in educational achievement between low income and disadvantaged backgrounds and their peers* 	<ul style="list-style-type: none"> PSA11 	<ul style="list-style-type: none"> Qualifications achieved 	<ul style="list-style-type: none"> Qualification achievement gap
Cohesion and Inclusion	<ul style="list-style-type: none"> Ensuring access and maximise opportunity for all 	<ul style="list-style-type: none"> Mayor of London's Five Legacy Commitments 	<ul style="list-style-type: none"> Rate of involvement in community activities across different groups 	<ul style="list-style-type: none"> Perceptions of social environment from surveys Economic and social participation by disadvantaged groups
	<ul style="list-style-type: none"> Inspiring local volunteering and cultural activity 	<ul style="list-style-type: none"> GOE Legacy Action Plan PSA22 	<ul style="list-style-type: none"> Rate of involvement in community activities Involvement in Personal Best 	<ul style="list-style-type: none"> Economic and social participation by disadvantaged groups
	<ul style="list-style-type: none"> Demonstrate the UK is a creative, inclusive and welcoming place to live, visit and work in 	<ul style="list-style-type: none"> GOE Legacy Action Plan 	<ul style="list-style-type: none"> Events taking place Attendance at events 	<ul style="list-style-type: none"> Overseas perceptions of the UK through surveys
	<ul style="list-style-type: none"> Maximise employment opportunity for all* 	<ul style="list-style-type: none"> PSA8 LEST 2012 Action Plan 	<ul style="list-style-type: none"> New jobs created Workless people into jobs 	<ul style="list-style-type: none"> Employment rate
	<ul style="list-style-type: none"> Reduce income and educational inequality and discrimination* 	<ul style="list-style-type: none"> PSA9 PSA11 		<ul style="list-style-type: none"> Share of children in low income households
	<ul style="list-style-type: none"> More cohesive, empowered, active and safer communities* 	<ul style="list-style-type: none"> PSA21 PSA23 	<ul style="list-style-type: none"> Involvement in community activities Investment in community infrastructure and communities 	<ul style="list-style-type: none"> Community perceptions from surveys Crime and reoffending rates
Culture	<ul style="list-style-type: none"> Showcase London as a diverse, creative and welcoming city 	<ul style="list-style-type: none"> Mayor of London's Five Legacy Commitments GOE Legacy Action Plan PSA22 	<ul style="list-style-type: none"> Events taking place Attendance at events People participating (broken down by different social groups) Community involvement in legacy 	<ul style="list-style-type: none"> Perceptions of cultural activity from surveys Involvement rates in cultural activities Visitor numbers (especially international) Visitor expenditure

Outcome sub area	Objective	Source	Output indicators	Outcome indicators
			developments <ul style="list-style-type: none"> • People assisted with skills development through cultural activities 	
	<ul style="list-style-type: none"> • Demonstrate the UK is a creative, inclusive and welcoming place to live, visit and work in 	<ul style="list-style-type: none"> • GOE Legacy Action Plan • PSA22 	<ul style="list-style-type: none"> • Events taking place • Attendance at events 	<ul style="list-style-type: none"> • Overseas perceptions of the UK from surveys
Safety and Security	<ul style="list-style-type: none"> • Transform heart of East London* 	<ul style="list-style-type: none"> • GOE Legacy Action Plan 	<ul style="list-style-type: none"> • Crime rates • Criminal justice system performance 	<ul style="list-style-type: none"> • Perceptions of safety from surveys
	<ul style="list-style-type: none"> • Make communities safer* 	<ul style="list-style-type: none"> • PSA23 	<ul style="list-style-type: none"> • Crime rates • Criminal justice system performance • Provision of community infrastructure • Use of Secured by Design in legacy developments • Community involvement in designing legacy venues and developments 	<ul style="list-style-type: none"> • Measures of serious crime

* The starred impacts are those that are more likely to be centred on East London, though not exclusively

Economic impacts

The economic impacts of the 2012 games will be most clearly felt through the high levels of investment related to staging, hosting the games and creating a sustainable legacy. The direct investment will result in economic impacts, however the games will also create a range of wider economic benefits from the showcasing of the UK as a place to work and do business to specific skills programmes relating to the 2012 games. For example, the development of a new urban district in the Olympic Park and the Lower Lea Valley will have legacy employment, skills, business, tourism and investment impacts locally, regionally and nationally.

The economic outcomes have been structured in an explicitly non-sectoral manner. This allows economic analysis to be undertaken from a number of directions including on an aggregate basis, looking at specific area or groups, and by looking at specific sectors. The outcomes for a particular sector could all be captured in the identified outcome areas. As an example, we would expect that there would be significant evaluation effort looking at the effect on tourism from the 2012 Games. This would be expected to impact on employment, skills, business development and other economic aspects. This approach would allow these tourism studies to look at the aggregate impact, the impact in specific areas (which could feed into more general area economic analysis) and into impact reports on specific areas such as employment and enterprise.

Whilst the economic impacts will be diverse they can be broken down to reflect seven potential drivers of economic impact:

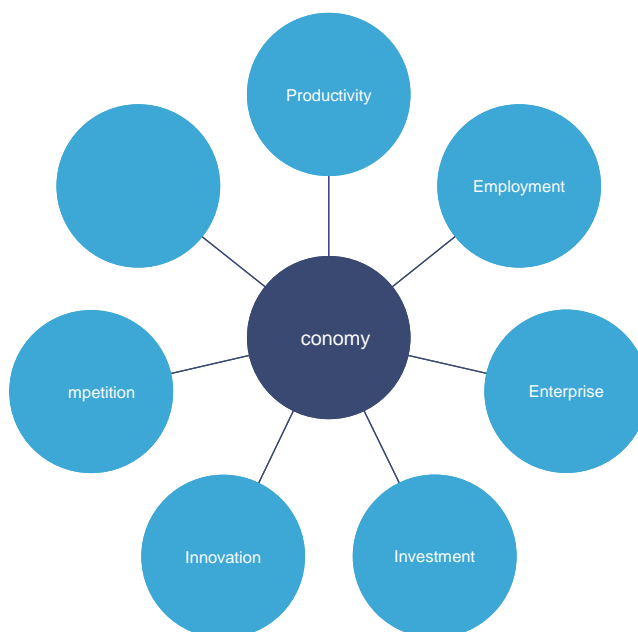
- employment, where the focus is on achieving full employment through more efficient and effective labour markets which provide quicker and better matching;
- enterprise, with increasing business activity across businesses of all sizes and people to consider themselves able to start their own business;
- competition, through fair access to markets and opportunities;
- investment, through efficient private investment markets and effective public investment to support economic and social outcomes;
- skills, by developing better skills base for young people and existing population to increase their economic value;
- innovation, development and adoption of new technologies, processes and products which improve economic and life outcomes; and
- productivity, interaction between factors which increases output for given inputs of labour, resources and invested capital.

These have been taken from the BERR-HMT Five Drivers of Productivity with additional measures to capture the effects of employment and of total productivity impacts.

Some of these drivers are also closely linked to other broad headings, for example:

- Employment and Community impacts, e.g. increased local employment opportunities
- Investment and Environmental impacts, e.g. development of cleaned up riverside for sustainable development

Figure 5: Dimensions of economic impact



For each of these dimensions of impact, we have examined the potential measures of impact drawing as far as possible on those identified in the context of PSA Delivery Agreement 22, other relevant PSAs, the GOE's Legacy Action Plan and the Mayor's Five Legacy Commitments. Table 3 sets out the key indicators which could be used as part of the Evaluation Framework for the 2012 Games. These have been arranged in accordance with the outcome areas and identify the source of the indicator.

Table 3: Indicators of economic impact

Outcome sub-area	Objective	Source	Output indicators	Outcome indicators
Productivity	<ul style="list-style-type: none"> Raise the productivity of the UK economy 	<ul style="list-style-type: none"> PSA 1 	<ul style="list-style-type: none"> Wages Business Profits 	<ul style="list-style-type: none"> Output per hour
Employment	<ul style="list-style-type: none"> Ensure Londoners benefits from new jobs, business and volunteering opportunities 	<ul style="list-style-type: none"> Mayor of London's Five Legacy Commitments LEST 2012 Action Plan 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded People helped into employment Workless people into jobs People participating in Personal Best 	<ul style="list-style-type: none"> Long-term employment rate
	<ul style="list-style-type: none"> Transform the heart of East London* 	<ul style="list-style-type: none"> GOE Legacy Action Plan PSA22 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded People helped into employment 	<ul style="list-style-type: none"> Long-term employment rate
	<ul style="list-style-type: none"> Demonstrate the UK is a creative, inclusive and welcoming place to live, visit and work in 	<ul style="list-style-type: none"> GOE Legacy Action Plan 	<ul style="list-style-type: none"> Events taking place Attendance at events 	<ul style="list-style-type: none"> Overseas perceptions of the UK from surveys
	<ul style="list-style-type: none"> Maximise employment opportunity for all* 	<ul style="list-style-type: none"> PSA8 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded People helped into employment 	<ul style="list-style-type: none"> Long-term employment rate
Enterprise	<ul style="list-style-type: none"> Ensure Londoners benefits from new jobs, business and volunteering opportunities 	<ul style="list-style-type: none"> Mayor of London's Five Legacy Commitments GOE Legacy Action Plan 	<ul style="list-style-type: none"> Business growth and competitiveness (as measured by turnover, productivity and employment) Business survival rates Number of 2012 Games-related contracts won by UK businesses 	<ul style="list-style-type: none"> GVA per hour worked

Outcome sub-area	Objective	Source	Output indicators	Outcome indicators
	<ul style="list-style-type: none"> Transform the heart of East London 	<ul style="list-style-type: none"> GOE Legacy Action Plan 	<ul style="list-style-type: none"> Business start-ups Business survival rates 	<ul style="list-style-type: none"> Number of small businesses to population
	<ul style="list-style-type: none"> Demonstrate the UK is a creative, inclusive and welcoming place to live, visit and work in 	<ul style="list-style-type: none"> GOE Legacy Action Plan 	<ul style="list-style-type: none"> FDI investment in businesses 	<ul style="list-style-type: none"> Overseas perceptions of the UK from surveys
	<ul style="list-style-type: none"> Create conditions for business success in UK* 	<ul style="list-style-type: none"> PSA6 	<ul style="list-style-type: none"> Business start-ups Business survival rates 	<ul style="list-style-type: none"> International comparisons of UK conditions
Investment	<ul style="list-style-type: none"> Demonstrate the UK is a creative, inclusive and welcoming place to live, visit and work in 	<ul style="list-style-type: none"> GOE Legacy Action Plan 	<ul style="list-style-type: none"> Financial investment 	<ul style="list-style-type: none"> Capital intensity in economy Returns to capital
	<ul style="list-style-type: none"> Create conditions for business success in UK* 	<ul style="list-style-type: none"> PSA6 	<ul style="list-style-type: none"> FDI investment in businesses 	<ul style="list-style-type: none"> Overseas perceptions of the UK from surveys
Innovation	<ul style="list-style-type: none"> Promote world class science and innovation in the UK 	<ul style="list-style-type: none"> PSA4 	<ul style="list-style-type: none"> Patents copyrights 	<ul style="list-style-type: none"> Output linked to novel ideas and techniques
Competition			<ul style="list-style-type: none"> distribution of business activities 	<ul style="list-style-type: none"> Perception of UK as effective market from surveys
Skills	<ul style="list-style-type: none"> Transform the heart of East London* 	<ul style="list-style-type: none"> Mayor of London's Five Legacy Commitments LEST 2012 Action Plan 	<ul style="list-style-type: none"> qualifications achieved courses taken people assisted with skills development people in workforce assisted with skills development fewer people without qualifications 	<ul style="list-style-type: none"> workforce skills wages
	<ul style="list-style-type: none"> Improve the skills of the population 	<ul style="list-style-type: none"> PSA2 	<ul style="list-style-type: none"> qualifications achieved courses taken 	<ul style="list-style-type: none"> workforce skills wages

* The starred impacts are those that are more likely to be centred on East London, though not exclusively

Environmental impacts

London's bid for the 2012 games expressed the ambition for the 2012 Games to be the most sustainable ever. This ambition has been translated through to the policy programme currently being pursued for the 2012 Games, which will have a range of environmental impacts. These policies will range from direct environment impacts from the investment in the Olympic site and the impacts of hosting the Olympics, to the impacts on perceptions of environmental activity through the publicity generated by the sustainable approach to hosting the games. The 2012 Sustainability Plan has been established to direct and manage these activities. These potential environmental impacts of the 2012 Games can be analysed around:

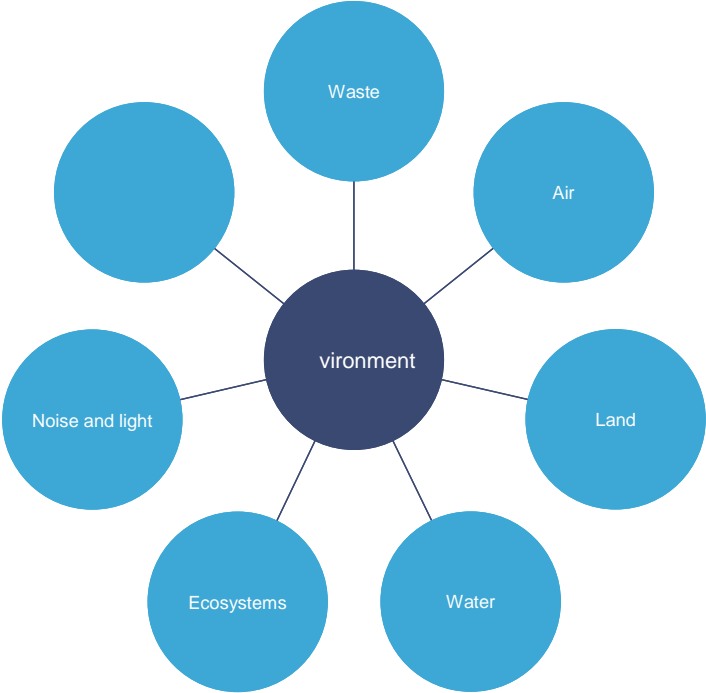
- air: air quality is supportive of good health and natural environment;
- nature/biodiversity/ecosystems: high quality natural environments with diverse and robust populations;
- climate change: managing the impacts and reducing the amount of climate changing activities in an area;
- land: physical structures and soil quality which support the natural environment and human health and ensuring that land developments are eco-friendly;
- noise and light: reducing impact on human and natural populations;
- waste: reducing the amount of waste material and better management of material that is produced and developing waste processing facilities; and
- water: ensuring that water is effectively managed, water quality is high and supportive of biodiversity and that water channels and bodies are safely managed to avoiding flood risk.

These have been largely drawn from the 2012 Games Sustainability Plan detailed in Section 3. One difference has been that we have adopted the terminology "ecosystems" instead of "biodiversity" in order to ensure that the output area had sufficient breadth to capture expected outcomes. While biodiversity is a very large component of healthy ecosystems, we wanted to ensure that evaluators assessed the total quality of local environments and that they did not mistakenly just rely on species or organism counts to judge the impact of interventions on the natural environment.

Some of these areas are also closely linked to other broad headings, for example:

- climate change and economic impacts, e.g. carbon taxes
- waste and community impacts, e.g. changes to recycling facilities

Figure 6: Dimensions of environmental impacts



For each of these dimensions of impact, we have examined the potential measures of impact drawing as far as possible on those identified in the context of PSA Delivery Agreement 22, other relevant PSAs, the GOE’s Legacy Action Plan and the Mayor’s Five Legacy Commitments. Table 4 sets out the key indicators which could be used as part of the Evaluation Framework for the 2012 Games. These have been arranged in accordance with the outcome areas and identify the source of the indicator.

Table 4: Indicators of environmental impact

Outcome sub area	Objective	Source	Output indicators	Outcome indicators
Waste	<ul style="list-style-type: none"> Deliver a sustainable Games and develop sustainable communities 	<ul style="list-style-type: none"> Mayor of London’s Five Legacy Commitments 	<ul style="list-style-type: none"> Recycling rates clean disposal rates construction waste reused and/or recycled 	<ul style="list-style-type: none"> waste produced by capita recycling per capita waste processing capacity
Air	<ul style="list-style-type: none"> Deliver a sustainable Games and develop sustainable communities 	<ul style="list-style-type: none"> Mayor of London’s Five Legacy Commitments 	<ul style="list-style-type: none"> pollutant gases particulates 	<ul style="list-style-type: none"> Years of healthy life (age-adjusted) environmental outcomes
	<ul style="list-style-type: none"> Healthy natural environmental for today and the future 	<ul style="list-style-type: none"> PSA28 	<ul style="list-style-type: none"> Pollutants and chemical content of air 	<ul style="list-style-type: none"> Years of healthy life (age-adjusted)
Land	<ul style="list-style-type: none"> Deliver a sustainable Games and develop sustainable communities 	<ul style="list-style-type: none"> Mayor of London’s Five Legacy Commitments 	<ul style="list-style-type: none"> Chemical composition Brownfield land reclaimed and reused 	<ul style="list-style-type: none"> Years of healthy life (age-adjusted) Perception of public realm

Outcome sub area	Objective	Source	Output indicators	Outcome indicators
				from surveys
	<ul style="list-style-type: none"> • Healthy natural environmental for today and the future 	<ul style="list-style-type: none"> • PSA28 	<ul style="list-style-type: none"> • Land management 	<ul style="list-style-type: none"> • Soil quality in terms of chemical composition and biodiversity
Water	<ul style="list-style-type: none"> • Deliver a sustainable Games and develop sustainable communities 	<ul style="list-style-type: none"> • Mayor of London's Five Legacy Commitments • 2012 Sustainability Plan 	<ul style="list-style-type: none"> • Chemical composition • Bacterial levels • Usage levels 	<ul style="list-style-type: none"> • Years of healthy life (age-adjusted) • Water usage per capita
	<ul style="list-style-type: none"> • Healthy natural environmental for today and the future 	<ul style="list-style-type: none"> • PSA28 	<ul style="list-style-type: none"> • Water quality 	<ul style="list-style-type: none"> • Water quality in terms of chemical composition and biodiversity
Ecosystems	<ul style="list-style-type: none"> • Deliver a sustainable Games and develop sustainable communities 	<ul style="list-style-type: none"> • Mayor of London's Five Legacy Commitments 	<ul style="list-style-type: none"> • Numbers of species • Health of species 	<ul style="list-style-type: none"> • Sustainability and diversity of areas' environments
	<ul style="list-style-type: none"> • Healthy natural environmental for today and the future 	<ul style="list-style-type: none"> • PSA28 	<ul style="list-style-type: none"> • Number of species 	<ul style="list-style-type: none"> • Sustainability and diversity of areas' environments
Noise and Light	<ul style="list-style-type: none"> • Deliver a sustainable Games and develop sustainable communities 	<ul style="list-style-type: none"> • Mayor of London's Five Legacy Commitments 	<ul style="list-style-type: none"> • Noise levels • Light levels 	<ul style="list-style-type: none"> • Impact on residents, visitors and businesses measured through surveys • Benchmarked noise and light intensity
Climate Change	<ul style="list-style-type: none"> • Make the Olympic Park a blueprint for sustainable living 	<ul style="list-style-type: none"> • GOE Legacy Action Plan 	<ul style="list-style-type: none"> • Energy efficiency 	<ul style="list-style-type: none"> • Temperature changes • Precipitation changes
	<ul style="list-style-type: none"> • Climate Change 	<ul style="list-style-type: none"> • PSA27 	<ul style="list-style-type: none"> • Greenhouse gas emissions 	<ul style="list-style-type: none"> • Climate change indicators

Conclusions

This Section has described the rationale for the development of an Evaluation Framework to guide assessment of the impact of the 2012 Games. It also sets out the objectives of the Framework.

Within this overall context, the Framework defines a structure which can guide both individual (project and programme) evaluations as well as broader programmes of work to evaluate the impact of the 2012 Games. We envisage that this Framework can and should be applied from the current planning of interventions through to the monitoring stage, the individual evaluations and the evaluations of the aggregate impacts of the 2012 Games. The Framework is applicable across the range of potential outcome areas.

In conclusion, we believe that:

- the Evaluation Framework can be used to cover comprehensively the major impacts expected to arise from the 2012 Games;
- the Evaluation Framework should be applied at the appraisal, monitoring and final evaluation stages, building on on-going processes where required;
- all evaluations should be encouraged or required to make use of best practice evaluation processes and techniques;
- evaluations should show how project objectives and inputs lead to net outputs and outcomes;
- all relevant evaluations should identify the expected primary and secondary outcome areas to organise the required research and analysis. These outcome areas should be taken from the four dimensions defined; and
- evaluations should expressly consider the impacts of activities and investments on different social groups, places and across time periods.

5 Application of the Evaluation Framework

Introduction

This Section describes how the Evaluation Framework should be applied to individual evaluations related to the 2012 Games. It covers the key analyses that would be expected in a robust and comprehensive evaluation which can be used both individually and as part of wider research. The selection process for projects is covered in the subsequent Section 6 as part of the discussion on implementation of the Framework across all 2012 Games-related projects and investments. The objective for this Section is to provide sufficient guidance to evaluators and policy officials to ensure that each evaluation under the Framework: (i) covers comprehensively the intended and unintended impacts, (ii) is applicable at reporting the monitoring, initial impacts and longer-term outcomes, (iii) uses best practice evaluation, (iv) shows the causal links between inputs, outputs and outcomes and (v) considers the appropriate social, spatial and timescale issues.

This Section describes how each evaluation should consider and take into account:

- Developing logic chains
- Indicators and reporting
- Methodological selection
- Additionality calculations including counterfactuals
- Preparations for meta-evaluations

These steps need to be taken in order so that project can develop an approach which meets its evaluation needs with the available resources and is able to feed into wider assessment of the overall impact of the 2012 Games. There needs to be consideration of the impact of other projects and investments which are outside the direct 2012 Games programme but which are expected to have an impact on the 2012 Games outcomes, e.g. the Thames Gateway regeneration and development.

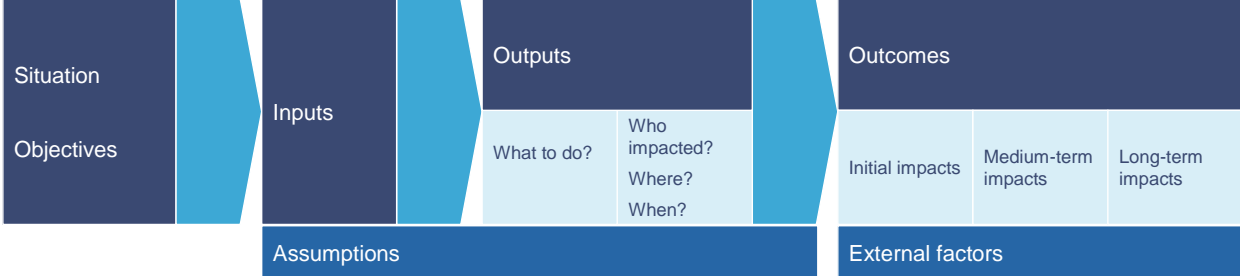
Logic chains

The development of logic chains for each project or programme is integral to the development of effective evaluation plans. They provide the basis upon which the evaluating techniques are applied. Ensuring that evaluations are appropriate and robust for the relevant project is vital to produce a good evaluation. A generalised logic chain is show in Figure 7.

Logic chains need to be developed in the early stages of the evaluation based on expectations given the activities proposed and experience of similar projects. As the evaluation progresses, the logic chains should be refined, populated with evidence and, where needed, amended to better match the observed interactions. A final logic chain should be produced at the end of the evaluation reflecting the evidence and understanding gained in the evaluation process.

A logic chain shows the explicit or implicit causal functions which connect the rationale for a programme or project to its potential outcomes. It requires the evaluator to show how the inputs and activities associated with an intervention drive outputs and subsequent outcomes. The logic chain should be supported by evidence from other projects and external sources to show its appropriateness. Any key analytical choices should be detailed and their implications explained.

Figure 7: Structure of a logic chain



A logic chain includes:

- the baseline situation which sets out the policy context including conditions which are outside the control of the decision-makers in the process but which have impacts on the delivery and performance of the outputs and outcomes and also identifying the policy priorities which have been decided upon;
- the objectives of the project/programme as set out during the preparation of the policy;
- the inputs – both material and human resources – which have been used to implement the programme or project: these will be particularly important for understanding the opportunity costs related to alternative uses for these resources;
- the project outputs report what actually was undertaken with the resources in an effort to meet the objectives set out in the project appraisal. They are the direct deliverables which results from the inputs and activities; and
- the outcomes are the changes in behaviour which result from the project outputs and may continue for many years after the project has completed. Because of the likelihood that this evolve over time, the logic chains looks at short, medium and long-term effects.

The logic chain needs to include assessment of the analytical assumptions and relevant external factors which impacts on the inputs, outputs and outcomes.

In Appendix H – Illustrative logic chains, PwC have prepared four worked-up examples for logic chains for activities related to the 2012 Games. These are not templates but examples of how evaluations logic chains could appear.

Indicators and reporting

The project managers need consider for each project which indicators will be used to measure the project’s progress and success. These should be based on the logic chain developed for the project and where there are indicators for parts of the logic chain this needs to be highlighted.

The choice of indicators will need to balance the appropriateness of the indicators in measuring their objectives with the availability of timely and comprehensive data. The project should provide three sets of indicators to monitor progress, to report the initial impacts, and the long-term outcomes. These proposed measures should be considered together to develop an indicators framework which can be used as the foundation for the evaluating the impacts. For existing projects, the monitoring procedure should build on existing measurement tools and make additions where they add analytical value.

The mix of indicators used should develop through the project’s life with earlier indicators related to inputs and later indicators capturing output and then outcome measures. These need to be measurable and

realistic indicators of outputs and outcomes. Some indicators will become apparent earlier than others, but the final analysis will need to be based on the full set of available data which may only emerge over time. Any earlier analyses should consider whether the data available provides a full picture of expected outcome and whether there are any expected biases from the data set used. The indicators at each stage of the assessment should build on the predecessors and in turn feed into the evidence base for the successor stages.

The first set of indicators should monitor the progress of the project while it is being undertaken. This will relate to the inputs and to early impacts or leading indicators. These data will allow the project management to assess and communicate the degree to which the project is progressing. Most already on-going projects will have monitoring information in place. These should be assessed and where needed additional indicators could be added.

The second set of indicators should identify the initial impacts of the project when it has been completed or is fully up and running. These are likely to be the direct impact on the people, communities and locations which have been targeted by the project.

The final set of indicators would measure the long-term impact which could play out over many years. These need to look at how people, the economy, the environment and locations have adjusted to the impacts from the intervention and developed a new sustainable foundation.

An example of this approach in the environmental area would be to monitor the clean up of the River Lea. The monitoring role would collect regular data on input measures such as work undertaken and spending and early outcome indicators such as chemical analysis which will provide an on-going update on the work under way. The initial evaluation will trace the impacts of the activities through a logic chain to the observed outputs and outcomes in the period initially after the completion of the work. These would consist of output measures (e.g. miles of riverfront replanted) and initial outcomes (e.g. water quality, species observed). The final evaluation will assess the long-term impacts on the environment once the impacts have settled down and the area has stabilised. Longer-term outcomes need to collect information on measures such as biodiversity and environmental sustainability.

Methodological issues

Using the logic chain and the availability of data, an appropriate methodology for assessing the direct and wider impacts of the project needs to be selected. The measures used in the selection process should be clearly identified and explained.

There are a number of general issues which should be considered when identifying the techniques which is most appropriate and practical in a particular case:

- Firstly, the methodology needs to be sufficient robust to measure differential impacts differ between places and across time periods.
- Secondly, there needs to be consideration of the level of certainty required in the evaluations. This largely depends on the requirement of users, but the expectation should be that results will be able to provide a reasonably tight confidence interval on their samples. At a minimum, the statistical profile of the data needs to be clearly and robustly reported so that findings may be used as the basis for further evaluations or to feed into meta-evaluations. Though a high level of statistical confidence is not always possible given data and output patterns, the evaluation should explicitly consider the likely impacts of any uncertainty in its design and implementation.
- Finally, the Framework needs to consider how best to adapt the results into a coherent and usable evidence base. The process should assure that the results are communicable and fit with other evaluation results in the Evaluation Framework.

In light of these considerations, there are a number of potential methodologies which should be considered when setting up the research strategy and considering specific evaluation plans. There is no automatic choice for assessing a particular project though some methodologies will appear more favourable than others in specific circumstances. A particular evaluation may draw on a number of

methodologies to support its outputs.

The methodologies below are among the most common approaches and are assessed with regard to their analytical strengths and weaknesses. When determining the choice of methodology, evaluators should consider the scale of the work that they need to do, the expected costs and whether the evidence can be obtained from using or extending existing studies or surveys.

Data-gathering

- External literature and document reviews should form the basis of any good evaluation. The evaluator should pull together a reasonable set of previous experiences to inform their assessment of options and likely outcomes. External evidence review provides an effective way of beginning an assessment, but it is usually not sufficient to provide the tailored information required to produce a fully robust evaluation. External evidence should be used in all evaluations.
- Case studies can be an effective means of understanding the detail of activities undertaken. The difficulty with case studies is that they provide only a limited view on potentially a much wider set of activities so the evaluator needs to specifically report on the applicability strengths and weaknesses of a case study in each case. Any comparisons with other case studies need to be very carefully assessed to ensure that they are comparable and the impacts of any differences can be identified and, if possible, addressed. Case studies are best used in evaluations where the detail of interactions is important for understanding the impacts.
- Sampling approaches can be effectively used when there is a large population where outcomes are expected to be relatively stable across the group. They can be undertaken relatively inexpensively when reliable results can be obtained. Sampling approaches are most appropriate where there is a large number of results which can be easily compiled and readily compared.
- Stakeholders and partner consultation provide a useful means for utilise personal reflections and experience to assess impacts. Consultations need to be carefully managed to ensure that an appropriate range of people are questioned, that issues reflect the objectives being measured and that different inputs can be appropriately weighed up. Without these safeguards, consultations can present imbalanced results focussing on those people with issues to vent. All evaluations should consult the main stakeholders and people in delivery as a matter of course. Consultations are particularly useful in evaluations where the impacts on individuals are important and those were the process has been complex.
- Survey data is helpful to robustly find out people's reactions and impressions. Survey data is also an accessible way to produce primary data related to a project. Survey questions need to be carefully constructed to ensure that they produce reliable results and are not misleading. The population to be sampled also has to be carefully considered to ensure that it reflects the appropriate target audience and can be applied to represent the total population. The statistical considerations of the survey results also need to be carefully applied. Surveys are useful to determine impacts on large populations and to provide quantitative evidence for more qualitative impacts, such as people's impressions and feelings. All evaluations should be expected, when possible, to provide a beneficiary survey of those who were directly impacted by the result in order to assess additionality.
- Trend and cross-sectional data analysis follows data across time and through population groups. This type of analysis is particularly useful where there is an expectation of significant social, spatial and time-related impacts. The data can be time- and resource-intensive to collect and as with other data can introduce biases into the analysis.
- Financial and monitoring data is useful where there is sufficient data being produced to provide an effective base for evaluation. Reliance on financial and monitoring data can be unhelpful, however, where the coverage is not fully aligned with the impacts that need to be measured.
- Longitudinal studies follow a set population of people or business across a number of time periods. These can be very useful at understanding changes in behaviours and how long these last for. They can be expensive and resource consuming to produce and will require commitment. They also need to be begun early - if possible before the intervention begins - to ensure that as much of the impact

can be captured has been. They are best used on projects where long-term impacts on behavioural changes are expected to be significant.

- Quantitative models can provide a detailed and robust basis for understanding the inputs, outputs and outcomes related to activities. There are, however, highly dependent on the availability and quality of the data and parameters that are required to populate them.

Information and data analysis

There are a number of techniques used to analyse information and data produced in the evaluation. In practice, it is likely that evaluations will use a combination of these techniques.

- Descriptive analysis requires the evaluator to make an assessment of the information and report on their views and findings. This approach relies on the experience and expertise of the evaluator to provide a robust and evidenced assessment.
- Statistical analysis uses the quantitative results from the evidence gathering including appropriate outside evidence to provide numerical assessments of the impacts. This approach relies on the availability of data and the ability of the evaluator to produce a reasoned approach to assessing the impact. All analytical steps, assumptions and choices used to determine the final result should be clearly explained and evidenced.

Interpretation

The evaluations need to provide conclusions on what lessons the analysis provides. There are some common tools for interpreting the results of the analysis which enable the evaluator to provide robust support to the results.

- Benchmarking compares the results from the evaluation with information from other evaluations and/or data sources. This can be a convenient means for checking the plausibility of results, but the validity of results is highly dependent on how appropriate the benchmark is in reflecting similar circumstances and issues as the results being assessed.
- Expert panels provide a useful means to introduce independent expertise and experience into the process. They can provide significant weight to a project's results but often require significant organisational input to ensure that all the results are debated and reflected on. There is also the possibility that the expert panel will not be able to provide a unified position on the results which may limit their effectiveness.
- Cost-effectiveness analysis looks at the amount of resource that is required to produce each unit of output. Cost-effectiveness approaches require a degree of commonality between the value of outcomes as they focus primarily on identifying the most resource-efficient way of providing the outcome. They are particularly effective at comparing across projects where there are clear common outcome targets with easily measurable results such as people finding employment. They are not as effective at examining projects where the value of outputs varies significantly.
- Cost-benefit analysis looks at the ratio between the value of the realised benefits and the costs of the resources required to generate them. This is the most complex analysis and requires a good range and quality of data. It is highly dependent on the relationships between factors which are used to generate the valuations. Its major advantage is that allows comparison between the different types of outputs using common valuation measurements.

Additionality

Understanding the extent of additionality is key to robust evaluation. Gross impacts which measure only the direct impacts of a project or investment can provide misleading assessments of the value of a project by not considering wider impacts or how the project may have impacted on other activities. To assess the true value of the project, the evaluation needs to consider two aspects of additionality: (i) what the impacts on other activities of the intervention are and (ii) what the impact would have been if the intervention had not taken place.

Additionality is used to assess the difference between the gross impacts and the net impacts. As an example of the difference between gross and net impacts, we can consider the case of an employment scheme where two unemployed people find jobs. This gives a gross impact of two jobs. However, it might be reasonable that in the time period that the employment scheme ran, one or the other of the people would have found a job anyway. This generates a net impact of one job (two jobs created less one job that would have happened without the intervention).

Additionality calculations

There are a range of other aspects of additionality which need to be considered in each evaluation.

- Deadweight considers the proportion of total outputs/outcomes that would have been secured anyway even if the intervention had not occurred.
- Leakage is the number or proportion of outputs/outcomes that benefit those outside the target area of the intervention. These impacts matter where there is a specific geographical focus for the intervention's benefits. This can lead to both positive and negative impacts. There can be additional positive impacts from investments in neighbouring areas but the inverse would be that benefits are concentrated in certain areas within the wider target area.
- Displacement covers the number or proportion of outputs/outcomes under both the reference case and the intervention that reduce outputs/outcomes elsewhere in the target area for the intervention.
- Substitution arises where, say, a firm substitutes one activity for a similar one to take advantage of the public sector assistance.
- Multipliers reflect the further economic activity (e.g. jobs, expenditure or income) associated with additional income to those employed by the project (income multipliers), with local supplier purchases (supplier multipliers) and with longer term development effects (dynamic effects e.g. induced inward migration).
- Unintended effects are consequences that were not anticipated for the targeted outputs and outcomes. The unintended effects may be on non-targeted outputs and outcomes but may still have adverse effects.
- Crowding out/crowding in occurs where increases in public expenditure associated with the intervention cause other variables in the economy to adjust resulting in either a decline (crowding out) or increase (crowding in) in private expenditure.

There are a number of techniques which evaluators can use to determine the impact of the additionality issues on the reported outcomes:

- The best approach would be to undertake a specific research study on the additionality effects using primary and secondary sources. This is likely to prove expensive and only justifiable for the largest evaluations.
- A more practical approach to obtaining primary research is to undertake a survey of beneficiaries and ask specific questions which ask them to rate the impact. This can be done alongside the quantitative assessment of impacts, and the results applied to generate net impacts.
- The last option -which should only apply on the smallest evaluations and those where further research is not possible - is to use benchmarks for additionality adjustments from other projects or external sources.

Counterfactual

The counterfactual needs to look at what would have reasonably been expected to happen in the absence of the intervention. This should identify the expected level of target outputs and outcomes that would have been secured if the project or programme had not gone ahead or been done significantly differently. These need to consider activities being undertaken by non-2012 Games bodies which could

nonetheless impact on the 2012 Games outcomes, e.g. the Thames Gateway. The counterfactual case can be assessed at three levels:

- **Alternative scenarios:** this is the most sophisticated approach and also the most challenging methodologically. The best analysis is found by identifying the key decisions which influenced the actual choices made and working through the possible different outcomes if their most likely alternatives had been adopted. If there is no reliable document trail, this may involve the evaluator undertaking a “backward options appraisal” to show the decision tree. The analysis needs to go back as far as the decisions were reasonably in the control of the decision makers related to the project. This avoids developing counterfactuals to absurd levels. This could include developing a limited number of likely scenarios to test alternative histories such as an extensive regeneration programme for East London built around the development of Stratford centre without the Olympics.
- **Benchmarks:** this is less sophisticated and compares the trajectory of outcomes in the specific areas impacted by a programme or project to other areas which share similar background features. This allows for inclusion of dynamic changes in policies in other locations which addresses to some degree the issues around what might have happened. The main weakness of this approach is that it requires either a close comparator which shares numerous features or a larger sample of comparable areas against which the target can be compared. This type of approach may be better served for interventions in areas such as employment where it is readily possible to compare with a large number of similar areas at a relatively higher frequency. An example of benchmarks would be to compare outcomes observed in the Olympic areas and see how they change relative to areas which had similar initial characteristics but much less direct Olympic impact, e.g. East London compared to East Manchester; and
- **Baselines:** this is the most basic counterfactual which relies on comparing the outcomes of programmes and projects to the situation when they were initiated and does not make any adjustment for the likelihood that different paths would have been followed. For instance, comparison could be made to the levels of outcomes observed in 2005 before the 2012 Games had been won for London.

Once the reference case or cases for the counterfactual analysis have been identified, the evaluation should complete a reasonable analysis of what the likely outcomes – including the public finance impacts – would have been, supported where possible by external evidence. The intervention approaches need to consider how relevant the choices considered in the counterfactual are for the decision makers involved in a particular project or programme.

The counterfactual should only consider those factors which the decision makes would have been able to influence and not the wider context in which they operate. This requires consideration of what the context within which a particular path was decided upon and then determining what should be considered the external effects that they could not consider. As an example, it would be appropriate for an evaluation of the staging of the athletics events to consider what would have happened in the area if the 2012 Games had gone to another location as the key alternative for LOCOG would have been that the Games were not taking place in London. For a programme focussed on using the 2012 Games to promote employment in a particular group, it would be more effective and instructive to use the counterfactual of what would have happened if the intervention were applied to the general population or that there had been no intervention. However, trying to address the impact of not having the programme and not having the 2012 Games would be too far removed from the actual activities to provide a realistic comparison.

One option would be to develop a common family (or hierarchy) of ‘counterfactuals’ will need to be defined to underpin the core evaluations. These can then be used – with appropriate amendments – by different groups to support their evaluations of projects and programmes. These should not be considered as a pre-defined moulds into which counterfactuals have to fit but rather starting points which can then be moulded to fit the requirements of a particular project. The family of counterfactuals could range from large policies where it is appropriate to consider the counterfactual as what would have happened without the 2012 Games taking place in London to more appropriate counterfactuals for smaller projects which might simply use a counterfactual based on activity being focussed on different areas or groups such as impacts on communities and from specific types of policies.

Meta-evaluations

The Evaluation Framework has been designed to capture the evaluation information in a consistent and coherent way so that meta-evaluations – which pull together the results of multiple single evaluations – can be undertaken to provide insights into the core outputs of the 2012 Games. Good quality meta-evaluations will require that all relevant evaluations provide the data quality and consistency needed to provide reliable answers to the questions they seek to answer.

Meta-evaluations will be required in those outcome areas which are addressed across a large number of evaluations. Employment is an example of an output area which will be covered in many evaluations but that will require an aggregation of these results to address the question, “What was the employment impact of the 2012 Games?”. Another highly important area where meta-evaluations will be crucial is in assessing the Impact Questions – who, where, when and how. All evaluations under the Framework will be required to address these questions. However, when it comes to assessing the impacts of the Olympics on particular groups - especially the hard-to-reach and disadvantaged - and specific areas, the meta-evaluation will pull together all the available results to present a comprehensive and rounded picture of the impacts. Meta-evaluations will also be required to show the impact of specific organisations which had a wide-ranging role - such as LDA or CLG - and how they influenced the 2012 Games.

Not all outcome areas will necessarily require meta-evaluations. The individual evaluations of land clean up sites will probably provide more useful information on their own rather than being combined into a larger study. Nevertheless, these studies need to incorporate the relevant parts of the Evaluation Framework which allow them to inform meta-evaluations on other topics, such as the impact of the 2012 Games on a specific area.

Conclusions

The issues raised in this Section are intended to provide sufficient guidance to enable project and programme evaluators to prepare evaluations which have the quality and coherence needed to feed into a wider 2012 Games impact assessment. It is recognised, however, that many evaluations will potentially require additional consideration to be given to specific issues that arise from the project during the design and delivery to address any specific features of the intervention.

To achieve these objectives, we conclude that:

- all evaluation plans should include a logic chain showing the expected causal links between the inputs, outputs and outcomes as well as their key external factors and underlying assumptions;
- evaluations should follow a consistent reporting structure linked to the logic chain which allows for a clear understanding of progress at the monitoring, initial impact and outcome stages using relevant and measurable indicators;
- all evaluation plans should describe and justify the choice of (evaluation) methodology or methodologies showing why they are appropriate and proportional for the circumstances being assessed;
- particular attention should be given to ensuring that there is clear evidence that additionality has been appropriately addressed to determine the net impacts, including a well-reasoned counterfactual; and
- final evaluation reports should be clearly presented so that they are compatible and can be used for further analysis to feed into research on aggregate and cross-intervention impacts.

6 Implementing the Evaluation Framework

Introduction

The implementation of the Evaluation Framework requires more than simply undertaking a series on evaluations of projects linked to the 2012 Games. To achieve an efficient and effective structure for determining the aggregate impacts, there needs to be an agreed evaluation plan and guidance for all significant projects to be assessed by. This will require the key organisations linked to the preparation, delivery and legacy of the 2012 Games to agree between themselves the set of standards and actions which they will pursue in the coming years. As set out in Section 4, the Evaluation Framework has four objectives:

- identifying the gaps in planned and proposed evaluation work;
- providing a common platform for monitoring of progress and outputs;
- providing guidance for individual evaluations; and
- enabling completed evaluations to be effectively organised

The Evaluation Framework needs to meet the needs of current stakeholders - both policy makers and evaluators - and to be accessible to evaluators and stakeholders who are not currently part of the 2012 Games process. Inevitably, it involves some balancing between aligning current structures and more generalised guidance. The Evaluation Framework should be used as comprehensively as is reasonable to inform policy design, implementation and evaluation. Greater consistency of structures and information will enable increased understanding of projects across a wider set of stakeholders and to ensure that information is effectively captured and assessed for both current and future uses. These structures need to work with and build upon the existing work and structures which have already been established for projects.

Effective implementation of the proposed 2012 Games Evaluation Framework requires key partners and stakeholders to agree:

- Which programmes and projects should be covered by the Framework?
- How should the Framework be applied, both generally and at the level of the individual evaluation?
- What is the allocation of roles and responsibilities for implementing the Framework, including funding?

The following Sections set out recommended common ground which should be debated, amended and then agreed by all parties involved in the Evaluation Framework.

Scope of the Evaluation Framework

The first consideration is to identify those projects and types of projects which will need to be covered by the Evaluation Framework. The decision tree below (Figure 8) presents a structured means for assessing

the need to carry out an evaluation within the Evaluation Framework. Projects and activities that are closely related to London 2012, as a result of either their funding or influence on impacts will need to be evaluated using the Framework as a matter of course. Where significant amounts of funding are provided by other parties or where the impacts on London 2012 are smaller, use of the Evaluation Framework will be encouraged, to ensure maximum consistency between evaluations. We specifically envisage that the 2012 Games Evaluation Framework should be applicable to all initiatives which:

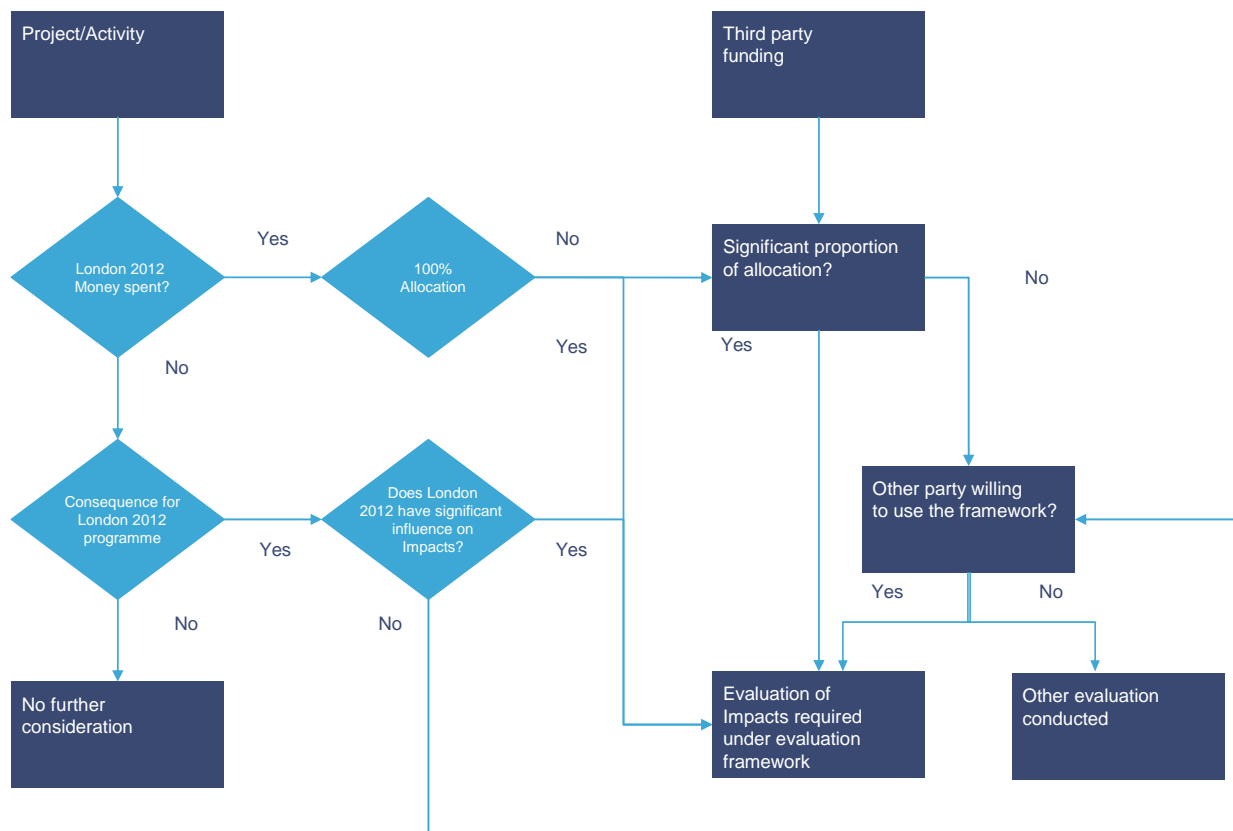
- are directly linked to delivery of the 2012 Games: these will include those programmes and projects which will be paid for from the 2012 budget (link to delivery plans);
- are directly associated with delivery of the key commitments made by Government, especially those connected with the Legacy Action Plan; and
- represent other significant initiatives which have been influenced by the 2012 Games: the precise definition will need to be confirmed based on the significance of the inputs and/or the expected outputs/outcomes.

These will be the 'core' evaluations. The core interventions for the 2012 Games are the activities which are central to the delivery of a successful Games in summer 2012 and the specific legacy attributes. These activities would include:

- ODA and LOCOG activities related to construction of venues and undertaking the 2012 Games;
- development of Olympic site;
- preparation for and delivery of the sporting and cultural activities related to the 2012 Games; and
- interventions in the Olympic areas to improve the social, economic and physical environment.

For other initiatives with links to the 2012 Games, the Framework is intended to guide those responsible for their design and delivery who will also be expected to evaluate their interventions as part of their accountability arrangements. This should encourage them to contribute to the evidence base around impact in a consistent way. Proportionality will be vital. The opportunities for grouping evaluations of (smaller) related projects at a programme level should be identified and explored. An important consideration for the non-core activities is to assess what share of the activities and impacts can be reasonably attributed to the 2012 Games taking place. This needs to be carefully considered as the changes may be in terms of the amount of funding, policy direction or the context into which the intervention takes place.

Figure 8 - Decision tree for application of the 2012 Games Evaluation Framework



Application of the Evaluation Framework

Having identified the projects and investments which will be covered by the Evaluation Framework, the key stakeholders need to agree a ‘checklist’ of eight evaluation criteria which all ‘core’ evaluations will be expected to cover and all other evaluations will be encouraged to do so. The detail of these requirements is covered in Section 5.

Project details

The project’s objectives, inputs and activities need to be clearly identified and explained in terms that people who are outside of the subject area would be able to understand. Key attributes need to be identified so that their appropriateness to be combined into meta-analyses can be properly assessed.

Outputs and outcomes

All ‘core’ evaluations will be expected to assess impacts against the outcome areas as well as any additional indicators which are seen as especially pertinent to the intervention. This will help to ensure that the overall impact of the 2012 Games can be assessed in a broadly consistent way as easily as possible building on the results from individual programme and project evaluation. Identification of the outcome areas and sub-areas which an evaluation addresses can be used as an organising structure for the compiled evaluations as they are completed. Existing projects should assess how they can best use and build on their existing monitoring structures.

Impact questions

All of the evaluations under the Evaluation Framework need to address the four impact questions:

- Who is impacted?
- Where is the impact felt?
- When is the impact felt?

- How was the activity designed and delivered?

Logic chains

All evaluations need to develop logic chains which are updated based on the information and analysis undertaken in the evaluations. These should show the transitions and mechanisms which allow the causal progression from inputs to outputs to outcomes.

Additionality and the counterfactual

All evaluations will need to be built around at least one appropriate counterfactual scenario and to expressly address all the relevant components of additionality.

Methodology

All evaluations need to clearly explain the methodology or methodologies chosen for their evaluations and to explain why these were the most appropriate for coverage of the specific activity or investment.

Reporting

All projects need to address how they will provide on-going monitoring data, initial impact assessments and full outcome evaluations which are built on the Evaluation Framework and can be used in subsequent evaluations either in the future or on wider subject areas.

Meta-evaluations

All evaluations need to clearly identify which of their results are fit for inclusion in meta-evaluation and in what outcome areas these would be most appropriate for inclusion.

Existing and required 2012 Games evidence

The current evaluation base for the 2012 Games is still largely in the initial and planning stage based on our interviews with stakeholders in late 2007. There are some projects which have begun, but many organisations that we spoke with are still planning the scale and scope of their interventions. Most were open and encouraging for a coordinated process to provide guidance and structure for their future evaluation strategies. There are a number of projects which have already established significant monitoring procedures which will likely form a significant basis for the evaluation process.

Many of the core Olympics stakeholders (e.g. LDA) have examined the issues around the evaluation of the Olympics and are starting to develop their evaluation plans. There are also a number of projects, such as the OGI programme, underway which will provide significant support to evaluations that will need to be carried out. Other organisations, especially central government departments, are continuing with their regular evaluation programmes but have not yet explicitly considered their Olympic-related evaluation requirements in any great detail. In addition, a number of other organisations that are less involved in the planning for 2012 are less developed in their thinking towards the evaluating the impact of 2012 and are waiting specific guidance on the evaluation process.

Using the four impact areas identified in the Framework, we have highlighted the significant evaluation programmes which were mentioned to us in our interviews in late 2007. We have also included the likely gaps in the evidence base which need to be addressed. The development of the 2012 Games programme is an on-going programme so it is likely that there will be more up-to-date evaluation plans which were not indicated at the time of our interviews. This list and the suggested gaps should provide a useful structure and starting point for an ongoing evidence monitoring process.

Sport and physical activity impact

There are currently a number of studies which contribute to the understanding of the sporting and physical activity impacts of the 2012 Games. These include:

- UK sport Mission 2012
- BOA's "Countdown to 2012" Elite Performance Analysis

- LDA Sports Legacy programme evaluation

The key gap for evaluation in sport and physical activity is around understanding the behavioural changes that will occur in the community through the long-term changes in physical activity and sport participation. This would require longitudinal surveys and long-term surveys.

Community and cultural impacts

There are currently a number of studies which contribute to the understanding of the community and cultural impacts of the 2012 Games. These include:

- DCMS research on attitudes
- Liverpool City of Culture impacts study
- DCMS 'Taking Part' survey
- MORI study on culture

The main community and cultural gaps are around assessing the localised social impacts in the Olympic boroughs especially for cohesion and involvement, the localised physical environment impacts especially for amenity changes, longitudinal studies of residents to understand the behavioural, social and spatial changes that occur from the 2012 Games and providing support for the evaluation approach and methodology for cultural activities.

The first two will require the establishment of regular surveys of local resident attitudes and behavioural changes while the third would require the establishment of a study including the identification of a sample of residents to be monitored. The fourth would require a review of existing techniques and evidence on how to assess social impacts of policy and investments.

Economic Impact

There currently exist a large number of studies which contribute to the understanding of the economic impacts of the 2012 Games. These include:

- Visit Britain tourism study
- Oxford Economics tourism study
- Crossrail study
- Small Business Survey
- London Employment and Skills Taskforce
- London Skills and Employment Board framework
- BERR 'Compete For' evaluation
- London Annual Business Survey
- CLG State of the (Thames) Gateway study
- CLG CPC Olympic Evaluation Feasibility Study
- Olympic Games Impact Study (PwC)
- London Olympics 2012 Costs and Benefits (Arup)

The key economic evidence gaps are around measuring the localised economic impacts in the Olympic

boroughs especially for productivity and investment and longitudinal studies of workers and business to understand the behavioural, social and spatial changes that occur from the 2012 Games.

Environmental impacts

There is a significant amount of monitoring work being undertaken on the Olympic site based on the ODA Sustainable Development Strategy and the work of the Commission for a Sustainable London 2012. These indicators will be important factors in the subsequent environmental evaluations which will need to be undertaken in coming years on both the Olympic site and the wider impacts across London and the UK.

The largest gap around the environmental impact is in the impact on people's and businesses' behaviours. The stakeholders could agree to develop longitudinal and survey research into understanding the impacts of the Olympic site on the environmental activities of local residents and businesses which would provide a means to understand both the scale and dynamics of changes and the resultant impacts.

Process for delivering evaluations

Individual evaluations

For all the identified projects and investments, a timed evaluation programme should be developed and agreed which identifies the responsible parties and the expected procedures for completing the evaluation. The diagram below (Figure 9) sets out the key stages which need to be identified and considered in the plan for each evaluation. Some projects will already been underway when the process is applied, and appropriate adjustments to the implementation process will need to be agreed.

Figure 9: Implementation process

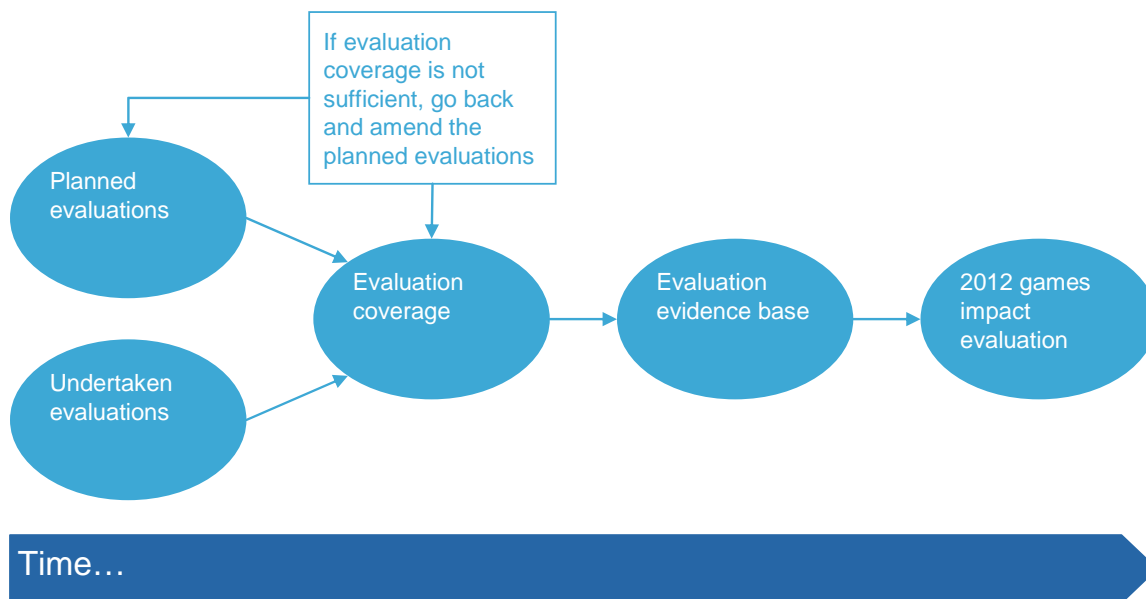


Aggregated evaluations

In addition to the development of individual evaluations, the parties need to develop a programme for aggregate evaluations, including meta-evaluations. Figure 10 shows the steps that the stakeholders group will need to undertaken to produce a well-evidenced aggregate impact reports which can feed into the final 2012 Games assessment. As projects are delivered and evaluations completed, the evidence base will deepen and widen. The parties need to establish – using the individual evaluation plans – when and how the aggregated evaluation process should be begin for different outcome areas, social groups, locations and delivery organisations. Once there is a sufficient evaluation base – either deep enough for specific questions or wide enough for aggregate impacts – impact evaluations around specific themes can be produced pulling on the previous evidence. This should be done for the different outcome areas pulling on the joint evaluation pool.

These themed evaluations will feed into the overall impact evaluation of the 2012 Games. Defining what the final use of the evaluations and their evidence included in them will be will be very important in assessing how 'fit-for-purpose' the evaluations and the wider evaluation plans are.

Figure 10: Development of the Aggregate Impact Evaluation



Outstanding issues

Participating bodies

There is a need to agree who are the key and related organisations who have to engage with and support the Evaluation Framework. A minimum standard would be to include all organisations who are delivering projects and investments related to the key strategic documents identified in Section 2.

Governance

The application of the Evaluation Framework will depend significantly on the agreements made between the relevant stakeholders on the usage and governance surrounding the process. Key issues will be around determining the scope of evaluation's reach, providing support, allocating funding, judging compliance, organising the completed evaluations and producing overall impact reports building on the produced evaluations.

Clear and consistent approach to evaluation

The research strategy needs to ensure that the core evaluations are completed in accordance with the full requirements of Evaluation Framework and that other evaluations are encouraged and supported to produce evaluations whose results can be integrated into the aggregate impact evaluation. It needs to ensure that the data collected is consistent and available for analysis by a number of evaluators in their assessments.

To maximise the research benefits from the evaluations, the Framework needs to encourage shared studies, multiple outcomes from research projects and meta-studies. These will enable more and better results to be generated from the existing research. The easier that it is to integrate research through application of the Evaluation Framework will increase the ability of evaluators to assess the impacts in effective and robust ways with more efficient uses of resources.

Research priorities

The organisations involved with the 2012 Games Evaluations need to develop a timing priority for identifying and beginning work. The highest priority will be for those projects where either impacts are expected to be measurable during the preparation period or those where the establishment of an evidence base is particularly important. Benchmarking in areas where the current evidence base is weak and significant changes are expected will be of highest priority. These would include the measurement of the physical activity, environmental and social changes that are expected to occur both in the proximity of the Olympic site and in the wider country through the examples being set by the 2012 Games.

The participants are also recommended to identify some areas where early results could be produced to provide best practice examples for subsequent evaluations.

Two candidates for early evaluation would be the development of the Olympic site and labour force impacts. The development impacts will begin to be measurable before the Games themselves as the residents and business begin to move into the area. These results will need to be extended through the staging and legacy phases but will present an opportunity for early results to be reported. The labour market impacts on employment and skills will require a good evidence baseline for the consideration of the counterfactual.

Support

The Evaluation Framework guidance should be made available to all willing participants. The key parties may find it advantageous to provide some level of support and guidance to ensure that the evaluations done by others meet the Framework criteria. The parties should also provide reference to good practice guides for evaluation such as the HMT Green Book, the Cabinet Office Magenta Book and the BERR-RDAs' Impact Evaluation Framework. Using these robust and accepted sources as guidance for preparing evaluations will help to ensure that the evaluations linked to the 2012 Games not only provide the required evidence for the Framework but also are robust and valuable documents for other audiences interested in learning from policy interventions.

Conclusions

The effective implementation of the Evaluation Framework is crucial for development of the robust and comprehensive evidence base required to provide an assessment of the overall impact of the 2012 Games across specific locations, groups and outcome areas. Successful implementation will require the buy-in and support of the organisation which are responsible for delivering the key activities and investments which underpin the 2012 Games. This will depend to some extent on the willingness and ability of stakeholders to agree and contribute to the Framework and the assessment plan.

To begin this process, we believe that key stakeholders should:

- develop and agree an organisational structure which will monitor and manage the evaluation process for the 2012 Games including issues around funding for evaluations, resourcing of support and the need for public commitments to producing evaluations and adhering to evaluation standards. This should take account of and build on already existing monitoring procedures;
- agree the parameters and/or process for determining which initiatives fall within the scope of the Evaluation Framework;
- develop and agree a process for ensuring the consistent application of relevant and measurable indicators which will allow a clear understanding and guidance of what was involved in the inputs, the initial outputs and the outcomes;
- prepare their evaluations so that the final evaluation outputs can be readily fed into aggregate impact evaluations for particular areas, groups and outcome areas; and
- produce a realistic and timed research plan for reports to develop relevant evidence benchmark for the 2012 Games' impacts and to monitoring the dynamic changes in behaviour and activity linked to the 2012 Games.

7 Conclusions and next steps

Conclusions

Our proposed Evaluation Framework for the 2012 Games provides a structure and process whereby the organisations involved in delivering the 2012 Games can work effectively together to gather the evidence required to assess the impact of the Games. On the basis of the principles and proposed actions in this report, the aspiration is that the relevant evaluations will produce a set of results that can provide a comprehensive and robust evidence base which may be subject to public scrutiny. It will also help to develop policy for both individual projects and across larger areas of activity.

Framework structure

The Framework defines a structure which can guide both individual (project and programme) evaluations as well as broader programmes of work to evaluate the impact of the 2012 Games. We envisage that this Framework can and should be applied from the planning of interventions through the monitoring stage to the final, ex post evaluation. It will need to be applied to both new projects and projects which are already underway and have a number of processes underway. For ongoing projects, the stakeholders will need to consider and agree how to most efficiently and effectively make the use of the existing activities to support the objectives of the evaluation framework in a pragmatic manner. It should also enable evaluation evidence to be collated in such a way that the aggregate impacts of the 2012 Games can be understood.

In conclusion, we believe that:

- the Evaluation Framework can be used to cover comprehensively the major impacts expected to arise from the 2012 Games;
- the Evaluation Framework should be applied at the appraisal, monitoring and final evaluation stages, building on on-going processes where required;
- all evaluations should be encouraged or required to make use of best practice evaluation processes and techniques;
- evaluations should show how project objectives and inputs lead to net outputs and outcomes;
- all relevant evaluations should identify the expected primary and secondary outcome areas to organise the required research and analysis. These outcome areas should be taken from the four dimensions defined; and
- evaluations should expressly consider the impacts of activities and investments on different social groups, places and across time periods.

Application

The Framework is also intended to provide guidance to enable project and programme evaluators to prepare evaluations which have the quality and coherence needed to feed into a wider 2012 Games impact assessment. It is recognised, however, that many evaluations will potentially require additional consideration to be given to specific issues that arise from the project during the design and delivery to address any specific features of the intervention.

To achieve these objectives, we conclude that:

- all evaluation plans should include a logic chain showing the expected causal links between the inputs, outputs and outcomes as well as their key external factors and underlying assumptions;
- evaluations should follow a consistent reporting structure linked to the logic chain which allows for a clear understanding of progress at the monitoring, initial impact and outcome stages using relevant and measurable indicators;
- all evaluation plans should describe and justify the choice of (evaluation) methodology or methodologies showing why they are appropriate and proportional for the circumstances being assessed;
- particular attention should be given to ensuring that there is clear evidence that additionality has been appropriately addressed to determine the net impacts, including a well-reasoned counterfactual; and
- final evaluation reports should be clearly presented so that they are compatible and can be used for further analysis to feed into research on aggregate and cross-intervention impacts.

Implementation

The effective implementation of the Evaluation Framework is crucial for development of the robust and comprehensive evidence base required to provide an assessment of the overall impact of the 2012 Games across specific locations, groups and outcome areas. Successful implementation will require the buy-in and support of the organisation which are responsible for delivering the key activities and investments which underpin the 2012 Games. This will depend to some extent on the willingness and ability of stakeholders to agree and contribute to the Framework and the assessment plan.

To begin this process, we believe that key stakeholders should:

- develop and agree an organisational structure which will monitor and manage the evaluation process for the 2012 Games including issues around funding for evaluations, resourcing of support and the need for public commitments to producing evaluations and adhering to evaluation standards. This should take account of and build on already existing monitoring procedures;
- agree the parameters and/or process for determining which initiatives fall within the scope of the Evaluation Framework;
- develop and agree a process for ensuring the consistent application of relevant and measurable indicators which will allow a clear understanding and guidance of what was involved in the inputs, the initial outputs and the outcomes;
- prepare their evaluations so that the final evaluation outputs can be readily fed into aggregate impact evaluations for particular areas, groups and outcome areas; and
- produce a realistic and timed research plan for reports to develop relevant evidence benchmark for the 2012 Games' impacts and to monitor the dynamic changes in behaviour and activity linked to the 2012 Games.

Next steps

The key organisations for the 2012 Games need to discuss the Evaluation Framework and make any amendments they require. They then need to agree the scope of projects for which the Framework will apply and agree the criteria to which these evaluations will be held.

With this agreed, the stakeholders will need to pool their existing and forecast evaluation plans to develop a full list of planned evaluation work. From this, they will need to agree using the recommendations in this paper where further evaluation work is required.

Appendix A – Glossary

BOA: British Olympic Association is responsible for selecting, leading and preparing the nation's finest athletes at the Olympic Games and Winter Olympic Games.

BPA: British Paralympic Association is responsible for selecting, preparing, entering, funding and managing Britain's teams at the Paralympic Games and Winter Paralympic Games.

CLG: (Department of) Communities and Local Government

DCMS: Department of Culture, Media and Sport

Economic Development (Olympic and Paralympic Games) Cabinet Sub-Committee: official Cabinet Committee for policy on the Olympics.

GLA: Greater London Authority has strategic responsibility for the legacy of the 2012 Games for Londoners and the regeneration of East London communities and their environment.

GOE: Government Olympic Executive acts as client for the 2012 Games on behalf of central Government, reporting to the Minister for the Olympics and London and acting as sponsor to the ODA. It has strategic responsibility for the 2012 Games to ensure successful delivery across the whole Games programme and undertakes any and all such Games-related work as may be required by Government.

HMT: HM Treasury

Host Boroughs: The five Host Boroughs are Hackney, Waltham Forest, Tower Hamlets, Greenwich and Newham.

IOC: The International Olympic Committee.

LDA: London Development Agency has a number of specific responsibilities relating to the 2012 Games: assembling and remediating the land needed to develop the Olympic Park; acting as the interim legacy client; and developing and delivering programmes to deliver social and economic benefits for Londoners from the 2012 Games.

LOCOG: The London Organising Committee for the Olympic Games and Paralympic Games (shortened to the London 2012 Organising Committee) is the organisation tasked with staging the 2012 Games.

London 2012 is the umbrella name for LOCOG and the ODA, the organisations delivering the Games. LOCOG and ODA will 'sit under' and share the London 2012 brand. The words 'London 2012' can still be used to refer to the Games themselves, but not to the organisations involved.

London 2012 Nations and Regions Group represents the devolved administrations and the English regions. Scotland, Wales and Northern Ireland and each English region have put forward their own representatives for the group. It has a dual focus to promote local involvement in Games time activity (e.g. Cultural Olympiad, Volunteering) – in partnership with LOCOG; and pursue a UK-wide legacy – in partnership with DCMS.

ODA: The Olympic Delivery Authority is the organisation responsible for delivering the Games permanent infrastructure and venues.

Olympic Board: The Olympic Board has strategic oversight of the overall Olympic Programme and is responsible for co-ordinating the successful delivery of the 2012 Games and securing a sustainable legacy. The Board's four members are the Minister for the Olympics and London, the Mayor of London, the Chair of the London Organising Committee of the Olympic and Paralympic Games ("LOCOG") and the Chair of the British Olympic Association ("BOA"). The Chair of the Olympic Delivery Authority ("ODA") also attends, as does the Minister for Sport, and the Metropolitan Police Commissioner.

Appendix B – Stakeholder interviews



Appendix C – Legacy Action Plan

The GOE's Legacy Action Plan

The Government Olympic Executive is currently preparing the Legacy Action Plan to support the five high-level Legacy Promises in Our Promise for 2012 published in June 2007. The promises encapsulate the scale of ambition and the range of areas across which this stretches. The five promises are:

- To make the UK a world-leading sporting nation
- To transform the heart of East London
- To inspire a new generation of young people to take part in local volunteering and cultural activity
- To make the Olympic Park a blueprint for sustainable living
- To demonstrate the UK is a creative, inclusive and welcoming place to live in, visit and for business

These Promises are the basis of our legacy ambition, and there to provide a Framework for organisations and individuals across the UK wanting a clear sense of the Government's legacy priorities. The Action Plan sets out what practical measures will be taken to deliver on the promises in a way that would deliver the best outcomes for people around the UK. The Action Plan will be updated annually to report on progress towards meeting the goals and further detail of programmes that are currently still being planned.

The government's priority for delivering a sustainable legacy is to maximise the economic and social benefits across the UK that investment in the Olympic Games and Paralympic Games can deliver up to and beyond 2012. These benefits will take many forms. The government wants to use 2012 to bring communities across the UK together, to inspire people to live more healthily and sustainably, to create more job and skills training opportunities and to improve UK business at home and abroad. A unique feature of the 2012 Games is that both the Olympic Games and Paralympic Games are being organised and developed simultaneously as one programme. The Action Plan shows how the five legacy promises break down into clearly achievable aims and gives detail on the major programmes that will deliver them.

Between July and October 2007 the Government ran a programme of research to inform this Action Plan by better understanding what people thought the legacy of 2012 should be, their impression of the five Legacy Promises and how they see those promises working in their own communities. The legacy promises tend to match what people think ought to be the legacy of 2012 – in particular more opportunities for young people, jobs and skills training for East Londoners, and a better sporting environment for everyone. People also want more information on what 2012 programmes are on offer to them. As their knowledge of the legacy proposals increased so did their support. The Government took from this research that it needed to be clearer about what was planned to be achieved and how it was going to achieve it. These plans and priorities need to line up with what people have said is important to them.

The Government undertook research into how previous mega-events had sought to effect similar goals. The research found that it is only relatively recently that Governments have tried to plan systematically for the long-term legacy of mega-events like the Olympics. It is hard to draw parallels to other events because the context is always different, and there is little by way of full or accurate measurement of the

long-term impact. However, there are two helpful conclusions drawn from past events: (i) to mobilise public engagement and activity planning needs to start as early as possible and build from the grass roots up, and (ii) the Olympics can have a powerful effect as a catalyst to existing, mainstream, long-term Government policies.

The Action Plan explains the major programmes that will deliver the five legacy promises, how progress will be monitored, and who the key delivery partners are. The Plan covers details of the five legacy promises, indicators of success that we will aim to deliver in order to meet the promise, and the detail about the major programmes that feed into the indicators (and thereby deliver the Promise), both new, 2012-specific programmes that have been developed as a direct result of the Games coming to London and existing Government programmes that have been expanded or re-focused as a result of 2012 to give better, greater or swifter results to their previously agreed objectives. The Action Plan is the Government's primary vehicle for driving legacy delivery.

Details of the Five Promises

1 To make the UK a world-leading sporting nation.

Offering children five hours of sport each week; getting 2 million more people doing more sport and physical activity; and rising up the Olympic and Paralympic medals tables.

The National School Sports Strategy, the UK School Games

UK Sport's World Class Performance Programme.

2 To transform the heart of East London.

A spectacular new environment for living working and leisure including a new waterside park , new permanent sports venues, including athletics, cycling and swimming, and ultimately 9,000 new homes, new business space which will create up to 12000 job opportunities, plus measures to get 20,000 workless from the local communities into employment, and create a more active and involved local community, and a new image for the area which will establish further momentum for more change in years to come.

The transformation of the Olympic site, and its housing and business development after the Games, the parallel regeneration of Stratford City and of the remainder of the Lower Lea area, improvement of transport links to the rest of London, and targeted jobs and skills initiatives to help local people into work.

3 To inspire a new generation of young people to take part in local volunteering and cultural activity.

Hundreds of thousands of young people all around the UK taking part in a 2012-inspired activity. The London 2012 Education Programme, the Personal Best volunteering programme, the Cultural Olympiad and the work of the Legacy Trust.

4 To make the Olympic Park a blueprint for sustainable living.

Reducing our own carbon footprint and inspiring individuals and businesses around the UK to reduce their footprint too. The Olympic Sustainability Plan, a new methodology for carbon footprinting, and local sustainability initiatives that we will develop with our Nations and Regions Group.

5 To demonstrate the UK is a creative, inclusive and welcoming place to live in, visit and for business.

Contributing to business growth across the UK; showcasing the best of our culture; and improving visitors' perceptions of the welcome they receive here.

Promise	Measures of impact	Outcome areas and sub areas
Make UK a world-leading sporting nation	<ul style="list-style-type: none"> • More children's sport • More sport and physical activity • Elite performance 	<ul style="list-style-type: none"> • Sport and Physical Activity • Community and Culture - Health
Transform heart of East London	<ul style="list-style-type: none"> • New environment for working and living • New job opportunities • New homes • Improve worklessness • More active and involved local community • New image for the area 	<ul style="list-style-type: none"> • Community and Culture • Economic – employment, skills, enterprise, productivity • Sport and Physical Activity – community sport, health
Inspire new generation of young people to take part in local volunteering and cultural activity	<ul style="list-style-type: none"> • Taking part in 2012-inspired activity 	<ul style="list-style-type: none"> • Community and Culture – cohesion and integration • Economic – employment, skills, enterprise, productivity
Make the Olympic Park a blueprint for sustainable living	<ul style="list-style-type: none"> • reducing carbon footprint – both individuals and businesses 	<ul style="list-style-type: none"> • Environmental – climate change • Community and Culture – health
Demonstrate the UK is a creative, inclusive and welcoming place to live, visit and work in	<ul style="list-style-type: none"> • contributing to business growth through culture • improved visitor perception 	<ul style="list-style-type: none"> • Community and Culture – cohesion and integration, culture, amenity & accessibility • Economic

Appendix D – Olympic PSA

PSA22 (“the Olympic PSA”) is being led by GOE on behalf of all central government departments and agencies. It is related to the five legacy promises but as the PSA only covers the current spending round settlement (Comprehensive spending review 2007) it is measured against indicators up to 2011 which assess the preparations for the Games themselves in 2012 and the subsequent legacy impacts.

The Olympic PSA is built around five indicators which should ensure that the Games and their impacts are delivered effectively.

- The first indicator is the construction of the Olympic Park and other Olympic venues. The indicator is to meet critical milestones for venues and infrastructure up to 2011 within budget and applying effective change control.
- The second indicator is to maximise the regeneration benefits of the 2012 Games which will be monitored through the plan for improving the physical, economic and social infrastructure of East London developed and agreed with key local authorities and regeneration agencies, and pre Games elements implemented by 2011.
- The third indicator is that the Olympic Park and venues are designed and built according to sustainable principles. This will be measured against the status of delivery of the Olympic Delivery Authority (ODA) sustainability strategy to 2011.
- The fourth indicator is around public participation in cultural and community activities across the UK and participation in sporting activities both in the UK and in other countries, particularly those in development. This will be measured through the number of people across the nations and regions of the UK and in other countries taking part in government-supported programmes associated with the 2012 Games.
- The final indicator is the creation of a world-class system for Physical Education which will be measured through the percentage of 5-16 year olds participating in at least 2 hours per week of high-quality PE and sport at school and the percentage of 5-19 year olds participating in at least 3 further hours per week of sporting opportunities.

Meeting the PSA objectives will require organised and close working with a variety of Government departments, as well as with the main bodies tasked to deliver London 2012: the ODA, LOCOG, GLA and BOA. The key working bodies are the Olympic Board, GOE, ODA and LOCOG.

Appendix E – Government PSAs

Table 5 show the current set of Government PSA targets and the measures of impact contained within these targets. We have mapped the targets across tot the 2012 Games evaluation target, to highlight the relevance of particular targets for the Framework.

Table 5 - Government PSA targets

PSA	Measures of impact	Relevance to 2012 Games Evaluation Framework	
		Direct	Indirect
1. Raise the productivity of the UK economy	<ul style="list-style-type: none"> • Output per hour worked • Comparative and over time 		✓
2. Improve the skills of the population	<ul style="list-style-type: none"> • Proportion of working-age population with functional literacy and numeracy • Proportion of working-age population with level 2 qualifications • Proportion of working-age population with level 3 qualifications • Apprenticeship completions • Proportion of working-age population with level 4 qualifications or higher • Higher education participation 	✓	✓
3. Controlled, fair migration	<ul style="list-style-type: none"> • Robust identity management systems at UK borders • Reduce length of Asylum cases • Increase number of removals • Increase the removal of 'harm' cases • Reduce vacancy rate of shortage occupation 		✓
4. Promote world class science and innovation in the UK	<ul style="list-style-type: none"> • Percentage UK share of citations in leading scientific journals • Income generated by UK HEIs and PSREs through research, consultancy and licensing • Percentage of UK businesses with 10+ employees that are 'innovation active' • Number of students with PhD in science, technology, engineering and mathematics • Young people taking A levels in mathematics, physics, chemistry and biological sciences • UK R&D intensity in six most R&D intensive industries 		

PSA	Measures of impact	Relevance to 2012 Games Evaluation Framework	
		Direct	Indirect
5. Reliable and efficient transport networks	<ul style="list-style-type: none"> • Journey time on main roads • Journey time reliability on strategic road network • Level of capacity and crowding on rail network • Average benefit cost ratio of investment approved 	✓	
6. Create conditions for business success in UK	<ul style="list-style-type: none"> • International comparisons of UK competition regime • International comparisons of UK corporate governance regime • Assessment of UK labour market flexibility – index • International comparison of energy prices • Reduction of administrative burdens 		✓
7. Improve regional economic performance	<ul style="list-style-type: none"> • Regional growth rate trend • Regional growth to EU-15 • Regional employment rate • Regional output per hour 	✓	✓
8. Maximise employment opportunity for all	<ul style="list-style-type: none"> • Overall employment rate • Narrow gap between employment rate for excluded groups and average population • Disabled rate employment • Lone parent employment • Ethnic minority employment • Employment in over 50s • Employment in non-qualified • Employment in most deprived local authorities • Overall numbers of out-of-work benefits • Amount of time spent on out-of-work benefits 	✓	✓
9. Childhood poverty	<ul style="list-style-type: none"> • Children in absolute low income households • Children in relative low income households – 60% below median • Children in relative low income households and material deprivation 		✓
10. Educational achievement for children and young people	<ul style="list-style-type: none"> • Early years foundation stage achievement • Achievement at key stage 2 in English and maths • Achievement at key stage 3 in English and maths • GCSE achievement • Level 2 at age 19 • Level 3 at age 19 		✓
11. Narrow gap in educational achievement between low income and disadvantaged backgrounds and their peers	<ul style="list-style-type: none"> • Achievement gap at early years • Achievement gap with students on free school meals • Proportion of students progressing at key stages in English and maths • Achievement by children in care at key stage 2 • Achievement by children in care at GCSE • Participation in full time higher education for young 		✓

PSA	Measures of impact	Relevance to 2012 Games Evaluation Framework	
		Direct	Indirect
	people from bottom social classes		
12. Health and wellbeing of children and young people	<ul style="list-style-type: none"> Breastfeeding Children receiving school lunches Childhood obesity Emotional health and well being and adolescent mental health Parents' experience with services for disabled children 	✓	✓
13. Children and young people's safety	<ul style="list-style-type: none"> Experienced bullying Referred to children's social care Hospital admissions for injuries Preventable child deaths 		
14. Children and young people on path to success	<ul style="list-style-type: none"> Children not in education, training or employment Participation in positive activities – sport, youth forum, volunteering, youth club, music group/lesson, residential course, after school/breakfast club Young people's substance abuse Under-18 conception First time entrant to Criminal Justice System 	✓	✓
15. Disadvantage because of gender, race, disability, age, sexual orientation, religion or belief	<ul style="list-style-type: none"> Gap in hourly wage between men and women Differential gap for independent living Participation in civic society Employment Perception of dignity and respect in accessing services 		✓
16. Proportion of socially excluded adults in settled accommodation and employment, education or training	<ul style="list-style-type: none"> Former care leavers in suitable accommodation Offenders under probation in settled and suitable accommodation Secondary mental health services in settled and suitable accommodation Learning disabled adults Former care leavers in employment/education/training Former offender in employment Secondary mental health services in employment Learning disabled adults in employment 		✓
17. Tackle poverty and promote greater independence and wellbeing in later life	<ul style="list-style-type: none"> Employment rate 50-69 Low-income pensioners Healthy life expectancy at 65 People over 65 satisfied with home and neighbourhood Older people receiving support 		✓
18. Promote better health and	<ul style="list-style-type: none"> All-age all-cause mortality rate 		✓

PSA	Measures of impact	Relevance to 2012 Games Evaluation Framework	
		Direct	Indirect
wellbeing	<ul style="list-style-type: none"> • Gap between national average and spearhead group • Smoking • Social care allowing people to live at home • People with depression and/or anxiety disorders offered therapy 		
19. Better care for all	<ul style="list-style-type: none"> • Self reported experience of patients/users • Patients seen within 18 weeks • Access to maternity services • Long-term conditions support and control • Patient experience in access to primary care • Health care associated infections 		
20. Long term housing supply and affordability	<ul style="list-style-type: none"> • Net additional houses • Affordability – lower quartile prices to income • Number of affordable homes • Temporary accommodation • Energy efficiency of houses • Development Plan Documents 	✓	✓
21. More cohesive, empowered and active communities	<ul style="list-style-type: none"> • People's belief that people from different background get on well in their local area • Meaningful interactions with people from different ethnicity and religion • Belonging in neighbourhood • Belief in influencing decisions • Thriving third sector • Participation in culture or sport 	✓	✓
22. Deliver successful Olympic and Paralympic Games and increase children and young people in high quality PE and sport	<ul style="list-style-type: none"> • Milestones for venues and infrastructure • Plan to improve East London's physical, economic and social infrastructure • ODA sustainability strategy • Participation in government supported events • 5-16 years old participating in PE and sport 	✓	
23. Make communities safer	<ul style="list-style-type: none"> • Most serious violence • Serious acquisitive crimes • Public confidence in local agencies dealing with anti-social behaviour • Perceptions of anti-social behaviour • Re-offending rates 	✓	✓
24. More effective, transparent and responsive Criminal Justice System	<ul style="list-style-type: none"> • bringing offenders to justice • public confidence • experience of CJS • race issues • recovery of criminal assets 		

PSA	Measures of impact	Relevance to 2012 Games Evaluation Framework	
		Direct	Indirect
25. Alcohol and Drugs	<ul style="list-style-type: none"> • Number of drug users • Hospital admissions for alcohol related harm • Drug related offending 		
26. International terrorism			
27. Climate Change	<ul style="list-style-type: none"> • CO2 emissions • Sustainable abstraction of water • Global carbon market • Total UK greenhouse gas emissions • Shadow price of carbon policy impact 	✓	✓
28. Healthy natural environmental for today and the future	<ul style="list-style-type: none"> • Water quality • Biodiversity in wild birds • Air quality • Marine health • Land management 	✓	✓
29. Millennium Development Goals	<ul style="list-style-type: none"> • Population below \$1 per day • Primary education enrolment • Gender ratio in primary education • Under 5 mortality • Maternal mortality • HIV prevalence • Access to water • Developing country exports 		
30. Reduce the impact of conflict through enhanced UK and international efforts	<ul style="list-style-type: none"> • Number of conflicts globally, in particular in sub-Saharan Africa, Europe, • Central and South Asia, and the Middle East and North Africa • Impact of conflict in specific countries and regions (Afghanistan, Iraq, Balkans, Middle East, Sierra Leone, DRC and the Great Lakes region, Horn of Africa, Nigeria and Sudan) • More effective international institutions, better able to prevent, manage and resolve conflict and build peace • More effective UK capability to prevent, manage and resolve conflict and build peace 		

Appendix F – Mayor of London’s Five Legacy Commitments

The Mayor of London published Five Legacy Commitments in January 2008. The five commitments are:

- Increasing opportunities for Londoners to become involved in sport.
- Ensuring Londoners benefit from new jobs, business and volunteering opportunities.
- Transforming the heart of East London.
- Delivering a sustainable Games and developing sustainable communities.
- Showcasing London as a diverse, inclusive, creative and welcoming city.

The Mayor’s Commitments are built around the 2012 Olympic and Paralympic Games in 2012 delivering both a great celebration of sport and culture and a lasting legacy for all Londoners. The Games are seen to provide a unique opportunity to transform east London. Massive new investment and infrastructure is expected to create local jobs, improve skills and help to get thousands of people into work. The Games will also leave a legacy of large number of new and affordable homes on the Olympic site and in the surrounding area. There will be increased numbers of sports coaches, improved community access to sporting opportunities and new sports facilities. Meeting these commitments and delivering real change requires the support and involvement of many organisations across London. There will be an annual review each year on the programmes being delivered, the progress being made and showing how people can get involved in the many opportunities being offered across the city.

Commitment	Measures of impact
Increasing opportunities for Londoners to become involved in sport	<ul style="list-style-type: none"> • Participation • Clubs accredited • Coaching
Ensuring Londoners benefits from new jobs, business and volunteering opportunities	<ul style="list-style-type: none"> • New skills and work in Games related jobs • Job brokerage • People with difficulties • Supporting local businesses
Transform the heart of East London	<ul style="list-style-type: none"> • Parkland • Transport • Housing
Deliver a sustainable Games and develop sustainable communities	<ul style="list-style-type: none"> • Reducing carbon emissions • Waste • Land remediation • Education for young people

Commitment	Measures of impact
Showcasing London as a diverse, creative and welcoming city	<ul style="list-style-type: none"><li data-bbox="890 215 1129 241">• Welcoming visitors<li data-bbox="890 250 1121 277">• Cultural Olympiad<li data-bbox="890 286 1058 313">• Torch Relay

Appendix G – Olympic Games Impact (OGI) Project Indicators

The Olympic Games Impact (OGI) study has been devised by the International Olympic Committee and International Paralympic Committee to aid them in understanding the impact of each edition of the Games. The OGI study will cover three areas of sustainable development (economic, socio-cultural and environmental) and is structured around a series of 120 indicators. These generally split into context indicators, which draw from publicly available data sets, and event indicators, which derive from data generated through Games-related activities. The study will draw on data covering a period of 12 years, commencing 2 years prior to the host city election (2003) and will continue until three years after the games (2015). The OGI study will be overseen by LOCOG and carried out by an independent research partner, the Economic and Social Research Council.

Each Olympic and Paralympic host city is required to report against the 70 mandatory indicators and may choose to include any or all of the 50 optional indicators. The temporal and geographical scope of each indicator and its specific metrics may be defined by the host city in consultation with the IOC and IPC. We have mapped these indicators to the 5 promises contained in the legacy.

Code	Title	Type	Promises					Other
			Sporting nation	Transform East London	Inspiring young people	Sustainable development	Showcase UK	
En1	Renewable fresh water use	Optional				x		Improved public services
En2	Public water supply	Optional				x	x	Improved public services
En3	Water quality	Mandatory				x		Improved public services
En4	Greenhouse gas emissions	Mandatory				x		
En5	Air Quality	Mandatory				x		
En6	Land Use Changes	Mandatory		x				
En7	Protected Areas	Mandatory				x	x	
En8	Threatened species	Optional				x		

Code	Title	Type	Promises					Other
			Sporting nation	Transform East London	Inspiring young people	Sustainable development	Showcase UK	
En9	Housing Areas	Optional				x		
En10	Public open-air leisure areas	Mandatory		x		x	x	
En11	Transport networks	Mandatory		x		x	x	
En12	Daily travelling distance	Optional					x	Improved public services
En13	Road congestion	Optional		x		x		
En14	Energy consumption by source	Optional				x		
En15	Energy consumption by use	Optional				x		
En16	Energy self-sufficiency	Optional				x		
En17	Raw material consumption	Optional				x		
En18	Solid waste treatment	Optional				x	x	Improved public services
En19	Wastewater treatment	Optional				x		Improved public services
En20	Greenhouse gas emissions of Olympic Games	Mandatory				x		
En21	Olympic-induced land use changes	Mandatory		x		x		
En22	Olympic venues in protected sites	Mandatory		x		x	x	
En23	Food production consumed during Olympic Games	Optional				x		
En24	Olympic induced housing	Mandatory		x		x		
En25	Indoor air quality	Optional				x		

Code	Title	Type	Promises					Other
			Sporting nation	Transform East London	Inspiring young people	Sustainable development	Showcase UK	
En26	Capacity of Olympic facilities	Mandatory	x					
En27	Life-cycle inventory of Olympic facilities	Mandatory	x	x				
En28	Operating and maintenance of Olympic facilities	Mandatory	x			x	x	
En29	Olympic induced transport infrastructure	Mandatory		x		x		
En30	Olympic transport impacts	Mandatory		x		x	x	
En31	Olympic energy consumption	Mandatory				x		
En32	Solid waste production of Olympic Games	Mandatory				x	x	
En33	New waste and wastewater treatment facilities	Mandatory		x		x		Improved public services
En34	Life-cycle inventory of the Olympic Games	Mandatory				x		
So1	Political representation	Optional					x	
So2	Legislative activity	Optional					x	
So3	Pressure groups	Mandatory IOC agreed to make this Option for L2012					x	
So4	Community centres and associations	Optional					x	
So5	Minorities	Optional					x	
So6	Poverty and social exclusion	Mandatory		x		x	x	

Code	Title	Type	Promises					Other
			Sporting nation	Transform East London	Inspiring young people	Sustainable development	Showcase UK	
So7	Educational level	Mandatory		x	x		x	
So8	Crime rates	Mandatory		x	x			
So9	Health	Mandatory	x		x			
So10	Nutrition	Mandatory	x				x	
So11	Cultural activities	Optional		x			x	
So12	Sport and physical activities	Optional	x				x	
So13	School sports	Mandatory	x		x			
So14	Available sports facilities	Mandatory	x		x			
So15	Exclusion, Discrimination, Racism and Violence in Sport	Optional	x		x		x	
So16	Top-level sportsmen and women	Mandatory	x					
So17	Professional Leagues	Mandatory	x		x			
So18	World and continental championships	Mandatory	x				x	
So19	Results at the Olympic & Paralympic Games and World Championships	Mandatory	x					
So20	National anti-doping controls	Mandatory	x					
So21	Media specialising in sport	Optional	x				x	
So22	Sports broadcasting	Optional	x				x	
So23	Information media	Optional					x	
So24	Information and	Optional					x	

Code	Title	Type	Promises					Other
			Sporting nation	Transform East London	Inspiring young people	Sustainable development	Showcase UK	
	communications technology							
So25	Political involvement in the organisation of the Games	Mandatory	x				x	
So26	Deferment and abandonment of public policies	Optional					x	
So27	Votes connected with the Olympic Games	Mandatory						Diplomatic relations
So28	Consultation with specific groups	Mandatory						Diplomatic relations
So29	Opinion polls	Optional						Diplomatic relations
So30	Participation of minorities in Olympic Games	Optional	x				x	
So31	Homeless, low-rent Market and affordable Housing	Mandatory				x	x	
So32	Olympic educational activities	Mandatory	x		x			
So33	Olympic arts designers and participants	Mandatory					x	
So34	Cultural programme	Mandatory			x		x	
So35	Recognition of Olympic logos and mascots	Optional						PR
So36	Reported Complaints about Racism, Discrimination and Violence During the Games	Mandatory					x	
So37	National sport development	Mandatory	x				x	

Code	Title	Type	Promises					Other
			Sporting nation	Transform East London	Inspiring young people	Sustainable development	Showcase UK	
So38	Volunteers	Mandatory			x		x	
So39	Spectators	Mandatory						x
So40	Attending Events - Affordable Games	Mandatory	x		x			
So41	Promotion of Minorities and Indigenous Population (Youth, Seniors, Equity Seeking Groups)	Optional					x	
So42	People working in Context Activities (non-accredited)	Optional					x	
So43	Host city's media image	Optional					x	PR
So44	Perceptions about people with disabilities in society	Optional					x	PR
So45	Support network for people with disabilities	Mandatory					x	
So46	Professional sport education for people with disabilities	Mandatory	x		x		x	
So47	Sustainability of accessibility provision in Olympic and Paralympic venues	Mandatory	x		x		x	
So48	Accessibility of public services	Mandatory		x				Improved public services
Ec1	Employment by economic activity	Mandatory		x			x	Economic activity
Ec2	Employment indicators	Mandatory		x			x	Economic activity
Ec3	Size of	Mandatory		x			x	Economic

Code	Title	Type	Promises					Other
			Sporting nation	Transform East London	Inspiring young people	Sustainable development	Showcase UK	
	companies							activity
Ec4	Quality management of companies	Optional					x	Economic activity
Ec5	Motor vehicle population	Mandatory IOC agreed to make this optional for L2012				x	x	
Ec6	Public transport	Mandatory		x		x	x	Improved public services
Ec7	Accommodation infrastructure	Mandatory		x		x	x	Improved public services
Ec8	Accommodation occupancy rate	Mandatory					x	
Ec9	Tourist nights	Mandatory					x	
Ec10	Airport traffic	Mandatory				x		
Ec11	Foreign organisation establishments	Optional					x	
Ec12	Hosting of international events	Optional					x	
Ec13	Wages	Optional				x		Economic activity
Ec14	GINI income distribution index	Optional						Economic activity
Ec15	Consumer price index	Optional						Economic activity
Ec16	Price indexes	Optional						Economic activity
Ec17	Hotel Price Index	Mandatory						Economic activity
Ec18	Real Estate Market	Mandatory				x		Economic activity
Ec19	Economic balance	Optional						Economic activity
Ec20	Dynamics of service activities	Optional						Economic activity

Code	Title	Type	Promises					Other
			Sporting nation	Transform East London	Inspiring young people	Sustainable development	Showcase UK	
Ec21	Investment risks	Optional						Economic activity
Ec22	Foreign Direct Investment	Mandatory					x	Economic activity
Ec23	Economic role of the state	Optional						Economic activity
Ec24	Structure of public spending	Mandatory						Economic activity
Ec25	Structure of fiscal revenue	Optional						Economic activity
Ec26	Public debt	Mandatory						Economic activity
Ec27	Jobs created in Olympic and context activities	Mandatory		x			x	Economic activity
Ec28	Composition of committees by sector	Optional						Economic activity
	New Olympic-related Businesses	Mandatory		x				Economic activity
Ec30	Size and quality management of contracted companies	Mandatory						Economic activity
Ec31	Olympic Family vehicles	Optional				x		
Ec32	Breakdown of visitor spending	Optional					x	Economic activity
Ec33	Structure of OCOG revenue	Mandatory						Economic activity
Ec34	Structure of OCOG expenditure	Mandatory						Economic activity
Ec35	Total operating expenditure (Olympic activities)	Mandatory		x				Economic activity
Ec36	Total capital expenditure (Olympic activities)	Mandatory		x				Economic activity
Ec37	Total capital expenditure	Mandatory		x				Economic activity

Code	Title	Type	Promises					Other
			Sporting nation	Transform East London	Inspiring young people	Sustainable development	Showcase UK	
	(context activities)							
Ec38	Total wages paid (Olympic activities)	Mandatory						Economic activity
Ec39	Catalyst effect of the Games	Mandatory					x	
Ec40	Ratios specific to Olympic activities	Mandatory						Economic activity
Ec41	Public share of expenditure (Olympic activities)	Mandatory						Economic activity
Ec42	Public share of expenditure (context activities)	Mandatory						Economic activity
Ec43	Tax revenue from Olympic activities	Mandatory						Economic activity
Ec44	Employability of people with disabilities	Mandatory					x	Economic activity

Appendix H – Illustrative logic chains

This appendix contains four case studies which illustrate how the 2012 Games Impact Framework would be applied. For each case study, the Section explains the initiative to be evaluated, outlines a logic chain, describes the counterfactual and highlights the key features of the evaluation coverage. These have been prepared purely as examples for this report by PwC based on information supplied by the client.

The case studies cover a mix of real and 'hypothetical' examples:

- National Skills Academy for Construction
- Lower Lea Valley restoration
- Torch relay
- Disabled sport promotion

Each of these case studies are examined below in turn.

National Skills Academy for Construction (NSAfC)

The role of the National Skills Academy for Construction (NSAfC) is to deliver on-site training to up-skill the construction workforce by creating additional work placements for apprentices, graduates and atypical recruits so that they become fully qualified and providing on-site opportunities for health and safety training and testing. Its key deliverables include:

- 2,400 traditional apprenticeship /trainee/work-placements created with between 285-385 in the 5 Host Boroughs;
- 2,375 programme led apprenticeship /trainee/work-placements with between 280-380 in the 5 Host Boroughs;
- 155 Inspire Scholarships for undergraduates studying for Construction and Built Environment degree courses (for the 5 Host Boroughs between 30-40);
- 1,400 'Step into Construction' placements (for women and BMEs) (For the 5 Host Boroughs between 166-226); and
- 27,500 L2 VQs through On-Site Assessment and Training (OSAT) and Experienced Worker Practical Assessments (EWPA) (for the 5 Host Boroughs between 3,250-4,400).

An illustrative logic chain for the restoring the NSAfC initiative is displayed below. This demonstrates how the inputs relate to the activities, the short/medium outputs and the final outcomes expected to be delivered by this initiative.

Objectives	Inputs	Activities	Short term outputs	Medium to long term outputs	Outcomes
<ul style="list-style-type: none"> Increased levels of construction skills Higher employment in construction among young people, BMEs and women especially in the Host Boroughs 	<ul style="list-style-type: none"> Funding for training places Organisation of scheme 	<ul style="list-style-type: none"> Provision of traditional and programme-led apprenticeship /trainee/work-placements created Provision of scholarships for undergraduates studying for Construction and Built Environment 'Step into Construction' placements (for women and BMEs) L2 VQs through On-Site Assessment and Training (OSAT) and Experienced Worker Practical Assessments (EWPA) 	<ul style="list-style-type: none"> Training places offered People completing training courses 	<ul style="list-style-type: none"> More skilled construction workers Higher skills in those construction workers 	<ul style="list-style-type: none"> Higher employment in construction sector Fewer vacancies in construction firms Less upward wage pressure in construction sector

Counterfactual

The counterfactuals for the National Skills Academy for Construction could be either:

- No additional funding for training specifically in relation to 2012 Games site with programmes provided through traditional routes, or
- National programmes extended through UK for construction skills during 2012 Games build-up which would provide a wider geographical spread

Core Evaluation Questions

In addition, the evaluation will need to consider the four core evaluation questions outlined in Section 3. Examples of how these questions could be addressed are given below:

Who?

The NSAfC would impact most on low-skilled workers and people from disadvantaged groups (young people, BMEs and women) who are interested in construction jobs.

Where?

In London labour market and especially in Host Boroughs.

When?

Direct impacts in construction phase for Olympic site up to 2012 but potential longer-terms impacts if skills needed.

How?

The main providers will be DIUS, Learning and Skills Councils and construction employers.

Outcome areas

The evaluation will also have to consider which of the outcome areas the NSAfC will impact on. These are considered below.

Economy

- Productivity (Primary)
- Employment (Primary)

- Skills (Primary)
- Innovation (in applying new techniques and equipment)
- Enterprise (through more workers with tradable skills)

Community and Culture

- Cohesion and inclusion (through improved labour market outcomes)
- Education
- Health (through improved labour market outcomes)
- Housing (through improved labour market outcomes)

Environment

- None

Sport and physical activity

- Health (through active employment)

Restoring the River Lea

The Lower Lea has been polluted and neglected for many years and is currently under-used. The ODA's objective is to reinvigorate the Olympic Park waterways and to make them a key part of the Park both during the 2012 Games and for legacy:

- Resource for leisure/recreation (e.g. boating, fishing)
- Enhancement for wildlife

Work on the River Lea clean up has already started: it is one of the earliest priorities of the ODA's 'Olympic Programme'. An illustrative logic chain for the restoring the River Lea initiative is displayed below. This demonstrates how the inputs relate to the activities, the short/medium outputs and the final outcomes expected to be delivered by this initiative.

Objectives	Inputs	Activities	Short term outputs	Medium to long term outputs	Outcomes
<ul style="list-style-type: none"> • Reinvigorate the Olympic Park waterways • Make the waterways part of the Olympic Park both for the 2012 Games and for legacy • Provide resource for leisure/recreation • Enhance the area for wildlife 	<ul style="list-style-type: none"> • Capital investment • Construction activity • Scientific appraisal 	<ul style="list-style-type: none"> • Environment Agency Olympic Project team formed • Working relationships with environmental NGOs established • Training courses on environmental management for venue managers and event organisers • Implementation of new urban drainage scheme 	<ul style="list-style-type: none"> • Length of river corridor restored in the LLV • River walls rebuilt • Length of remodelled river banks • Length of towpath cleared • Area of invasive plant species removed • Number of wildlife habitat created 	<ul style="list-style-type: none"> • Amenity use of riverside areas • Improved water quality • Wildlife gain inside the Olympic Park 	<ul style="list-style-type: none"> • Business for civil engineering companies and for environmental specialists • Contribution to national water quality targets • Increased flood resilience • Mental and physical wellbeing for park users • Greater community cohesion • Local property values increased • Enhanced amenity value

Counterfactual

The River Lea restoration counterfactual would be that some work would need to be undertaken anyway to meet regulatory requirements:

- Existing river walls, banks and towpaths need to be patched up (but not enhanced) but the river would remain heavily channelised

The effect of the 2012 Games is to accelerate regeneration of the Lower Lea Valley by up to 10 years and so:

- Address point source discharge of pollution;
- Clean up contaminated land; and
- Address diffuse pollution from the surrounding roads and urban areas (through a new urban drainage system).

Core Evaluation Questions

In addition, the evaluation will need to consider the four core evaluation questions outlined in Section 3. Examples of how these questions could be addressed are given below:

Who?

The main beneficiaries of the clean up will be users of the park (who are likely to be the residents close to the area) and nature enthusiasts

Where?

The impact will be concentrated in the cleaned-up riverside and downstream

When?

The outputs will happen with the initial clean-up before 2012. The impacts through environmental rehabilitation will occur over next decade

How?

The main delivery bodies are the Environment Agency, ODA and the Host Boroughs

Outcome areas

The evaluation will also have to consider which of the outcome areas the restoring the River Lea initiative will impact on. These are considered below.

Economy

- Employment – to clean up and maintain site
- Investment – attraction of inward investment to area

Culture and community

- Amenity and accessibility (primary)

Environment

- Water (primary)
- Ecosystems (primary)

Sport and Physical Activity

- Health - through promotion of outdoor activity

2012 Olympic and Paralympic Games torch relay

The torch relay for the 2012 Games will pass through different communities across the UK in the run up to the 2012 Games. Participants will include elite athletes and representatives of local communities. Local events will be organised on the day for the community to enjoy and be part of the Olympic programme

An illustrative logic chain for the torch relay is displayed below. This demonstrates how the inputs relate to the activities, the short/medium outputs and the final outcomes expected to be delivered by this initiative.

Objectives	Inputs	Activities	Short term outputs	Medium to long term outputs	Outcomes
<ul style="list-style-type: none"> Involve communities across the UK in the 2012 Games 	<ul style="list-style-type: none"> Investment in organisation of events Investment in locations and activities 	<ul style="list-style-type: none"> Arrangement of relay sequences Organisation and delivery of parallel and supporting events organised 	<ul style="list-style-type: none"> Visitors to torch relay Increased local spending by visitors 	<ul style="list-style-type: none"> Increased awareness and enthusiasm of 2012 Games potentially reflected in greater interest/presence at 2012 Games Repeat visitors 	<ul style="list-style-type: none"> Increased economic activity around sites Increased community cohesion and inclusion

Counterfactual

The Torch Relay counterfactual is that if London had not hosted the 2012 Games, there would be no torch relay.

Core Evaluation Questions

In addition, the evaluation will need to consider the four core evaluation questions outlined in Section 3. Examples of how these questions could be addressed are given below:

Who?

The main beneficiaries are the participants in the events and the spectators – both locally and nationally

Where?

The impact of the events will happen across the UK in particular areas on the routes

When?

The impact will be immediately before 2012 Games (carrying through to Games)

How?

The main delivery bodies are LOCOG, IOC and the Local authorities

Outcome areas

The evaluation will also have to consider which of the outcome areas the torch relay will impact on. These are considered below.

Economy

Employment and Enterprise – gains from increased local expenditure

Community and Culture

- Culture (Primary)

- Cohesion and inclusion (Primary)
- Health – indirect by raising profile of 2012 Games (Primary)

Environment

- None

Sport and physical activity

- Elite sport (participants)
- Community sport
- Health (through raising of profile of 2012 Games) (Primary)

Disabled sport promotion

Disabled sport promotion consists of a programme to support the disabled to participate in organised sport through provision of coaching, equipment, organisation, health support and facilities.

An illustrative logic chain for disabled sport promotion is displayed below. This demonstrates how the inputs relate to the activities, the short/medium outputs and the final outcomes expected to be delivered by this initiative.

Objectives	Inputs	Activities	Short term outputs	Medium to long term outputs	Outcomes
<ul style="list-style-type: none"> • Involve communities across the UK in the 2012 Games 	<ul style="list-style-type: none"> • Investment in organisation of events • Investment in locations and activities 	<ul style="list-style-type: none"> • Arrangement of relay sequences • Organisation and delivery of parallel and supporting events organised 	<ul style="list-style-type: none"> • Visitors to torch relay • Increased local spending by visitors 	<ul style="list-style-type: none"> • Increased awareness and enthusiasm of 2012 Games potentially reflected in greater interest/presence at 2012 Games • Repeat visitors 	<ul style="list-style-type: none"> • Increased economic activity around sites • Increased community cohesion and inclusion

Counterfactual

The disabled sport counterfactual would be that there was no new funding for disabled sports programmes in run-up to 2012 Games (i.e. continued baseline – pre-bid - levels of funding).

Core Evaluation Questions

In addition, the evaluation will need to consider the four core evaluation questions outlined in Section 3. Examples of how these questions could be addressed are given below:

Who?

The main beneficiaries of the programme are disabled people with potentially different impacts for different types of disability

Where?

The impacts will occur in areas with improved access to centres of activity and regionally/nationally

When?

The benefits will take place as long as the funding lasts

How?

The main delivery bodies are the NHS and local authorities

Outcome areas

The evaluation will also have to consider which of the outcome areas disabled sport promotion will impact on. These are considered below.

Economy

- Employment (through improvement in physical activity)

Community and Culture

- Amenity and accessibility (Primary)
- Cohesion and inclusion (Primary)
- Health

Environment

- None

Sport and physical activity

- Elite sport
- Community sport
- Health (through active employment)

Appendix I – Bibliography

The following reports were used in the production of this report.

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- BERR, Small Business Survey
- BERR 'Compete For' evaluation
- British Olympic Association, "Countdown to 2012" Elite Performance Analysis
- Cabinet Office, 'The Magenta Book: Guidance Notes on Policy Evaluation'
- Communities and Local Government, State of the (Thames) Gateway study
- CLG CPC Olympic Evaluation Feasibility Study
- DCMS research on attitudes
- DCMS 'Taking Part' survey
- Department for Transport Crossrail study
- Government Olympic Executive, Legacy Action Plan
- HM Government's Legacy Promises and Action Plan,
- HM Treasury, 'The Green Book: Appraisal and Evaluation in Central Government'
- HMG 2012 Games Public Services Agreement
- International Olympic Committee's Olympic Games Impact project.
- Liverpool City of Culture impacts study
- London Annual Business Survey
- LDA Sports Legacy programme evaluation
- London Employment and Skills Taskforce
- London Skills and Employment Board framework
- Mayor of London's 'Five Legacy Commitments'
- MORI study on culture

- Olympic Board, 2012 Games Vision
- Olympic Board, London 2012 Sustainability plan, Towards a One Planet 2012
- ODA Sustainable Development Strategy
- ODA Demolish Dig Design report
- Oxford Economics tourism study
- PwC, Olympic Games Impact Study
- UK Sport Mission 2012
- Visit Britain tourism study

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