



## **Background Document**

**COMMUNITIES CABINET COMMITTEE - THURSDAY, 14 MARCH 2013**

<b>Agenda No</b>	<b>Item</b>
<b>D1</b>	<b>Olympic Legacy Review of Kent 2012</b>

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## **Review of Kent 2012**

### **Background**

The Kent 2012 Campaign was established in February 2005 by Kent County Council as a multi-agency partnership to ensure that Kent secured maximum benefit and a lasting legacy from the London 2012 Olympic and Paralympic Games.

Kent partners were clear that the focus was on ensuring the 2012 Games provide a long lasting positive impact for the county. The work from 2005 until perhaps 18 months out from the Games very much concentrated on identifying and securing that legacy. As we passed the 500 Days-To-Go marker (15 March 2011), the preparations for Games-time stepped up (we had already been involved in discussions with the London 2012 Olympic Torch team since spring 2009) without ever losing our sense check for how best to capture that legacy.

Kent County Council on behalf of the Campaign was awarded Beacon Status by the Government in 2009 for 'Securing Legacy off the back of the London 2012 Games'. Kent was recognised as 'Outstanding' – the only authority in the country to receive this highest independent assessment.

### **Approach**

The Kent 2012 Campaign was conceived by the then Sport service of Kent County Council. It continued to be led by the Culture and Sport Group of Kent County Council until its wrap up as a formal campaign in the winter of 2012. At its heart was a Coordinating Group which met every two months from mid 2005 until October 2012 to deliver against a strategy that had been adopted by partners in 2007. The Coordinating Group had a number of thematic sectoral task groups reporting in to it, and as time went on, the number of groups feeding in and out of the Coordinating Group grew.

The principal 'sectoral task groups' that reported into the Coordinating Group were

- Sport
- Economic Development
- Tourism
- Schools and Young People
- Volunteering
- Transport
- Arts

In reality, these sectoral task groups eventually all splintered into a series of effective project groups within the Kent 2012 Campaign.

Sitting alongside the sectoral task groups were a District Councils' 2012 Group (established April 2008), a Kent Resilience Forum Olympics Group (established in July 2010), a Kent Olympic Torch Countywide Steering Group (established in March 2011) and a Paralympic Road Cycling Steering Group (established in June 2011, after Brands Hatch was announced as the venue for the event in May 2011 following 10 months of negotiation by Kent County Council).

Proactive and targeted communications played an important part in informing and engaging the public about the work being carried out around the Games by a range of organisations, and in promoting events and projects. Partners worked together in partnership to make sure messages were consistent and information was available in a variety of ways to suit people's needs.

## Achievements

Listed here can only be a selection of the highlights from the Kent 2012 work. Many more successful projects and outcomes have all been documented across the seven years of the Campaign, and these will be shared in due course through the creation of a Kent 2012 archive at the Kent History and Library Centre.

### Sport

- Secured 'Host County of London 2012' status through **hosting the four day Paralympic Road Cycling event of the Games**, the largest of all the cycling events within the 2012 Games. **218 athletes from 47 countries took part, with 807 media covering the four days of the event**, attended by 323 members of the International Paralympic Family. The **value of the national media coverage alone was £3.8 million**. The event was a sell out across all four days (7, 500 tickets each day). The Kent course was described as "without doubt the best Paralympic Road Cycling venue we [international cycling's governing body the UCI] have ever seen."
- Kent achieved a 2.5% growth in the number of adults taking part in sport or physical activity once a week when before they were doing none (2011 cf. 2006). This means there are now **81, 000 more adults taking part in sport once a week in Kent in 2011 than in 2006**.
- Hosted **nine Pre Games Training Camps**, including Australia Athletics, United States Mountain Biking, China Sitting Volleyball, and Russia Equestrian. Over the last six years, **117 nations trained or competed in Kent**, enhancing the international profile of the County.
- Attracted major sports events to Kent off the back of the focus on London as a sporting destination e.g. World Cup Archery 2007, Tour de France 2007, and The Open Golf Championship 2011.
- Delivered the Kent School Games in 2008, 2010 and 2012, which inspired the development of the National School Games. Each Kent School Games has involved **30, 000 Kent children aged 4 to 16 years old, from over 500 schools, competing across some 36 sports**.
- Delivered **Paralympic Assemblies to more than 190 schools** reaching up to 30, 000 Kent school children.
- Delivered a **Paralympic Road Show** in nine communities during the 'gap' between the London Olympics and the London Paralympics. **Over 2, 000 members of the public took part**.

- **Over 1,300 Kent national level performers were supported** through Kent's Free Access for National Sportspeople (FANS) scheme in the last four years. In addition to the free access, members obtained discounts on e.g. physiotherapy and osteopathy, as well as discounts on equipment and clothing and an initial sports science consultation.
- There were **28 Kent performers at the London 2012 Games**. Of these, our Kent Olympians won one silver and two bronze medals - William Fox-Pitt, Tom Ransley, and Natalie Seymour. Our Kent Paralympians won one silver and three bronze medals - Will Bayley (two), Ross Wilson, and Ben Quilter.
- **Over 150 talented young performers from the County took part in the 'Backing Talent in Kent' programme** delivered in partnership with the Dame Kelly Holmes Legacy Trust. The programme enabled the young people to meet and be supported by a team of World Class performers, and included a programme of bespoke workshops for the performers, their parents and coaches.
- Through the nationally funded Places People Play programme, and in the build up to the Games, Kent has allocated **over £1 million to 25 projects in 11 districts for Inspired Facilities; registered 1, 400 Sport Makers (sport volunteers), and allocated over £340,000 of funding for Sportivate** (six weeks of sports coaching for 14 to 25 year olds).
- **25 new or improved sports facilities** were constructed.

### Economic Development

- **164 Kent businesses won 240 first tier contracts** as suppliers to the London 2012 Games. The cumulative value of these top tier contracts is believed to be **in excess of £60 million**.
- **Over 1, 000 Kent business leaders** attended business development training inspired by the London 2012 procurement processes.
- **Over 5, 000 Kent businesses** joined and became members of the London 2012 procurement portal CompeteFor, one of the highest engagement rates in the country. The portal will continue beyond the Games, offering further procurement opportunities for Kent businesses.

### Tourism

- Established the Games Time Kent Greeters project, through which **more than 130 volunteers were trained to NVQ Level 2** and then deployed at key transport hubs and visitor destinations across the county to offer information (on the Games, but also visitor information about Kent), advice and the warmest of welcomes to the

county and the country. They offered **in excess of 36, 000 'Greets'** during the course of the Games.

- Established Kent Greeters - the first programme of its kind in Europe but now part of the Global Greeter Network, a voluntary association of independent visitor welcoming programmes around the world. There are now **over 100 Kent Greeters** in the county.
- To mark 100 Days to Go on May 21<sup>st</sup> 2012, **giant Paralympic Agitos were projected on the White Cliffs of Dover**, facilitated locally by Kent County Council and Visit Kent. This image was then used by the International Paralympic Committee and was the principal image used by London 2012 to mark the occasion. Dover's iconic White Cliffs also featured in an image that was posted around the world ahead of the Olympic and Paralympic Games, which formed part of VisitBritain's 'Great Britain - You're Invited' campaign. An image of the Olympics Rings was also projected onto the White Cliffs and used by various national and international media agencies worldwide.
- Staged **five annual Big Days Out/Big Weekends**. These days aimed to encourage local people to explore attractions that they might not otherwise have visited, and discover hidden gems on their doorstep. These visits then instilled a sense of pride in the county and participants were encouraged to share their enthusiasm with the 25% of Kent visitors who stay with either friends or family. By Games year, **123 visitor attractions were part of Big Weekend, with over 80, 000 applications made by Kent residents for 17, 000 available tickets.**
- Kent images featured prominently in both of Visit Britain's two international marketing campaigns created because of the focus of the Games. 'Britain – You're Invited' featured Hever Castle , whilst **GREAT Britain included no less than seven Kent images**, including Turner Contemporary, Botany Bay, and Shepherd Neame's Plough Inn.
- Through the above plus many other strands of activity, Kent is well on the way to delivering a growth in the visitor economy worth **£324 million** measured 2008 – 2016.
- **Secured £270, 000 from the Greater London Authority** to supplement other contributions for dressing the county with London 2012 'Look'. The 'Look' provided continuity and connection with the London 2012 Games, and enabled Kent communities to celebrate the Games within their locality. Much of Look was also focused on key transport hubs and visitor destinations to maximise the impact for Kent tourism.
- Received a **£1 million grant from the European Union** to deliver cross-Channel 2012-related tourism projects within Kent.

## Schools and Young People

- Over **96% of Kent's schools registered** with the London 2012 Get Set learning programme.
- **529 Kent schools** went on to engage with Get Set at the 'advanced' level of Membership. This was the highest engagement rate in the country. Kent also hosted the first district area in the country to deliver 100% membership, Dover.
- Well over **3, 000 free tickets were awarded to Kent schools and our six Further Education colleges** to attend a sports event at the London 2012 Games; a direct result of the phenomenal engagement with Get Set.
- Kent launched the 20in12 learning programme in September 2008, with every school partnership signing up to the Olympic and Paralympic values with PRIDE (**P**ersonal excellence, **R**espect and Friendship, **I**nspiration, **D**etermination and courage, and **E**quality). The programme ensured that every young person in Kent had the opportunity to engage in educational experiences relating to the London 2012 Games. The programme received two London 2012 'Inspire Marks'.
- 20in12 culminated in the BIG EVENTS programme in academic year 2011/12, which saw all twelve education districts delivering five strands of activity; Cultural and Sporting Festivals; Torch Relay engagement; Young People Leadership and Volunteering; PRIDE Values Award; and Lasting Memento. This programme was supported by the Kent Association of Head Teachers to receive a £500, 000 grant from the School Funding Forum's Dedicated Schools' Grant. **Over 150, 000 Kent young people took part in the BIG EVENTS programme.** An extensive programme of sporting role models spending time in each education district was part of the programme.
- September 2009 saw the launch of the national London 2012 Get Set brand, designed by a young graphic design student from Dover studying at Canterbury College.
- Ten Kent schools which were active bloggers on the Get Set website were chosen to cumulatively send **80 Kent students aged 10 – 14 years old** to be among 2, 500 students from across the UK who welcomed the athletes of the world by forming a **Guard of Honour during the Athletes Parade** just before they entered the Olympic Stadium for the Opening Ceremony on 27<sup>th</sup> July 2012.
- **Over 1, 500 Kent Further Education students gained valuable paid work experience** at the London 2012 Games in construction and in catering roles.



- Staged an Olympic Global Camp with **over 250 young people attending from across Kent and from 14 countries** including South Korea, Russia, and Ireland.

### Volunteering

- Established the Kent eVent Team; a team of one-off volunteers available to support not-for-profit sporting, leisure or cultural events in the County. By Games-time **139 Kent organisations had registered with the Team to utilise these 2, 400 volunteers to support some 170 events.**
- Provided an estimated **4, 000 of the 70, 000 national Games Makers** who made the London 2012 Games such a great success.

### Transport

- Extensive lobbying and regular meetings with the Olympic Delivery Authority resulted in some key achievements for Kent's transport network for Games time, including a **high speed train link continuing** to Ashford twice an hour and Faversham once an hour; **Ebbsfleet being recognised** as a key transport hub by the London 2012 Delivery Authority and planned for and managed accordingly; easing the conditions under which Dartford tolls might be temporarily lifted; and the **significance of Kent ports and Kent international rail links** as a key means of Olympic and Paralympic tourists getting to the Games.
- Established and maintained a multi partner **Integrated Olympic Transport Plan** that covered not only the Olympic and Paralympic Games period, but had bespoke plans for both the Olympic Torch Relay in Kent and the Paralympic Road Cycling events at Brands Hatch. This plan provided for a highly effective multi agency roads 'cell' to be in operation from 16<sup>th</sup> July 2012 (the day before the Olympic Torch entered the county) until 9<sup>th</sup> September 2012 (final day of the Paralympic Games).

### Arts

- **Visiting 74 locations and engaging with over 10, 200 members of the public**, the Kent Cultural Baton was Kent's response to the concept of the Cultural Olympiad. Conceived and curated by a young Sittingbourne artist on behalf of Kent County Council, the triple 'Inspire Marked' Baton travelled around Kent and Medway for two years, culminating in an Atlas of Kent - a written 'time capsule' capturing a snapshot of Kent's cultural history - and a Cultural Map of the Beasts, Legends and Arts of Kent. There were **121 days of creative activity, involving 83 artists making 116 artworks** about Kent.

- **Kent partners secured five elements of the London 2012 Festival** to be staged in our county; The Boat Project, She Lay Down Deep Beneath the Sea, Bandstand Marathon, Big Dance, and Sacrilege.
- The Boat Project was a Legacy Trust funded South East arts project that used the latest yacht building methods to turn wooden objects donated by people from across the region into a seaworthy archive of stories and memories. Three Kent localities hosted a 'donation day' and she made **five stops in Kent on her maiden voyage** before the Olympics. One of these was a 'Principal Port of Call' and thus Margate saw The Boat raised from the water and carefully lit. Each of The Boat's crew members were then entertained by local groups, and in return shared their Boat stories. The weekend saw a procession of local bands, bicycles and vehicles as well as 'life sized' paper boats and the Big Tea and Ska Dance.
- Staged 'Light Up Open Up Dover' in 2008, a dramatic and groundbreaking fireshow that cast a national spotlight on Kent's efforts to bring the Olympic Torch into the UK through Dover, as well as marking Kent's ambitions around the launch of the Cultural Olympiad. The event was **attended by 12, 000 members of the public**.
- **19 Kent arts projects were awarded the London 2012 Inspire Mark**; a 'quality mark' awarded by London 2012 to exceptional projects directly inspired by the upcoming Games.
- A Cultural Olympiad scheme 'Creative Campus Initiative' led by the University for the Creative Arts (UCA) saw off more than 230 diverse entries to pick up the national Gold medal for best HE/FE Creative Cultural project. UCA led the CCI, which was **the country's largest Higher Education programme in support of the Cultural Olympiad**.

### Olympic Torch

- Hosted the **Olympic Torch Relay on four days (17 - 20 July)** which was more than any other county in the UK. **231 Torch Bearers** ran approximately **44 miles** across **38 communities in Kent**. **Over 620, 000 members of the public** lined the route across these four days, for an event supported by **over 2, 000 volunteers**.
- Dover and Maidstone hosted **two out of 66 national Olympic Torch Relay Celebration Evening Stops**. Dover's event received the largest Arts Council grant in the South East for a Torch related arts project to reflect the ambition and scale of the event, which involved a triumphant Tall Ship arrival and a spectacular musical pyrotechnics show. Maidstone celebrated the Torch at Leeds Castle whilst simultaneously hosting a parallel event in Mote Park to ensure as many people as possible could be part of the experience and celebrate late into the night.

- London 2012 staged **nine Olympic Torch photo 'moments'** in Kent as well as **two breakfast starts** (Deal Pier, and Mote Park) and **two lunchtime stops** (North School and Ursuline College).

### Community

- Established 'Pass the Passion', a school and community led project that brought together all 52 schools in Dover district every year from 2008 onwards to celebrate the Olympic and Paralympic values through the medium of their own Olympic Torch. It culminated in 28 pupils bringing the Olympic Torch into Dover on board a Tall Ship, and choir of 50 local children performing the Pass the Passion song on the London 2012 Olympic Torch Stage.
- **Seven educational, three sporting and two volunteering Kent projects were awarded the London 2012 Inspire Mark**, a 'quality mark' awarded by London 2012 to exceptional projects directly inspired by the forthcoming Games.
- Local councils and organisations staged **50 free sporting, cultural and community events** as part of Open Weekends in 2008 – 2011, each one marking the weekend the Games would begin but four years out, three years out, two years out, and finally one year out.
- Kent councils staged a spectrum of events in the months leading up to the Games – typically delivering one programme of events that encompassed Jubilee and Games celebrations concurrently.
- Throughout the Games, a **Kent Multi Agency Communications Group** was convened, led and chaired by Kent Police, enabling a 'single version of the truth across all agencies involved' to be generated and consistently communicated to aid both the public and other agencies.

### Resilience

- Introducing **Safety Advisory Groups (SAGs)** to a number of districts where they hadn't previously existed. Bespoke courses were run to support districts unfamiliar with how to establish and utilise a SAG.
- Producing a **Games-time resilience guide for Kent business and service providers** that was so well received it was used as the blueprint for a South East Business Resilience Guide.
- **1, 486 of Kent Police's officers were involved in policing some aspect of the 2012 Games**, including the Olympic Torch Relay.

## **What is Kent's 2012 Legacy?**

Partners pledged from the outset, in 2005, that the Kent 2012 Campaign's vision and purpose was to achieve lasting legacy and long term impact for the county off the back of the Games. The work has made a positive difference to Kent. Many of the achievements will continue to benefit the county over the next few months and years. They are therefore both our legacy from the Games, but they are also the foundation for Kent continuing the momentum across many different sectors. We would particularly highlight the following:

- The 1000 Kent business leaders whose engagement with the Games' procurement processes bought not only multi million pounds of business into our economy, but greater skills and understanding of how to win future public sector and international contracts for Kent businesses in an increasingly competitive world
- The shift in schools now embracing partnership working between schools as a real tool to provide rich experiences for young people's fullest development across and beyond the curriculum
- The heightened engagement from community groups who working alongside local councils delivered some truly remarkable projects
- A Kent 'menu' of volunteering opportunities designed to ensure that the overwhelming response of Kent residents to the myriad of volunteering programmes around the Games is captured and continues to flourish
- The continuation of the Kent School Games – inspiring tens of thousands of Kent children to take part in competitive school sport, and enjoy the social and academic benefits that this also delivers
- The profile of Kent as a county delivering national excellence in sport – maximised by our Host County of the Paralympic Games status, and including driving forward a new ten year Strategy for Sport and Physical Activity in Kent
- The 81, 000 additional adults now taking part in sport once a week in Kent, delivering social, economic and health benefits
- A 2% growth in the Kent tourism economy
- The greater recognition of the role sport and the arts contribute to Kent communities
- And above all else, the step change in joint working between organisations and sectors across the county who have described working together on 2012 for seven years as “revelatory”, “groundbreaking”, “excellent”, “now much stronger”, “an

important legacy”, and “must see the likes again in terms of partners working together”.

### **Recommendations on Good Practice for Future County-wide Programmes**

Based on consultation with Kent partners involved in the Olympic Torch Relay, the Paralympic Road Cycling, and the wider Kent 2012 Campaign, key elements of good practice from the Kent 2012 Campaign should be used for future county-wide projects or programmes:

- The full range of sectors with a potential role or impact from the project/programme regularly sitting around one table from the earliest stages, irrespective of when their own ‘actions’ might roll out
- County context and vision setting being important to enable local or sectoral ownership, action and delivery
- Embracing being ‘ahead of the game’ and not waiting for national direction to be determined
- Ensuring key politicians are involved early on in the process, with expectations clearly understood
- A clear and reliable update process for all partners involved in the project/programme
- Establishing sectoral leads
- Establishing a Multi Agency Communications group
- Establishing early on a Kent Resilience Forum ‘sub group’ (depending on the project/programme)

### **Partners involved**

Well over 1, 000 organisations and individuals played a huge role in the countywide effort for the 2012 Games. Bringing them together and ensuring a coherent approach was challenging, but ultimately the reason for the success of the Campaign.

Kent. We were inspired





Australian Athletics sign up to train in Kent



Team Puerto Rico trained in Kent



The 'GREAT' Britain campaign – showcasing Kent



Kent hosting the Olympic Torch Relay



Dover – The Olympic flame being sailed in on a Tall Ship



Kent hosts Paralympic Road Cycling





Kent School Games – largest school sport competition in the UK



Creating a welcome – Games-time Kent Greeters



Kent eVent Team – 2,400 volunteers signed up



Kent young people inspired by the Games and stewards who helped with the Olympic Torch



Kent 2012 – partners working together



'Salute' – cross curricular learning inspired by the Games

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