

PSA Delivery Agreement 22:

Deliver a successful Olympic Games and Paralympic Games with a sustainable legacy and get more children and young people taking part in high quality PE and sport

October 2007

© Crown copyright 2007

Published with the permission of HM Treasury on behalf of the Controller of Her Majesty's Stationery Office.

The text in this document (excluding the Royal Coat of Arms and departmental logos) may be reproduced free of charge in any format or medium providing that it is reproduced accurately and not used in a misleading context. The material must be acknowledged as Crown copyright and the title of the document specified.

Any enquiries relating to the copyright in this document should be sent to:

HMSO
Licensing Division
St Clements House
2-16 Colegate
Norwich
NR3 1BQ

Fax: 01603 723000

E-mail: hmsolicensing@cabinet-office.x.gsi.gov.uk

HM Treasury contacts

This document can be found on the Treasury website at:

hm-treasury.gov.uk

For general enquiries about HM Treasury and its work, contact:

Correspondence and Enquiry Unit

HM Treasury

1 Horse Guards Road

London

SW1A 2HQ

Tel: 020 7270 4558

Fax: 020 7270 4861

E-mail: public.enquiries@hm-treasury.gov.uk

Printed by The Stationery Office 10/07 380515

Printed on at least 75% recycled paper.

When you have finished with it please recycle it again.

PU378

CONTENTS

		Page
Chapter 1	Vision	3
Chapter 2	Measurement	5
Chapter 3	Delivery Strategy	7
Annex A	Measurement annex	21



VISION

1.1 The UK has committed to deliver an Olympic Games and Paralympic Games in 2012 which will be a successful and inspirational world sporting event for athletes and the viewing public.

1.2 The benefits arising from the Games will be far-reaching and much more than physical. They range from the economic boost that will benefit the whole UK in terms of increased investment, training and jobs; sports participation for all; and the cultural opportunities brought by the Cultural Olympiad.¹ The Government's wider legacy objectives include raising national pride and the UK's international profile, and increasing community engagement.

1.3 The Government is also committed to creating new opportunities for all children and young people in England to participate in high quality physical education (PE) and sport. These opportunities will contribute not only to the 2012 legacy, but also to other government policies to promote the health and well-being of children and young people.

1.4 Hosting the London 2012 Games will necessitate the regeneration of a substantial area of East London and will drive a broad range of projects to bring economic, social, environmental, and health benefits to London and the rest of the UK. As well as providing new housing, green space, infrastructure, and business and employment opportunities to the Lower Lea Valley, the construction of the Olympic Park and other Olympic venues will set a new standard for sustainable development. Across the UK, the Games will be the impetus for a raft of education and volunteering programmes which will encourage people to take part in sport and volunteering to improve their health and strengthen local communities.

1.5 The Games will motivate increasing numbers of children and young people to take up and maintain their participation in PE and wider sporting opportunities. Building on its vision for school sport, the Government's aim for 2008-11 is that, in addition to at least 2 hours per week of high quality PE and Sport in school for all 5-16 year olds, all children and young people aged 5-19 will be offered opportunities to participate in a further 3 hours per week of sporting activities provided through schools, Further Education (FE) colleges, clubs and community providers. This will create a sustainable legacy both in terms of future elite success and grassroots sport.

1.6 Participating in PE and sport will contribute towards improving children and young people's health and well-being. In keeping with the Olympic spirit, the Games will also be the catalyst for international development through sport, as the Government and its partners bring new sporting opportunities to young people in a range of developing countries.

¹ A four-year period of cultural activity designed to celebrate the Olympic spirit throughout the UK.

2

MEASUREMENT

2.1 This PSA will be measured through the following five indicators underpinning each of the five priorities set out in the delivery strategy.

Construction of the Olympic Park and other Olympic venues

Indicator 1: Meet critical milestones for venues and infrastructure up to 2011 within budget and applying effective change control

- It is crucial that the 2012 Games are successfully delivered to time and budget. Construction of the Olympic Park and a range of venues suitable for hosting world-class events is the biggest construction project in Europe and at the heart of the Olympic programme. There is a national target attached to this indicator.

Maximising the regeneration benefits of the 2012 Games

Indicator 2: 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 Government expects improvements in the physical, economic and social infrastructure of East London as a direct result of Olympic activity that address key factors in its regeneration. Regenerating the heart of East London is central to the commitment to provide a lasting and sustainable legacy long after 2012. This will be driven by the development of a Legacy Masterplan Framework (LMF), an overarching plan which will govern delivery of the regeneration agenda. It is also vital that a sustainable legacy for the Games's venues is effectively incorporated into this planning and successfully delivered when the Games finish in 2012.

The Olympic Park and venues are designed and built according to sustainable principles

Indicator 3: Red/Amber/Green (RAG) status of delivery of the Olympic Delivery Authority (ODA) sustainability strategy to 2011

- The Olympic venues and Park will be constructed in accordance with sustainable development principles, as set out in the ODA Sustainability Strategy. The ODA has committed to setting new standards for the sustainable design and construction of major sports venues and infrastructure used for the Games, and has set challenging targets for tackling climate change, maximising the use of sustainable transport and minimising and re-using waste and water.

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

Indicator 4: 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 hosting of the 2012 Games is expected to increase public participation in cultural and community activities across the UK. The Government is committed to increasing access to and participation in sporting activities both in the UK and in other countries, particularly those in development. The numbers of people taking part in these programmes will indicate whether people have been inspired to take part in 2012 related events. Ensuring the long-term legacy of the Games means winning the hearts and minds of people – particularly of young people – across the UK and internationally.

Creation of a world-class system for Physical Education (PE) and sport

Indicator 5: 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.

- The Government is committed to increasing the numbers of 5-16 year olds participating in at least 2 hours of high-quality PE and sport in school per week. In addition, the Government wants more opportunities for 5-19 year olds to participate in a further 3 hours per week of sporting activities through attractive provision designed to stimulate and increase take-up and sustain participation.

3

DELIVERY STRATEGY

3.1 This Delivery Agreement sets out the contribution which will be made by a variety of stakeholders to enable the Government to realise its vision for a successful and sustainable Olympic and Paralympic Games, and to create unprecedented opportunities for children and young people to participate in 5 hours of high quality PE and sport each week for 5-16 year olds, and 3 hours of sport per week for 16-19 year olds.

3.2 Since London won the bid to stage the 2012 Games in July 2005, extensive work and planning has already been undertaken to deliver a successful and inspirational Games and to create a sustainable legacy for London and the UK.

Olympic Programme **3.3** The overall Olympic programme has four overarching objectives: to stage the Games; build the venues and infrastructure; deliver a legacy for London and the UK; and deliver a legacy for sport.

3.4 Supporting these objectives, the Government has made a number of legacy promises which it will set out in a Legacy Action Plan. These are to:

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

ROLES AND RESPONSIBILITIES

3.5 Managing such a broad and far-reaching programme requires organised and close working with a variety of Government departments, as well as with the main bodies tasked to deliver London 2012: the ODA, the London Organising Committee of the Olympic Games (LOCOG), the Greater London Authority (GLA) and the British Olympic Association (BOA).

- The **Olympic Board**, comprising LOCOG, the GLA, BOA, and the Government, is the strategic decision making body with responsibility for the whole Olympic programme, including the four overarching Olympic programme objectives. The Government is represented on the Board by the Minister for the Olympics, who co-Chairs the Board with the Mayor of London;
- The **Government Olympic Executive (GOE)** supports the Minister for the Olympics. GOE's role is to maintain oversight of the entire programme on behalf of Government. They are responsible for co-ordinating delivery of this PSA and sponsorship of the ODA;
- The **Olympic Delivery Authority (ODA)**, a Non Departmental Public Body (NDPB), will deliver the venues and infrastructure for the 2012 Games and the infrastructure necessary for the regeneration of the Olympic Park, in

accordance with sustainable principles. The ODA reports to the Olympic Board and to the Minister for the Olympics through the GOE; and

- The **London Organising Committee of the Olympic Games (LOCOG)** are responsible for staging the Games and for delivering the Cultural Olympiad. Much of this aspect of the Olympic programme is outside the parameters of this Delivery Agreement and will not be covered here.

Security 3.6 The Government is committed to a safe and secure Olympic and Paralympic Games. The Home Secretary has overall responsibility for this, and has appointed a serving Assistant Commissioner of the Metropolitan Police to be the Security Co-ordinator. The Co-ordinator is tasked with the development and delivery of the safety and security package and has created a multi-agency Olympic Security Directorate to take the work forward. Securing the Games is likely to require one of the largest, most complex policing and security operations undertaken in the UK.

3.7 But security is not simply about policing; it is about providing a safe and secure environment. This must be a priority for all stakeholders, working under the leadership of the Security Co-ordinator and oversight of the Home Office (HO). The GOE will continue to work with HO and other stakeholders to ensure proper alignment of security and the wider Olympic and Paralympic Programme.

PRIORITY I: CONSTRUCTION OF THE OLYMPIC PARK AND OTHER OLYMPIC VENUES

3.8 The heart of the London 2012 Games will be the 500 acre Olympic Park in Stratford, East London. The development of this site will be the largest construction programme in Europe. The Park will be home to the 80,000 seat Olympic stadium which will host the opening and closing ceremonies and track and field events in 2012. It will also be the site for a new aquatics centre, velopark and hockey centre, as well as a media/broadcasting centre and the athletes' village, which will accommodate competitors and officials for the duration of the Games in 2012. The site will be connected to central London by a high-speed rail shuttle service and to mainland Europe by a high-speed train service. Remediation of the Olympic Park site has already begun.

Delivery of key venues 3.9 The immovable deadline of the opening ceremony in July 2012 means that it is vital that all venues and infrastructure required to host the Games are delivered on time. The Government has also committed to deliver this massive construction project to budget: this Delivery Agreement reinforces these commitments and sets critical milestones for the development of the Park and venues up to 2011. By 2011, development of the majority of Olympic venues and associated infrastructure will be complete, including the main stadium, the velopark and the aquatics centre.

3.10 To achieve this, the GOE will continue to work closely with the ODA, the GLA, and National Lottery funding. The ODA holds responsibility for managing the development of the Olympic Park, venues and associated infrastructure and their successful conversion into legacy facilities that will be used by local communities long after the Games are over. The ODA will deliver the development of the Olympic Park and venues through private contractors.

Delivery partners **3.11** The ODA is accountable to the Minister for the Olympics and the Mayor, but key decisions will continue to be agreed by the Olympic Board. Other partners include DCLG and the London Thames Gateway Development Corporation, the Department for Transport (DfT), Network Rail, Transport for London, the GLA, the London Development Agency (LDA), as well as a range of Local Authorities, other public and regional development agencies and sports federations. ODA also have a delivery partner, CLM, whose role it is to provide cross-programme contract and project management.

PRIORITY 2: MAXIMISING THE REGENERATION BENEFITS OF THE 2012 GAMES

Olympic Park site **3.12** Development of the Olympic Park site will provide the impetus for the regeneration of the surrounding area of East London. The area designated for Olympic development lies across some of the most disadvantaged boroughs in the UK and offers enormous potential for wholesale economic, social and environmental regeneration. The venues and infrastructure built for the Games will be at the heart of the London 2012 Games legacy, providing world-class sporting facilities for elite and community use. Improvements to the local infrastructure will include better transport links, improved green space and waterways, diverse opportunities for business and employment and around 9,000 new homes, many of which will be affordable homes and available for key workers and over 4,000 of which will result from the conversion of the Olympic village.

3.13 All buildings designed for legacy use will meet Secure By Design (SBD) standards and all public car parks will meet the specification set out in the Association of Chief Police Officers' Safer Parking scheme, helping to reduce the threat of crime in all legacy developments.

Legacy Masterplan Framework **3.14** Much of the physical regeneration of the area surrounding the Olympic Park will be realised after the 2012 Games and is outside the remit of the CSR period 2008-11. Because of this, the key measurement on progress against this indicator will be the development of the Legacy Masterplan Framework (LMF) and the implementation of its aspects scheduled for delivery by 2011. The LMF will be a detailed and challenging integrated spatial plan which will drive the key physical, economic, social and environmental facets of the 2012 Games's input into the regeneration of this area of East London. The completed LMF and delivery plan is expected to be agreed and approved by the end of 2009. Key aspects will include:

- the creation of a sustainable community on the site of the Olympic Park which meets policy objectives including safety and security, design quality and environmental sustainability;
- the delivery of at least 4000 homes derived from the Olympic Village of which at least 30 per cent will be affordable;
- decontamination of 1.4m tonnes of soil to provide remediated land for new development;
- restoring and reviving 5.5km of waterways; and
- greater accessibility through the opening of Channel Tunnel Rail Link (CTRL) services and construction of the Docklands Light Railway (DLR) extension to Stratford International.

3.15 Much of the legacy to be delivered in ‘Games’ mode by 2012 will be well underway by 2011, including the development of the transport infrastructure and open spaces and waterways throughout the Olympic Park. And by 2011, over 4000 homes will also have been built in Games mode at the athletes’ village, ready to be transformed into legacy housing as soon as the Games are over.

Successful delivery

3.16 Successful delivery of this indicator will be contingent on two related areas of activity. There must be effective planning of the Park legacy ‘place’ which will mean ensuring the plans for the London 2012 Games provide the right basis for successful post-Games legacy; seamless integration of these plans with the plans of the surrounding boroughs to ensure continuity; and ensuring that satisfactory management arrangements for legacy sport and leisure facilities are in place, as well as marketing strategies for the residual development land.

3.17 In addition, wider regeneration programmes for East London and Gateway areas as a whole must be developed to connect these communities with potential benefits that may be available for them, and to maximise the growth of business and investment. These programmes will cover education and training, employment, business development, health and fitness, community cohesion, and area marketing and promotion.

3.18 The LMF will be delivered by the LDA, guided by discussion within the Olympic Park Regeneration Steering Group (OPRSG). ODA will deliver the elements of the LMF and regeneration infrastructure to be completed prior to 2011. The OPRSG (with an Olympic Park Senior Officers sub-group) will also oversee progress. Its membership includes the Minister for the Olympics, the Department for Communities and Local Government (CLG), the 5 London Host Boroughs, BOA, ODA, LDA and the GLA. Effective integration between Government departments focusing on regeneration (such as CLG), having a role in other Olympic delivery and legacy plans (such as the Department for Work and Pensions), or which are involved in the administration of key services (such as the Department for Children, Schools and Families), will be vital for this programme.

PRIORITY 3: THE OLYMPIC PARK AND VENUES ARE DESIGNED AND BUILT ACCORDING TO SUSTAINABLE PRINCIPLES

3.19 Sustainability is central to the development, regeneration and legacy programme. The Government has committed to ensure that the Olympic Park and venues are delivered in accordance with sustainable development principles—minimising carbon emissions, waste and water consumption, and protecting the biodiversity and ecology of the site.

3.20 The Government’s key delivery partner for this indicator is the ODA. Other partners involved in its delivery are the Department for Environment, Food and Rural Affairs (Defra), DfT, CLG, the 5 host boroughs of East London, the GLA, and the Commission for a Sustainable London 2012 (CSL). Successful delivery of the indicator will be contingent upon effective ongoing working partnerships between all of these stakeholders.

Sustainable Development Strategy

3.21 The ODA's Sustainable Development Strategy follows 12 sustainability objectives, on: carbon; water; waste; materials; biodiversity and ecology; land, water, noise and air; supporting communities; transport and mobility; access; employment and business; health and wellbeing; and inclusion. Key aspects include:

- each permanent venue to aim to achieve a 15 per cent carbon dioxide reduction above Building Regulations 2006 Part L from energy efficiency and demand reduction measures;
- the Olympic Village to be 25 per cent more energy efficient than 2006 Building Regulations;
- design residential buildings to reduce water consumption by 20 per cent from average London consumption;
- the design of permanent structures will have proper regard to the protection and enhancement of key species and habitats and ecology of the Lower Lea Valley, and will integrate with and support the objectives of the Olympic Park design and Olympic Park Biodiversity Action Plan; and
- at least 90 per cent, by weight, of the material arising through the demolition works will be reused or recycled.

3.22 Delivering on these objectives will help transform this area of East London and set new standards for sustainable development and living across the UK. Successful delivery of this indicator will result in the development of new buildings, open space and infrastructure which are able to meet the social, environmental and economic needs of local communities long after the Games are over in 2012. The post-Games Olympic Park and venues will provide significant long-term benefits for the Lower Lea Valley and will be integral in building a better future for these communities.

Progress so Far

3.23 Excellent progress is already being made. Power lines are being safely buried and contaminated land is being cleaned up in readiness for construction. And some of the standards of the sustainability strategy are already being met. For example, the ODA are currently exceeding the aim to re-use or recycle 90 per cent of all demolition waste.

3.24 It is also vital that sustainable development criteria are fully incorporated into every stage of the planning and delivery of the Park development. ODA is responsible for delivering their sustainability strategy and have been working with CLM to ensure Sustainable Development is mainstreamed into the management reporting cycle and have produced a comprehensive management system which is now in place. This system will ensure robust measurement and assurance at key junctures:

- project development (project requirements, strategic outline, business case, investment decision);
- procurement (Official Journal of the European Union, Pre-Qualification Questionnaires, Invitation To Tender/Invitation To Negotiate and appointment);
- design (brief and Royal Institute of British Architects stages); and
- monitoring execution.

Commission for a Sustainable London 2012 **3.25** The Olympic Board has also approved the establishment of a new body, the Commission for a Sustainable London 2012 (CSL), to provide credible, independent assurance on the sustainability elements of the London 2012 Games programme. CSL regularly reports to the Olympic Board, providing strategic commentary and advice on the annual programme of assurance activities on the 2012 Games and associated regeneration programme. CSL will support and help develop the reporting framework in accordance with the assurance framework.

PRIORITY 4: 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

3.26 The Games have huge potential to inspire individuals, especially young people, and bring communities together across the UK. Aside from the physical development of East London, the key legacy challenge in the period running up to the Games is to inspire as many people as possible to become involved in activities associated with the Games, right across the UK and even across the world. There will be a particular focus on ensuring that young people are inspired to take part in a range of sporting, cultural and community activities associated with the Games. New investment is also planned that can bring new sporting opportunities to young people, particularly in developing countries.

3.27 Delivery of this aspect of the Olympic programme will have far-reaching and long-term benefits to the health and well-being of people across the UK and overseas and will help build stronger local communities.

Activities in the UK **3.28** In the UK, the Government aims to help people to engage with their local communities and encourage them to participate in a range of activities - sporting, cultural and volunteering. There will be a particular focus on young people - one of the Government's five legacy promises is to inspire a new generation of young people to take part in local volunteering, cultural and physical activity. That promise chimes well with the broader Government agenda to build safer and stronger communities by encouraging people to play an active role in those communities.¹ Increasing adults' participation in sport (although not specifically measured in this PSA) is also an important part of delivering the legacy promise to make the UK a 'World Leading Sporting Nation'.

3.29 The Government's delivery partners include the Learning and Skills Council (LSC), LOCOG, Youth Sport Trust and UK Sport. The Government Olympic Executive will continue to coordinate relevant government departments to ensure delivery of this priority and will report progress to the Olympic Board as well as to the public through reporting against the Legacy Action Plan.

In other countries **3.30** In other countries, the Government aims to increase participation in, and access to, sporting opportunity through the International Sport Development Programme. This may include community activities but there are no additional cultural or community programmes planned for other countries.

¹ See PSAs 21 and 23.

3.31 The Government is still in the process of developing and finalising the range of programmes that will contribute to these legacy ambitions which will be set out in the Legacy Action Plan to be published by the end of 2007. In 2008, following discussion with the International Olympic Committee (IOC) and LOCOG, the Government will begin to attach the non-commercial version of the London 2012 brand to the best and boldest of those programmes, to help drive interest and involvement in them. Through the action plan, and use of the non-commercial brand, 2012 will be used to catalyse existing activity, using the inspirational power of the Games to deliver the greatest possible range of benefits.

3.32 Some specific examples of programmes that are already planned or under way include the UK School Games, parts of the Cultural Olympiad, the Pre-Volunteering Programme (PVP) and the International sport development programme. Other programmes will be developed during this PSA period which will contribute to our delivery of this PSA indicator.

Pre-Volunteering Programme

3.33 The PVP aims to help unemployed people from hard to reach groups develop the skills they need to find work. The attraction of the course is likely to be its Olympic hook, which has already proved to be the case in the London pilots. The initial course will concentrate on customer service skills, but participants will also undertake some voluntary activity to put their training into practice.

3.34 The PVP is funded by the LSC and the LDA. Job Centre Plus is also an important partner. Carefully targeted communication and outreach will be essential to ensure that hard to reach participants have every opportunity to get involved.

3.35 Further roll-out of PVP around the country will be dependent on LSC and other partnership funding in each region. Exploiting the hosting of the London 2012 Games has been made a priority for LSC, but it will be for each region to decide its own priorities. Local decisions should be made in autumn 2007 for the financial year 2008-09.

Cultural Olympiad

3.36 People will also have the opportunity to engage with the Games through the Cultural Olympiad, which will incorporate a variety of festivals, cultural programmes and events in the 4 years prior to the London 2012 Games. These opportunities include a number of significant projects that will celebrate London and the UK welcoming the world, and will inspire and involve young people and generate a positive legacy. They include: Film and Video Nation; Artists Taking the Lead; the International Shakespeare Festival; Live Sites; a Celebration of Disability Arts and Sport; and the World Festival of Youth Culture. Some of these projects will be generated at local and regional level and will share the overall values and vision of the Cultural Olympiad. The Cultural Olympiad will be delivered by LOCOG, working with regional and local authorities, the private sector and the third sector.

International Sport Development Programme

3.37 At Singapore in July 2005, the UK Government and LOCOG made a commitment to leave an international, as well as national, Olympic legacy by bringing new sporting opportunities to young people across a range of countries, particularly those in development. This international aspect of the programme aims to create strong, sustainable and supportive systems, in some of the most disadvantaged communities in the world, to help children of all abilities enrich their lives by playing and excelling in sport.

3.38 This Delivery Agreement focuses on Phase One of the scheme, which will run until December 2010. Phase One will form the basis of a rolling programme which may cover up to 20 countries by 2012 - subject to further funding. This first phase will focus on five countries across the International Olympic Committee regions: India, Brazil, Azerbaijan, Palau and Zambia. The Government have committed to ensure that at least 1 million children and young people across these countries participate regularly in quality physical education and sporting activity. The Government also wants to see a further 3 million young people having access to sporting opportunity through schools and community programmes. Crucial to this commitment will be a raft of projects to train and deploy PE teachers, community sports coaches and young sports leaders. These projects will not only give young people the chance to access quality physical education or sport but will have significant, wider health and community benefits.

3.39 The programme is being led by UK Sport. Its strategic direction will be determined by a DCMS-chaired Programme Board (in consultation with Ministers), which includes a range of stakeholders including the British Council and UNICEF.

PRIORITY 5: CREATION OF A WORLD-CLASS SYSTEM FOR PHYSICAL EDUCATION (PE) AND SPORT

3.40 In 2002-03 the Government began work to transform the delivery of PE and school sport and ensure that all children and young people aged 5-16 were able to participate in at least 2 hours per week of high quality PE and Sport at school. All maintained schools in England now belong to a national network of School Sport Partnerships (SSPs) - 'families' of schools, usually with a Specialist Sports College as the hub school, and up to 8 secondary and 45 primary or special schools linked together to increase the amount and quality of PE and sporting opportunities for all pupils.

3.41 The current successful PE and School Sport strategy will be extended so that it:

- engages more children and young people in high quality PE and sport in school, the Further Education sector and the community;
- extends sporting opportunities for children and young people with disabilities and special educational needs;
- inspires more young people to take part in competitive sport, backed up by more competition managers and coaches; and
- encourages and helps support more young people to become leaders and volunteers in sport.

3.42 The DCSF and the DCMS, through the National PE and Sport Strategy for Children and Young People, will ensure that the outcomes for PE and sport for children and young people are achieved.

Delivery responsibility

3.43 Responsibility for operational delivery will lie with nominated partner organisations whose role will be to advise on specific issues or to implement specific workstreams. Partners will include:

- other government departments (particularly DH, on links on Healthy Schools and obesity);

- the Office for Standards in Education (Ofsted) (for advice on school standards and standards in the teaching and learning of PE and school sport);
- the Qualifications and Curriculum Authority and the proposed new independent regulatory body (for advice on the curriculum and on the regulation of qualifications);
- Local Authorities, school sport partnerships and schools themselves;
- the national governing bodies of sport (for the expansion of sporting opportunities through clubs in the community); and
- external bodies, contracted by the Government to:
 - ensure continued delivery of provision of at least 2 hours per week of high quality PE and sport in schools; and
 - deliver, in addition, a range of new sporting opportunities through schools, the FE sector, clubs and community providers.

Workstrands

3.44 Through interventions over the next three years, and building on the success of the current Strategy, the Government will contract these external bodies to initiate activity under the following work strands:

Infrastructure

- Continue its support for the 435 Specialist Sports Colleges, which act as hubs for the 449 School Sport Partnership ‘families’ of schools; and
- ensure that SSPs work closely with a new cadre of coordinators for FE colleges.

Competitive sport

- create an expanded national competition framework with a single competitive pathway for each sport, appropriate to meet the needs of all children and young people, whatever their sporting aspirations;
- expand (to 225) the network of Competition Managers, who will plan, manage and implement programmes of inter-school and inter-partnership competition and reach out into national governing body competitions;
- support the identification and development of young talented athletes; and
- continue to support the UK School Games to enable talented young athletes to experience multi-sport competitions, styled on the Olympic and Paralympic Games.

Coaching

- The Government will provide trained sports coaches to SSPs to deliver school and community focused coaching programmes and extend young people’s experience in a wide variety of sports, both for sports enthusiasts and those who are currently less keen to participate.

Young leaders and volunteers

- Through the Step into Sport programme, the Government will encourage children and young people to engage with and continue their involvement in sports leadership and volunteering. This scheme links with the 'Dreams and Teams' programme, organised by the British Council, through which young people from specialist sports colleges and their teachers visit and work directly with young people in other countries; and
- the Government will also support the expansion of the Young Ambassadors volunteer programme, which trains children and young people to act as role models for their peers, reflecting and spreading the Olympic and Paralympic message and ideals.

Build club links and extend activity

- The Government will continue to strengthen the links between school and clubs to ensure the smooth transition from school sport to club sport and extend the range of opportunities on offer to young people who are currently accessing less than 2 hours of sport beyond the school day.

Professional development

- The Government will continue to invest in continuous professional development for teachers, to ensure that they have the skills and expertise needed to inspire and engage all children and young people in PE and sport.

CONSULTATION & USER ENGAGEMENT

Consultation 3.45 Extensive consultation has already taken place with all core and primary partners within the delivery chain. This will continue to ensure the effective delivery of each indicator. The Government will also engage with the third sector in all its forms, from voluntary and community groups to social enterprises, to ensure its important contribution both to the delivery and the legacy.

User Engagement 3.46 Consultation has previously been carried out with wider stakeholders and the general public on a range of issues associated with the hosting of the London 2012 Games including engagement on planning. The regeneration of East London will not be truly successful unless local people are properly engaged in the development of the park, the design, its look and feel, and the legacy planning.

3.47 The Olympic Games, Paralympic Games and Legacy Facilities planning applications were the product of extensive consultation, dating back to the bid to host the Games. A wide ranging programme of pre-application consultation was undertaken between June-December 2006, including:

- nine Roadshow events in the four host boroughs bordering the Park site, which attracted 5,363 visitors;
- five design workshops, enabling two-way dialogue between the design team and community and voluntary sector representatives;
- a mobile exhibition touring public buildings for six weeks, inviting local community feedback on the plans;
- youth workshops involving youth parliament members and young people nominated by the boroughs; and
- 10,000 leaflets distributed to East London residents with Freepost feedback forms.

3.48 The applications also include a Statement of Participation which sets out a framework for future engagement with the local community and stakeholders. It is proposed that future community involvement around planning applications will be integrated into the ODA's wider community relations strategy. This is currently being developed and expected to be completed later this year.

3.49 The ODA Planning Committee has also adopted a Statement on Stakeholder and Community Involvement which sets out how it will engage with local communities and other stakeholders. The Statement commits the Planning Authority to employ a wide range of consultation methods with local communities, in addition to the statutory requirements, in order to maximise stakeholder responses to planning applications in accordance with current government guidance on community consultation.

3.50 The Olympic Board has established an Olympic Park Regeneration Steering Group to oversee the preparation and consultation around legacy planning applications. The Steering Group includes Leaders of the Host Boroughs and is supported by a Senior Officers group which incorporates representatives of the Lea Valley Regional Park Authority and the London Thames Gateway Development Corporation. It is important to have the Host Boroughs represented on this group to ensure that the views of local communities and local people are represented.

3.51 In response to requirements set out in The London Olympic Games and Paralympic Games Act 2006, the ODA have developed an Olympic Transport Plan (OTP). The OTP will continue to address all transport issues relating to the 2012 Games and ensure that effective infrastructure is in place to meet transport demands during the Games.

3.52 Consultation on the first draft of the Olympic Transport Plan ran from late 2006 to early 2007. Comments have been taken on board and a revised plan will be issued in October 2007. There will also be two further iterations of the plan - the first after Beijing in 2009, the second in 2010/11. Both will be consulted on before they are published.

Continuing engagement with the general public across the UK

2012 Roadshow **3.53** The Government Olympic Executive (GOE) have taken the 2012 Roadshow all over the UK throughout the summers of 2006 and 2007. The Roadshow engaged with as many people as possible, to encourage them to participate in Games-related activities and programmes and to use the inspiration of the Games to get active and take part in their local communities. Roadshow events are also an excellent vehicle for gathering views on what else might be done to ensure that the London 2012 Games deliver a lasting legacy across the UK. This year it includes encouraging people to challenge themselves to do or change something by 2012, thereby giving an overview of how 2012 is starting to imprint across the UK and how our legacy priorities can collectively support that change. GOE will continue to use annual roadshow events up to 2012 to build on this engagement with communities. This will help to ensure that it is not only London, but the whole of the UK that feels a part of the 2012 Games.

Taking Part Survey **3.54** 'Taking part' is a continuous national survey commissioned by DCMS and its partner NDPBs. It achieves an annual sample size of around 29,000. In interviews collected between January and December 2006, 69 per cent of people surveyed were supportive of the UK hosting the Olympic and Paralympic Games in 2012. Questions on the impact of the 2012 Games in the Taking Part Survey will help to measure the overall impact of the Games in England.

Young People 3.55 DCSF has commissioned research to seek feedback on the Games from 5-19 year olds. One of the most challenging aspects of the DCSF programme is engaging with young people, and MORI are looking at ways to maintain effective communication with them. MORI are working with groups of young people in schools to get their views on the education plan. Research has been undertaken during summer of 2007, and preliminary analysis will be available in the autumn.

Research 3.56 Over the summer and autumn, the Government have conducted an extensive programme of qualitative and quantitative research into the attitudes and behaviours of people across the UK regarding the Games. The results of this research will expose what people think of the Games and how engaged they feel, what they think the legacy ought to be from a personal and social perspective, and how well they understand the legacy commitments already made by the Government. The research will inform development of this legacy policy and delivery from now until 2012. It will help to identify accurately through evidence-based analysis what legacy objectives the Government should be focusing on to ensure that the legacy of the games is relevant to people across the UK.

Public Meetings 3.57 GOE have committed to holding quarterly public meetings between now and 2012 in every nation and region. People around the UK will be given the opportunity to question key figures from the Olympic Family about all aspects of the Games and to hear how preparations are developing. The first meeting was in Birmingham in June and the next will be in London in October. They will ensure that local people are able to engage in 2012, feel part of the process, and be encouraged to engage further with 2012.

School Sport Pilots 3.58 Young people were consulted in 9 areas over a 6 month period, to identify how best to put in place local opportunities for young people to access sporting opportunities beyond the school day .

3.59 The pilots were designed to test which opportunities would most attract young people who currently seldom, or never, participate in sport beyond the school curriculum. The results have been used to inform the structure of the strategy from April 2008.

GOVERNANCE AND ACCOUNTABILITY

3.60 The Minister for the Olympics is the lead minister for this PSA. The relevant Cabinet Committee/s will drive performance by regularly monitoring progress, holding departments and programmes to account and resolving inter-departmental disputes where they arise.

3.61 A board responsible for monitoring its progress will lead overall delivery of this PSA. The Director General of the GOE is the Senior Responsible Officer for the PSA and will chair the board. The PE and sport strand will also report to the DCSF's Health and Wellbeing PSA Board, ensuring coherence with wider outcomes for children and young people.

Evaluation 3.62 This PSA is only one part of the delivery and monitoring framework for the Olympics. The Government is also working with all the stakeholders on a wide-ranging programme to evaluate the overall impact and legacy of the Games. This will run from now until at least 2015 and will include data on at least 70 economic, environmental and socio-cultural indicators as required by the IOC. All government departments and their analysts will be involved through a government reference group connected to the research; the Office for National Statistics will also be closely involved. A framework for this evaluation will be produced and agreed by early 2008. It is likely that this will focus

on evaluating the delivery of the Olympic Programme Objectives and the delivery of the Legacy Action Plan. Given the close links between aspects of the Olympic Programme Objectives, the Legacy Action Plan and the indicators attached to this delivery agreement, some of the information produced through the evaluation programme will also be useful in evaluating the success of this PSA.

Construction of the Olympic Park and other Olympic venues

Indicator I	Meet critical milestones for venues and infrastructure up to 2011 within budget and applying effective change control
National Target	100 per cent.
Data Provider	ODA.
Data set used	Milestones towards delivering venues and infrastructure.
Baseline	Not applicable.
Frequency of Reporting	Annual.
95 per cent confidence interval at last outturn	Not applicable.
Data Quality Officer	Programme Support and Assurance Team, GOE.
Minimum movement required for performance assessment	Not applicable.

A.1 For the purposes of this PSA, successful delivery of this indicator will mean that development schedules for the construction of the Olympic Park and associated venues are on track, in readiness for full completion by 2011.

A.2 The indicator is measurable through monthly reporting by the ODA to the Olympic Board on critical milestones. These milestones include completion dates for the key venues and infrastructure necessary for delivery of the 2012 Games. Project oversight sits with the GOE.

Critical Milestones:

Key Buildings

- Stadium: construction complete by summer 2011
- Aquatics Centre: construction complete by summer 2011
- Velodrome: construction complete by summer 2011

Key Potential Park Completion Dates:

- Power-lines under-grounding and pylon removal: spring 2009
- Park Infrastructure (roads, bridges etc): end 2010
- BMX: spring 2011
- Broxbourne (canoeing): summer 2010

- Weymouth and Portland (sailing): spring 2009
- Other Venues: summer 2011

Key Potential Transport Completion Dates:

- Relocation of Thornton's Fields Sidings: July 2008
- Stratford Regional Station: December 2010
- DLR Railcars and Infrastructure: September 2010
- London Underground Jubilee Line Upgrade: December 2009

Maximising the regeneration benefits of the 2012 Games

Indicator 2	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
Data Provider	DCLG, LDA and ODA.
Data set used	Milestones towards completion of the LMF and towards implementing the pre-Games elements of the plan.
Baseline	Zero.
Frequency of Reporting	6 monthly.
95 per cent confidence interval at last outturn	Not applicable.
Data Quality Officer	GOE.
Minimum movement required for performance assessment	Not applicable.

A.3 This indicator will show progress towards the completion of the Legacy Masterplan Framework (LMF) and towards implementation of its pre-Games elements. The aim is for improvements in the physical, economic and social infrastructure of East London as a direct result of Olympic activity that address key factors in its regeneration.

A.4 Specifically the Government will have been successful in delivering this pre-Olympic stage to 2011 if:

- the Olympic Park management structure is agreed by December 2008;
- the LMF is agreed by 2009;
- the LMF plan and programme has identified, and is addressing, the key opportunities which the London 2012 Games present to East London; and
- the LMF clearly incorporates measures to ensure that the ingredients necessary to create a successful 'legacy place' in the Lower Lea Valley / East London after 2012 are being put in place.

A.5 The LDA and the ODA, under the direction of the Olympic Park Regeneration Steering Group (OPRSG), will lead the preparation of the LMF. Progress on the development of the LMF will be reported by the LDA and ODA to the OPRSG who will, in turn, report to the Olympic Board on a regular basis.

A.6 The ODA will report to the Olympic Board on the delivery of the pre-2011 elements of the LMF, including the development of more than 4000 new homes in the Olympic Village.

Critical Milestones:

- A joint vision for the area to be regenerated is agreed (1st stage of the LMF) (Dec 2007).
- Draft LMF completed (Sept 08).
- Post 2012 Olympic Park Management structure agreed (Dec 2008).
- LMF submitted (April 09).
- LMF approved and Delivery Plan agreed (Sept 09).
- Outline planning applications submitted (from 2009).
- Housing complete in Olympic Village mode (Sept 2011).

The Olympic Park and venues are designed and built according to sustainable principles

Indicator 3	RAG status of delivery of the ODA sustainability strategy to 2011
Data Provider	Olympic Delivery Authority.
Data set used	Targets in ODA Sustainable Development Strategy.
Baseline	1st ODA Report (early 2008).
Frequency of Reporting	Six-monthly.
95 per cent confidence interval at last outturn	Not applicable.
Data Quality Officer	Commission for a Sustainable London 2012 (CSL).
Minimum movement required for performance assessment	To be confirmed in methodology for RAG rating.

A.7 This indicator will monitor the delivery of the Park and venues in accordance with sustainable development principles.

A.8 The ODA’s Sustainability Strategy is a robust and challenging set of targets and aspirations incorporating environmental, social and economic aspects of sustainability. It will ensure that the Park and venues meet very high sustainability standards through construction, Games mode and throughout their legacy. The Park will set the bar for future development schemes and showcase our aspirations to design out carbon, minimise waste and water use, generate and efficiently utilise renewable energy, and improve biodiversity and the quality of life across the UK.

A.9 Measurement methodology is yet to be finalised, but will be based on the Red / Amber / Green (RAG) status of progress against ODA’s Sustainable Development strategy. The ODA will report on a six-monthly basis to the Olympic Board on progress towards meeting the actions set out in the Sustainable Development Strategy.

A.10 The Commission for a Sustainable London 2012 (CSL) will independently audit these reports and on the basis of this work will provide an independent RAG status to indicate whether ODA are meeting their strategy. The GOE will work with ODA and CSL to ensure that the methodology for CSL’s assessment of ODA’s report, and the RAG rating that arises from this assessment, is transparent and robust.

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.

Indicator 4	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.
Data Provider	Individual programme leads.
Data set used	Numbers of participants by socio-demographic outlook.
Baseline	Zero.
Frequency of Reporting	Six-monthly.
95 per cent confidence interval at last outturn	Not applicable.
Data Quality Officer	Government Olympic Executive / DCMS Statisticians.
Baseline	Zero.
Minimum movement required for performance assessment	Not applicable.

A.11 This indicator measures numbers of people taking part in sporting, cultural and community activities inspired by hosting London 2012.

A.12 A number of specific programmes will contribute to this outcome, including for example the UK School Games and the Pre-volunteering Programme. Other programmes, such as the International Sport Development Programme, are still dependent on funding, but would make a significant contribution to increasing participation amongst young people across the nation and internationally.

A.13 The Government will monitor the numbers participating in government supported programmes to complement the 2012 Games, including, for example:

- UK School Games;
- specific Cultural Olympiad programmes;
- pre-volunteering programme; and
- international sport development programme.

A.14 Monitoring the numbers having access to and participating in these programmes will provide a year-by-year indication of their success. In order to truly succeed in delivering this outcome, we will aim also to measure the positive impact of these events. For some of the programmes, this will include a more detailed assessment of how far they have inspired people to take part in further related activity by the end of this reporting period in 2011.

A.15 Each government supported programme will each have its own measuring and reporting procedures.

UK School Games

- Monitoring by DCMS is carried out on a monthly basis through a report produced by the Youth Sport Trust (YST).
- The YST will commission independent reports on the UK School Games to show the impact of the Games. These will produced by an independent company.

Pre-Volunteering Programme

- PVP pilots are being measured by quarterly monitoring reports from training providers
- Monitoring criteria includes the number of participants in the scheme and their progress through the training, including:
 - whether they complete 60 hours;
 - whether they complete 120 hours and the NVQ level 1;
 - the volunteering they undertake.
- The reports will indicate whether each borough (in the case of the London pilots) is achieving its targets in terms of the ethnicity, employment and education background of participants (these targets will vary from one region to another), and the number of people outreach workers have been in touch with.
- Reporting is to the London support team at the LDA which in turn reports to an executive committee and then to a steering group chaired by the GLA with participation from LSC, LDA, Job Centre Plus, LOCOG, DCMS, OTS and other partners. There will also be an evaluation report and qualitative research in the form of case studies.

Cultural Olympiad

- The Cultural Olympiad will comprise mass participation events, where it will only be practicable to assess numbers of people attending; and
- more focused programmes, capable of being evaluated more thoroughly and where we intend to measure also how far participants are inspired to take part in similar, future events.

A.16 Creative Programmers will report to DCMS and the London 2012 Organising Committee on the development of cultural activity in the regions

A.17 LOCOG are required to report information on numbers attending Cultural Olympiad events and other information to the IOC under the Olympic Games Impact (OGI) Assessment.

International Sports Development Programme

- Baseline data will be available from a baseline survey conducted by Right to Play before activities begin in the five Phase One countries.
- 'Participation' refers to taking an active part in a structured physical education or sport session at least 12 times per year. 'Access' refers to the opportunity to participate.
- Participation in the programme will be measured in each participating country through participation registers and log books. Detailed records of participants will be kept. Data will be collected by age (estimated if necessary) and sex.
- 'Quality physical education' (in the context of the International Sports Development Programme) will mean:
 - PE taught or sport coached by a trained teacher or coach;
 - children or young people participating in at least one PE or Sport session a month or 12 per year;
 - a structured PE curriculum plan in school, or through an after school sport programme;
 - active learning - an interactive model of participatory learning;
 - safe spaces - based on the UNICEF model and subject to UNICEF standards of safety and access; and
 - appropriate learning resources/equipment.
- UK Sport has reached the figure of 4 million children having access to participate (broken down as 1m participants and 3m having access) through the development of five individual country development plans in consultation with Phase 1 country government and non-governmental organisation (NGO) partners.
- Internal monitoring and evaluation guidelines will be agreed with each strand leader in order to evaluate processes, country-specific outputs and overall strand outcomes.
- A contractor will manage the evaluation of Phase One and will provide an interim report on progress towards achieving outcomes set out in the delivery plan by December 2008. A final report will be produced no later than March 2011.

Creation of a world-class system for Physical Education (PE) and sport

Indicator 5	Percentage of 5-16 year olds participating in at least 2 hours a week of high-quality PE and sport at school and the percentage of 5-19 year olds participating in at least 3 further hours a week of sporting opportunities.
Data Provider	Monthly reports – Nominated work-strand leaders from DCSF and DCMS. Annual Surveys - DCSF.
Data set used	Milestones achieved against each work-strand. The Annual Sport Survey of all maintained schools in England; FE sector; and a separate data collection process will record take up of sporting opportunities in those 16-19 year olds not in FE.
Baseline	Using the data from the school sport survey it is estimated that the number of 5-16 year olds doing 5 hours of sport is 10 per cent. (In 2006/7, 86 per cent of 5-16 year olds (in school sport partnerships) participated in at least 2 hours per week PE and school sport at school.) From the Active People survey Sport England advise that the number of 16-19 year olds doing 3 hours of sport is 17 per cent.
Frequency of Reporting	Monthly - RAG status assessed and reported to Senior Responsible Officers. Termly/Quarterly - Local data reported. Annually – Surveys.
95 per cent confidence interval at last outturn	The Annual Sport Survey covers all maintained schools in England and is not a sample.
Data Quality Officer	Project Director: National Sport Strategy for Children and Young People, DCSF/DCMS.
Minimum movement required for performance assessment	Proportions will be reported as percentages to one decimal place.

DEFINITIONS OF KEY TERMS

- Schools:**
this refers to maintained schools (including maintained and non-maintained special schools), pupil-referral units, city technology colleges, city colleges for the technology of the arts, academies, trust schools, and community and foundation schools.
- FE Colleges:**
refers to FE Colleges, Sixth Form Centres, and Centres of Vocational Excellence.
- PE and sport in school:**
“PE” (Physical Education) is the planned teaching and learning programme in curriculum time that meets the requirements of the national curriculum

for physical education. This includes GCSE PE and GCSE Dance. “Sport in school” includes any activity that requires physical skilfulness and is part of the school’s planned formal, semi-formal, supervised or led provision.

- *High quality PE and sport:*
This produces young people with the skills, understanding, desire and commitment to continue to improve and achieve in a range of PE, sport and health-enhancing physical activities, in line with their abilities. The document, “*High Quality PE and Sport for Young People*”¹ provides a detailed description of the outcomes of high quality physical education and school sport. A further document, “*Do You Have High Quality PE and Sport in Your School?*”² helps teachers to use the pupil outcomes of high quality to carry out self evaluation of the quality of PE and sport they provide.
- *Sporting activities:*
this refers to all forms of physical activity that, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels (Council of Europe’s European Sports Charter 1993).

¹ DfES/DCMS, March 2004,

² DfES/DCMS, January 2005.

