

Kent County Council Olympic and Paralympic Legacy Plan

Delivering the Legacy from the London 2012 Olympic and
Paralympic Games

Kent County Council's plan of the actions that it will take
to ensure legacy from the Games up to 2016 and beyond.

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1. Summary

The London 2012 Games were a resounding success for Great Britain and for Kent, with the County benefiting substantially. KCC had led a County-wide, multi-agency Campaign since 2005 to ensure that Kent achieved maximum benefit and long-term legacy from the Games. The Paralympic Road Cycling was drawn to Kent resulting in The County being recognised as 'Host County of the Paralympic Games'; 600,000 people watched the Olympic flame journey through Kent; 500 schools engaged in Olympic-related activities; 240 first tier contracts were won by Kent business; Kent produced a record 28 performers for the Olympic and Paralympic Games and the Kent School Games continued to inspire our young people. A detailed report highlighting the impact of this work was circulated to Members. KCC has subsequently produced this Olympics Legacy Plan, which intends to be an ambitious cross-Portfolio document endorsed by the Council. The Legacy Plan contains key actions for KCC services to take to ensure that the positive impact of the London 2012 Olympic and Paralympic Games continues. The anticipation is that the cost of most of the actions identified within this Olympic and Paralympic Legacy Plan will be met through existing core KCC budgets, supplemented by external funding, where possible. This is Kent County Council's plan of the actions that it will take to ensure legacy from the Games up to 2016 and beyond.

2. Introduction

Kent's work on the London 2012 Games was led and managed by Kent County Council's Sport, Leisure and Olympics service within Customer and Communities and overseen by Mike Hill OBE, Cabinet Member for Customer and Communities. The aim of the Kent 2012 Campaign, established in 2005 by KCC, was to ensure that Kent derived maximum benefit from the Games and secured a long-term legacy. Kent was awarded Beacon Status for its work on the London 2012 Games. Kent was one of only five authorities to achieve this accolade and the only one to secure the top grade of 'Outstanding'.

Kent's Communities were engaged through following our top performers at the Games, through being enabled to travel swiftly to London, through their attendance at the Paralympic Road Cycling, through school activities and through watching the Olympic Torch Relay as it passed through the County. Also, Kent's communities staged numerous celebratory events. Indicative findings from research are showing that the London 2012 Games made 86% of Kent's residents 'more proud of Kent'.

Achievements

The work of this multi-agency Campaign in Kent is featured in a document entitled, 'Review of Kent 2012', which was circulated to all KCC Members as well as to key partner organisations. In addition, a short film of the work was produced and was shown at the County Council meeting on 13 December 2012. A short 'Evaluation Report' of the Kent 2012 Campaign is appended to this Legacy Plan.

The Scale of Kent's Work on the London 2012 Games

The Cross-Directorate Olympic Committee, chaired by Mike Hill OBE, ensured that there was a coherent approach to Games-time and legacy planning from all parts of the authority, including Sport and Physical Activity, Arts and Culture, Emergency Planning, Community Wardens, Trading Standards, Libraries and Archives, Tourism, Economic Development, Education and Learning, and Communications and Engagement. The Kent 2012 Campaign's governance structure encouraged heavy involvement from the sectors of sport, the arts, volunteering, schools and young people, tourism, transport and resilience. Primarily, their involvement was through professional input. Overall, more than 1,000 key individuals in Kent from across these afore mentioned sectors worked together under the banner of the Kent 2012 Campaign for the benefit of the County and its residents.

Taking the Work Forward to Ensure Legacy

Kent County Council's work on the London 2012 Games has already made a positive difference to Kent, with many of the achievements being sufficiently well established in the County to give confidence that they will continue to benefit Kent over forthcoming years, such as the tourism benefit, the economic 'windfall' from businesses having won contracts on the Games, the increased participation in sport and physical activity, and the new 'passion' for volunteering. However, KCC must ensure that the momentum continues apace.

In addition, a number of key lessons were learnt by KCC and its partners, which are documented in detail within the Evaluation of Kent 2012 document, and in the Debrief Reports of the Olympic Torch Relay and the Paralympic Road Cycling event. KCC should ensure that this learning becomes embedded and established as 'best practice' within the relevant service areas.

3. Governance

The Cross-Directorate Olympic Committee was re-formed to oversee the development of a KCC Olympic and Paralympic Legacy Plan to ensure that it is a cross-Portfolio document 'owned' by all KCC Directorates. The Cross-Directorate Committee will meet annually to review progress against the KCC Olympic and Paralympic Legacy Plan.

At officer level, a Coordinating Group has been formed, involving senior representatives from across the authority, to ensure full and appropriate input into the KCC Olympic and Paralympic Legacy Plan. The Coordinating Group will be convened occasionally to monitor and evaluate progress against the Legacy Plan.

The KCC Olympic and Paralympic Legacy Plan has been written by the Culture and Sport Group within the Customer and Communities Directorate. The Culture and Sport Group will hold the officer-level responsibility for ensuring implementation of the Legacy Plan. KCC Communications and Engagement will support the implementation of the Legacy Plan through helping to build events and through the coordination of public messaging on Olympic and Paralympic legacy.

All KCC Directorates will be expected to incorporate key actions from this Olympic and Paralympic Legacy Plan within relevant business plans.

4. Key Actions by Sector

a) Sport and Physical Activity

In the years leading up to the Games and in the following months, there was a significant increase in participation levels in sport and physical activity in Kent. A record number of athletes from Kent performed at the Olympic and Paralympic Games, due in part to the support that the County had given to them over preceding years. The County managed to secure a number of major, global sports events off the back of London winning the Olympic bid and accommodated significant nations for their pre-Games training, bringing international prestige to the County and recognition of Kent's sporting pedigree worldwide. The Paralympic Games raised the expectations of the public that there should be good opportunities for disabled people to take part and improve in sport. KCC established Cyclopark with partners and used the excitement of the London 2012 Games to encourage other sports facility development in Kent. KCC introduced the Kent School Games in 2008 as a means to enhance school sport competition and has pledged to continue the Games as a legacy from London 2012.

KCC will build upon the strong platform put in place by hosting major events, increasing participation, staging the Kent School Games and growing disability sport and will ensure that physical activity contributes to the emerging public health agenda and outcomes in Kent.

- Oversee the implementation of a new Strategic Framework for Sport and Physical Activity on behalf of the Kent and Medway Sports Board, entitled, 'Kent's Golden Decade of Sport', to take advantage of the enthusiasm for sport and physical activity.
- Continue to organise the biennial Kent School Games and introduce the Sainsbury's School Games in the intervening years from 2013, to include West and East Kent Games.
- Work with Public Health to ensure that sport and physical activity are sufficiently resourced as part of KCC's wider Public Health responsibilities.
- Re-launch and boost the 'Active Kent' website in conjunction with Health partners.
- Consider bidding to attract major national or international sports events to the County.

- Continue to support the development of national level sportspeople in Kent through developing and managing the FANS Scheme, which gives a range of benefits to those top performers including free access to facilities.
- Continue to direct the work of the County Sports Partnership to develop and increase the number of coaches, leaders and volunteers in sport in Kent; and support governing bodies of sport and clubs to provide wide opportunities for participation and progression within sport. This will include promoting Sport England's 'Places People Play' legacy programmes, to ensure sports organisations in Kent derive maximum benefit from these external resources.
- Promote Cyclopark as a major sports facility legacy of the Games to develop recreational and competitive Cycling in Kent.
- Upskill the sports workforce in Kent in awareness of disability sport.
- Support the further development of opportunities for women and girls to become active and participate in sport.
- Press central government to do the following:
 - i. place a statutory duty on local authorities to 'ensure provision of sport and physical activity services'. This would put the protection of sport and physical activity on a par with libraries, yet would encourage local authorities to plan provision with their communities and ensure delivery through procurement, commissioning or direct delivery
 - ii. further incorporate the best parts of the Kent School Games in its national school games programme
 - iii. enhance the amount and quality of PE and school sport tuition in the training of primary school teachers.

b) Public Health

During the build-up to the London 2012 Games, the relationship strengthened between the Public Health and the sport and physical activity sectors. Healthy bodies and minds were a focus of the London 2012 Games. As responsibility for Public Health transfers to Kent County Council in April 2013, there will be significant opportunities to develop greater partnership working and co-commissioning to support this 2012 Legacy Plan.

KCC will build upon the existing relationships between Public Health and other sectors and use the transfer of Public Health to the County Council and the enthusiasm for sport, physical activity and volunteering as a result of London 2012, to improve health outcomes for Kent residents and reduce health inequalities.

- Ensure that sport and physical activity are sufficiently resourced as part of KCCs wider Public Health responsibilities.
- Promote the Healthy Passport Club and combine the existing website with the Active Kent website to provide a co-ordinated 'one-stop' site of information on opportunities and activities to support healthy lifestyles.
- Commission appropriate research to demonstrate the social return on investment into preventative interventions and the potential long term savings

to Public Health funding through investment into other sectors, such as arts, culture & sport.

- Undertake pilot schemes with other sectors to provide incentives linked to changes in behaviour that impact on health e.g. incentives for smoking cessation/alcohol reduction linked to physical activity.
- Provide a valuable resource for General Practitioners, Practice Nurses and Health Trainers to use to 'prescribe' physical activity for patients.
- Provide an information resource for Kent residents and public health professionals on sports and physical activity opportunities and facilities, as well as advice and guidance relating to healthy weight.

c) Schools (Education, Learning and Skills)

Schools in Kent embraced the London Games in an exciting and innovative way. This led to the development of the Kent Schools' Learning programme in 2008, which provided for every school in Kent to have an opportunity to engage in a range of events leading up to the Games. Kent led the way nationally by more of our schools signing up to the London 2012 education programme 'Get Set' than any other area in the UK.

The Olympic and Paralympic values were enthusiastically embraced and embedded into the ethos of the majority of Kent schools and continue to play a significant role in the development of pupil achievement, leadership and personal development programmes.

The extensive partnership working amongst schools led to the successful delivery of over 100 Olympic and Paralympic 'Big Events' across twelve education districts. Over 150,000 young people were engaged in arts, sport, cross curricular learning projects and leadership programmes. Over 200 schools received visits from Olympians and Paralympians, inspiring young people to try out various sports and to strive to be the best they could be in all areas of school life.

KCC will build upon the enthusiasm of young people for the London 2012 Games by developing with school leaders a Kent Schools' Education Olympic Legacy programme for all Education Districts, which will focus on providing opportunities for young people of all ages and abilities to experience a range of exciting activities in sport, arts, culture and cross-curricular projects, leading up to the Rio 2016 Games.

KCC will encourage school leaders to promote the benefits of young people engaging in school sport and support schools to develop plans to share specialist facilities with partner schools and the wider community.

Looking to the future, and with the support of continued funding from the Kent Schools' Funding Forum, KCC will

- Develop a Kent Schools' Education Olympic Legacy programme – 'INSPIRE'. Plans will be formulated at a local district level through the establishment of school

planning groups under the leadership of a designated 'lead' school in each education district.

- Encourage through various Headteacher and Governor fora the benefits of engaging young people in school sport, to encourage active life styles and to promote the opportunities related to pupil achievement, leadership and personal development.
 - Encourage county wide coordination and leadership in school sport through the Kent School Games Local Organising Committee.
 - Encourage the improvement of facilities for sport, performing arts and cultural activities on school sites when funding opportunities arise.
 - Encourage where practical, the sharing of high quality and accessible facilities between schools and community clubs and organisations. KCC will continue to support the design, planning and management of such facilities where dual use agreements and projects are being planned.
 - Encourage greater links between specialist sport staff in special schools and mainstream school PE teachers in order to raise awareness of the range of sporting opportunities available to disabled pupils in mainstream education.
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d) Integrated Youth Services

The Games highlighted friendship through sport, culture and education. KCC Integrated Youth Services organised an international camp for 250 young people to celebrate the London 2012 Games.

KCC will build upon the international friendship between young people and the inspirational effect of top performers on young people.
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- Engage young people in positive activities recognising their accredited learning.
 - Continue to develop international exchanges for young people and build on the benefits of Kent Eurocamp (2010) and Kent Globalcamp (2012).
 - Use the Olympic and Paralympic values to inspire and recognise the achievements of young people through the work of Integrated Youth Services and the Try Angle Awards.
 - Develop further the Duke of Edinburgh's Award in schools and in youth provision across the County.
 - Increase the volunteering opportunities within the Integrated Youth Services, building on those provided through the Duke of Edinburgh's Award and Youth Justice Volunteers.
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e) Volunteering

Kent provided an estimated 4,000 Games Makers for the London 2012 Games; established the Games-time Kent Greeters to welcome visitors to the County and provided the 2,500 Kent eVent Team members to local event organisers keen to celebrate the Games. More than 2,000 volunteer stewards were used on the Olympic Torch Relay as it travelled through the County.

It is clear that the Games raised the profile and standing of volunteering. KCC will capture that enthusiasm, ensure that those people who were involved in supporting the Games as well as others who will now find volunteering attractive, will be able to find volunteering opportunities; and that there will be training for deploying organisations as well as for the volunteers.

- Launch and manage a 'Kent Charter for volunteering', pledging what KCC will do in conjunction with partners to encourage and support volunteering in Kent. The Charter will include a proposal that a range of volunteering opportunities be promoted that will enable everyone in Kent to make a contribution through volunteering; that KCC strategically develop and support volunteering projects that are managed where appropriate within the voluntary sector; that training and development pathways continue to be developed and communicated to volunteers; that organisations be encouraged to apply for Investing in Volunteers accreditation; that there will be encouragement for wider adoption of the Kent Compact's Code of Practice on Volunteering; and that heightened business engagement with employee volunteering be nurtured.
- Integrate and manage the KCC web presence on volunteering in Kent.
- Continue to support and recognise employee volunteering as an important development opportunity for staff.

f) Tourism

Tourists visiting Kent for the London 2012 Games spent more money than other tourists, were generally very satisfied with their stay and were keen to return to the County. The international profile generated for Kent through hosting the Paralympic Road Cycling, four days of the Olympic Torch Relay and accommodating training camps from nations including China, the USA, Russia and Australia, provided Kent with a solid platform from which to move forward in tourism beyond the Games. The experience learnt, and contacts made, through hosting groups of international media in Kent will be useful for the County. The long-held expectation has been that the tourism benefit to Kent would be in the years following the Games, rather than during Games-time, hence building the contacts and experience was important for Kent's tourism industry.

KCC will work with Visit Kent and its investors to build upon the reputation of Britain and Kent with overseas visitors, support national campaigns and assist Visit Kent in growing its Kent Greeters programme.

- Improve the welcome to the County, in part through supporting the growth of the Kent Greeters programme, using volunteers who helped the Kent Olympic effort.

- Support the national 'Great' Campaign, through which images and messages about Kent will continue to be spread worldwide following the London 2012 Games, thus enabling Kent to maximize the post-Games tourism growth.
 - Build on the links created through the Kent 2012 Campaign with international media to promote tourism in Kent.
 - Support Visit Kent to inform and encourage best practice from Kent tourism providers around the off-peak tourism agenda. This will primarily focus on information provision from providers to the public.
 - Develop Tourism volunteering as a route to employment.
 - Promote Kent as a recreational destination for activities such as cycling, walking, golf, arts and culture.
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g) Economic Development

Kent's businesses benefited from the London 2012 Games, with 160 businesses winning 240 first tier contracts worth an estimated £60 to £100 million, numerous businesses winning sub-contracting opportunities, 1,000 businesses receiving training and more than 5,000 registered with CompeteFor; the portal linking purchasers with suppliers.

KCC will help businesses to grasp the opportunities that the international exposure of Kent and Britain presented. This will include providing support and encouragement to businesses in wider tendering, and in encouraging Locate in Kent to seek inward investment on the back of the London 2012 Games.

- Work with Kent's businesses to build on their successes in London 2012 Games procurement for winning further contracts.
 - Advise businesses on taking advantage of the international exposure that Kent received through the Games.
 - Through Locate in Kent, capitalise on the Games to generate any inward investment, particularly the opportunities being promoted in East Kent through the Grow for It campaign and in Thames Gateway.
 - Promote and welcome applications from businesses keen to develop new products linked to Olympic and Paralympic legacy for Expansion East Kent and TIGER financial assistance programmes.
 - Establish new workspaces in Kent to attract and support creative businesses, and thus boost the economy.
 - Ensure that the Games act as a driver for economic growth throughout the Thames Gateway, by working with partners in London and South Essex to promote the Gateway as the UK's most important growth area.
 - Support the development of the Paramount Theme Park at Swanscombe, building on the legacy of the Olympics and Paralympics in demonstrating London and the South East's ability to deliver major new attractions of international scale.
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h) Arts and Culture

Kent had a number of events and activities featured within the London 2012 Festival and had a large number of arts projects that received the 'Inspired by London 2012' status. Many of these projects, such as the Kent Cultural Baton, opened the arts to communities. The Games provided a stimulus for innovation, even within tough financial constraints.

KCC will be innovative in its approach to developing the arts and culture with partners. Work will include high profile campaigning around the 'Kent Year of the Arts 2014' and an East Kent bid for the UK City of Culture 2017. Also, work to extend the reach of the arts will continue through the Kent Schools' Education Olympic Legacy Programme and through managing a broad programme of activity for young people within the annual Kent Youth Arts Festival.

Establish a Kent Culture Network of the major providers, to be used in extending the breadth of the Kent Youth Arts Festival and in creating wider opportunities for arts education projects County-wide, such as through the Schools Legacy Programme.

- Attract to Kent national and international performing arts companies to be based in the County, on the back of the exposure that Kent culture received as part of the London 2012 Festival.
 - Support and champion a bid from East Kent for the UK City of Culture 2017, to fit well with the 'Grow for It' Campaign.
 - Designate and develop with partners the year 2014 as 'Kent Year of the Arts'.
 - Pilot the use of theatre and performance in work with troubled families in Kent.
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i) Libraries, Registration and Archives

The London 2012 Games impacted massively on Kent. Over the seven years of the Kent 2012 Campaign, a huge record of community and schools' engagement, of event planning, of resilience planning and of general coordination of Kent's Olympic and Paralympic effort was created. This information, in addition to the specific records on the Olympic Torch Relay and the Paralympic Road Cycling is held by various organisations and should provide a historical record of interest to future generations. This information will be used in the creation of a London 2012 Exhibition in 2016. Library services supported the Olympic and Paralympic Games and Cultural Olympiad celebrations in Kent, including through Big Dance events, Healthy Living events and using Time 2 Give volunteers to work on the local Sporting Heroes project to identify and celebrate Kent Olympians and Paralympians.

KCC will celebrate diversity and disability, harness the enthusiasm of Kent's volunteers to support literacy, support heritage tourism, and deliver a Kent 2012 Exhibition to herald the Rio Olympic and Paralympic Games in 2016.

- Engage volunteers to become Kent Reading Champions.
 - Celebrate and promote positive images of diversity and disability throughout.
 - Support the Kent economy and tourism through access to Kent's rich heritage including a focus on significant anniversaries including World War I Commemorations 2014 and Magna Carta 2015.
 - Celebrate Kent 2012 through an Exhibition and related activities to herald the Rio Olympic and Paralympic Games in 2016.
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j) Community Learning and Skills

The London 2012 Games highlighted how few people in Kent have sufficient communication skills in modern languages and in sign language. This was deemed important for Kent to give a warm welcome to visitors.

KCC will emphasise the importance of language education and strengthen the use of volunteers working with 16 to 24 year old learners.

- KCC Community Learning and Skills will strengthen language teaching and work with teacher educators in the higher and further education sectors to enhance the teaching of languages.
 - Promote active lifestyles to Community Learning and Skills' Club 60 members.
 - Formalise volunteers engaging with 16 to 24 year old learners, using Schools Funding Agency funding.
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k) Planning

Planning for Games-time identified a number of matters that will require a long-term approach including access for disabled people to transport, and the suitability of the standards used in designing hotel accommodation for disabled people.

KCC will seek the views of Kent's Planning Officers regarding County-wide matters that will need to be addressed.

- Press for all new hotel developments in Kent to have an appropriate number of rooms fully accessible for disabled people.
 - Build on the close working generated with partner organisations through the Olympic planning to develop the potential of North Kent in general and Ebbsfleet Valley in particular.
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l) Countryside and Coast (Country Parks, Explore Kent, Countryside Access)

The growing interest in walking, running, cycling and riding was mirrored during the London 2012 Games by Team G.B's success in the running, cycling and riding events. Visit Kent's highly acclaimed 'Kent Contemporary' marketing campaign stimulated new interest during the Games in Kent's countryside and coast, creating a unique opportunity to capitalise on this growing interest.

KCC's Public Rights of Way and Access Service will maintain and improve access to the Public Rights of Way network to provide free public access to Kent's countryside, rivers and coastline as set out in the Countryside Access improvement Plan.

- Deliver the Kent Countryside Access Improvement Plan.
- Continue to lead and develop the innovative public/private/voluntary sector Explore Kent Partnership which sets a quality standard for the provision of information about walking, riding and cycling, as well as quality standards of the actual routes.
- Work closely with the landowning community to keep the Public Rights of Way network open and welcoming.
- Promote selected Country Parks as activity centres, particularly for loosely-structured activities such as running and cycling, through promoting running clubs to be based on site. Park Run and Segway will be two such programmes.

5. Key Learning for Kent County Council from Other Sectors

Communications and Engagement

There was a huge amount of positive media coverage for KCC from its Olympics and Paralympics effort, due to both media interest and a proactive stance taken from KCC Comms and Engagement and the Sport, Leisure and Olympics service. Communications between KCC and the districts and national organisations worked well, benefitting in particular from the resources of Kent Police. Local community messaging regarding risks and opportunities was planned in detail.

- For future events of County-wide impact, establish with key partners such as the blue light services a Multi-Agency Communications Group to ensure sound and constant messaging. KCC to be prepared to lead and Chair the Group.
- Clear and early messaging on Kent.gov regarding any road closures, with KCC making greater use of Twitter.
- Building on the momentum of the Olympic and Paralympic Games, ensure that promotional material and campaigns feature positive images of women and disabled people.
- KCC to continue to use the 'Host County of the Paralympic Games' logo and strapline where appropriate.

Highways

Early and detailed planning with national organisations and resilience partners resulted in no significant travel problems during Games-time, and smooth operations of road closures for the Olympic Torch Relay and the Paralympic Road Cycling. Of particular note was the strong community liaison over the Paralympic Road Cycling at Brands Hatch.

- Kent Highways to insist upon key external agencies maintaining constant lead contacts throughout from early planning to delivery stages for long-term projects and programmes.
- For major events, KCC Highways to take early strategic decisions on matters such as road closures or prevention of roadworks.
- KCC to consider instigating park and ride systems for future major events.
- KCC to determine specific roles and responsibilities with the Highways Agency at an early stage in event planning.
- The Pan-Kent Integrated Transport Group, which ensured transport planning and integration across the County, will continue to operate beyond its initial Games remit.

Resilience

Safety Advisory Groups (SAGs) were introduced to a number of districts where they hadn't previously existed and bespoke courses were run to support districts unfamiliar with how to establish and utilise a SAG. Joint working in Kent across resilience agencies was a key success of Kent's overall Games effort and the intention is to keep the best practice.

- KCC Emergency Planning will support districts to ensure they operate fit for purpose SAGs and ensure that a County SAG Chairs Group continues to operate.
- For significant future events, KCC will produce resilience guidelines for Kent's businesses and service providers. Social care and education providers will be included at the start of event planning.
- KCC to establish a Kent Resilience Forum 'sub group' for significant future events or projects in order to concentrate fully on the matters in hand.
- KCC, via the Kent Resilience Forum, to test resilience communications, planning and approach in a live situation prior to any major event, on an occasion that is neither an emergency nor an exercise.
- KCC to continue to provide support for the Kent Resilience Forum and to maintain a strategic relationship with the Department for Communities and Local Government and the Civil Contingencies Secretariat.

General

The Kent 2012 Campaign provided a step change in joint working between organisations and sectors across the County who described working together in 2012 for seven years in the following ways: “revolutionary” “groundbreaking”, “excellent”, “partnerships are now much stronger”, an “important legacy” and “must see the likes again in terms of partners working together.”

- For future events, projects and programmes of scale, KCC to be prepared to identify discrete, dedicated, specialist resources at any early stage to pull together multi-agency partnerships to ensure maximum engagement and outcomes in Kent, and to provide the County leadership.
- The governance structure used for the Paralympic Road Cycling was deemed to be appropriate for future major events held in Kent.

6. Resourcing the Plan

The anticipation is that the cost of the actions identified within the KCC Olympic and Paralympic Legacy Plan will be met through existing core KCC budgets, supplemented by external funding, where possible.