

West of England 2012 Legacy Plan

June 2009



QUEST



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Background

This plan and its appendices have been prepared by a working group within TWE including Don Foster, Nick Harber, Steve Nelson, Richard Barrington, Anne Robins, Ian Bell, Jon Deakin, David Lawrence and Stephen Wray.

Key contributors have been Kim Chang and Leanne Dingle on behalf of RELAYS and Richard Crowe on behalf of QUEST.

The purpose of the plan is to clearly establish and communicate the collective aims of TWE, QUEST and RELAYS in the West of England in relation to the aims of its stakeholders and other 2012 related initiatives.

The plan has been prepared to provide direction for the period up to the London Games in 2012. However, the objectives will need to be reviewed and updated on an annual basis as there will be a significant expansion of other initiatives creating further opportunities.

Organisations contributing to the business plan



Team West of England would like to thank Robson Taylor LLP for their valuable contributions to the business plan.



Foreword by Guy Lavender

I believe that the London 2012 Olympic and Paralympic Games has the potential to deliver a tangible legacy in the South West of England and this plan contributes directly to that objective. Much has already been achieved in the area; with the building of the West of England partnership, raising awareness of the Games and business opportunities, signing Kenya as the first international team committed to train in the UK prior to 2012 and the amazing success in securing and delivering the UK School Games, which was an inspiration to all concerned.

As we approach 3 years to go to the delivery of the Games in 2012, it is critical that we plan effectively to maximise the legacy impact. There are an increasing number of national programmes that are directly encouraging all sections of the community to be 'part of the Games'; the 'Get Set' 2012 education programme, CompeteFor, the 2012 business network, national school sport week, the Cultural Olympiad and volunteering programme to name but a few. Ultimately, the legacy impact of the Games will be defined by the willingness of local partners to engage and drive forward projects that are 'inspired by' the Games, which is why I am so encouraged by the major components of this plan that focuses on leading, influencing and coordinating activities in the West of England to achieve the national aspirations of 2012 Legacy.

There is no other event in the world of this size and global impact. The Games continue to be of genuine interest and inspiration to the vast majority of the community and I am delighted that Team West of England is playing such a significant part in ensuring that we deliver on our collective ambition to ensure the legacy of the Games extends right across the region.

G. U. Lavender

Guy Lavender
South West England Director for the 2012 Games





Executive Summary

Overview

The London Games in 2012 present an excellent opportunity to create a long-lasting legacy in the UK. However, this will not happen without co-ordinated action between now and the summer of 2012.

Achievement of a 2012 legacy is being pursued through a range of projects and initiatives, from national to local coverage.

The role of this plan is to co-ordinate the 2012 legacy efforts specific to the West of England, the region comprising the unitary authorities of Bristol, Bath & North East Somerset (B&NES), North Somerset and South Gloucestershire.

Achieving a legacy

There are three main groups or initiatives in the West of England focused on delivering a local 2012 legacy. These are:

- **Team West of England ('TWE')**

TWE has been formed under the London Organising Committee of the Olympic Games ('LOCOG') regional structure, with links to Team South West. TWE is chaired by Don Foster, the Liberal Democrat Shadow Secretary for Culture, Media, Sport and Olympics, and key participants include representatives of the unitary authorities, local businesses and Wesport Trust, a charitable trust funded by Sport England.

The aims of TWE are to co-ordinate other legacy initiatives to ensure they have a successful impact in the West of England, and to lead additional initiatives and projects specific to the sub-region.

- **QUEST**

QUEST is a project within the Cultural Olympiad initiative, a key strand of LOCOG's 2012 programme. The aims of QUEST are to build interactions between the disciplines of culture, sport, science and education.

QUEST has limited seed funding and will evolve significantly over time. The project is headed in the South West by the regional 2012 Creative Programmer, Richard Crowe.

- **RELAYS**

RELAYS is a programme of linked cultural and sporting opportunities grounded in education and community engagement that will generate a positive legacy beyond 2012. It is funded by the Legacy Trust UK and HEFCE and is channelled through the regions higher education establishments and managed by Herda-SW. RELAYS will be delivered in partnership with the project's consortium and delivery partners through three core strands: Festivals and Events, Educational Engagement and Business Support.

RELAYS aims to leave a legacy of more young people and communities with improved skills, knowledge, confidence and enthusiasm while providing sustainable events and festivals that are embedded within communities. It will also generate regional and economic growth and enhance the distinctive regional tourism offer. RELAYS will also improve access to HEIs and enhanced educational provision as well as leaving behind new and strengthened partnerships across the education, sport, health and cultural sectors.

RELAYS is lead by Leanne Dingle and a team of staff based across the region.



Executive Summary

Objectives

The objectives have been divided into three strands, aligned to the core national objectives:

- Demonstrate economic added value across the UK from hosting the 2012 Games
- Increased levels of sporting participation and physical activity as a result of the Games
- Greater levels of engagement, inspiration and participation across the UK leading to social and community development

Funding

Three of the four unitary authorities in the West of England have previously provided funding to TWE to pursue aims related to 2012 legacy. The main uses of the funding to date have been the initial launch of TWE, costs relating to the UK school games and funding of Wesport to achieve a range of legacy related objectives. c.£60,000 of this original funding has not yet been spent and is available to support the objectives of this plan.

The funding currently available will be sufficient to undertake the initial actions towards the objectives planned for the financial year 2009/10. It is anticipated that the funding requirement will increase in the following years leading up to the 2012 games. Request for further funding will be submitted to the unitary authorities ahead of the 2010/11 budget. It is also anticipated that financial contributions from other sources within the sub-region will be sought as the economic conditions ease and the objectives within this plan start to deliver publicity, goodwill, and other intangible benefits to sponsors.

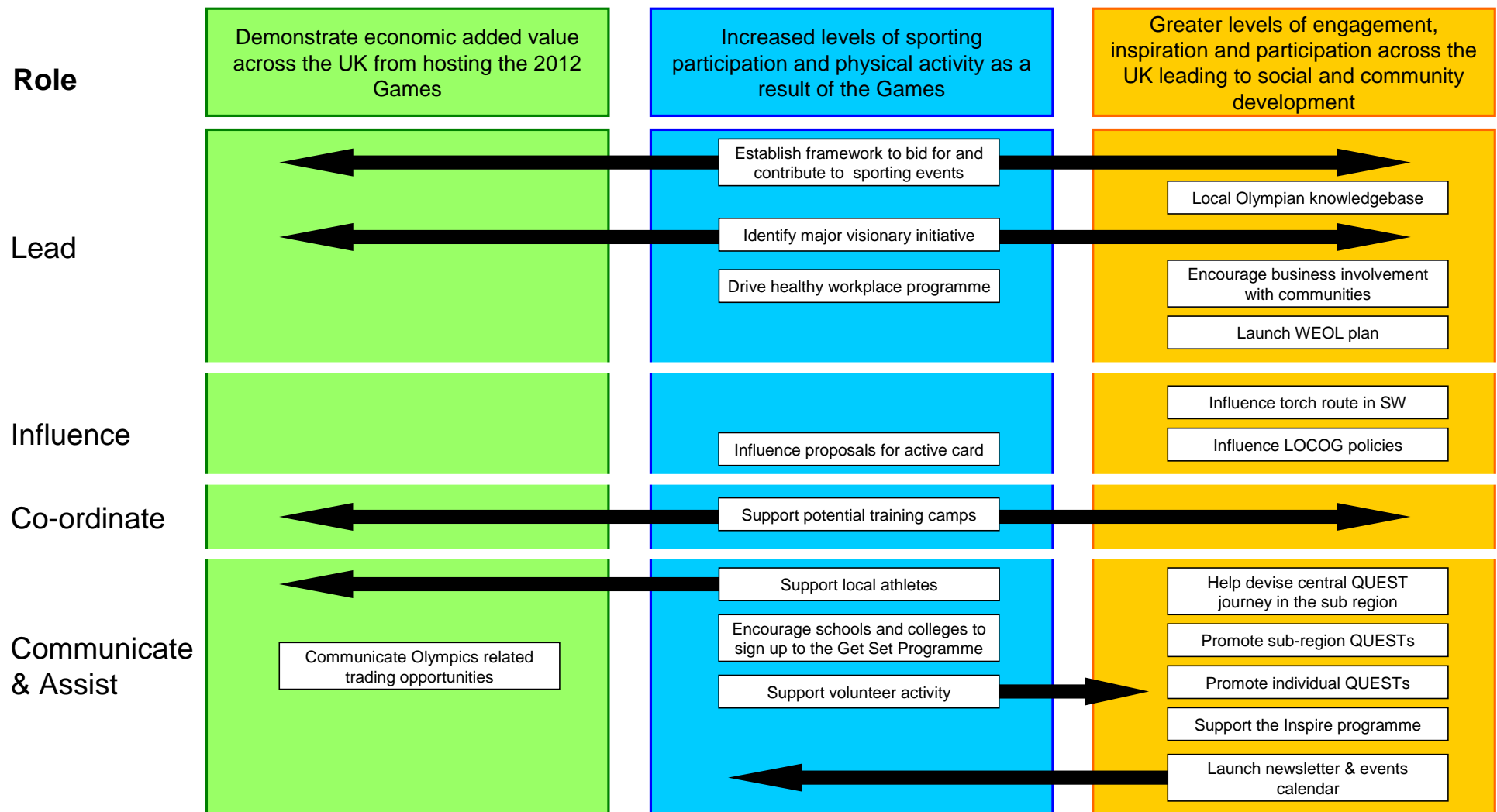
RELAYS is funded directly through grants from Legacy Trust UK and HEFCE to achieve its legacy aims. These grants, for the full

period to the 2012 games and for the whole South West region, total some £3.1m. The objectives of this plan will be supported in part by resources, particularly people, funded through these grants.

QUEST does not have any specific funding that can be contributed to the objectives within this plan. The principle interaction with QUEST is to ensure that it is integrated with the other initiatives, and that the objectives of QUEST are promoted to as wide a network as possible.



The following diagram sets out the main objectives for achieving a 2012 legacy in the West of England, and the nature of the role envisaged by the sponsors of this plan. Further details of the objectives and the outline action plan for their achievement are included in the body of this document.





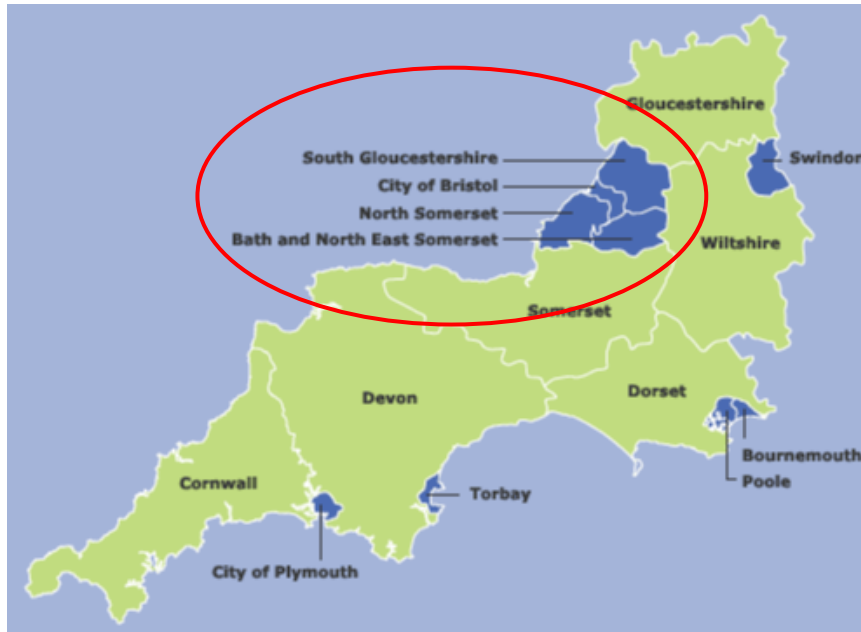
Organisational Framework

Overview

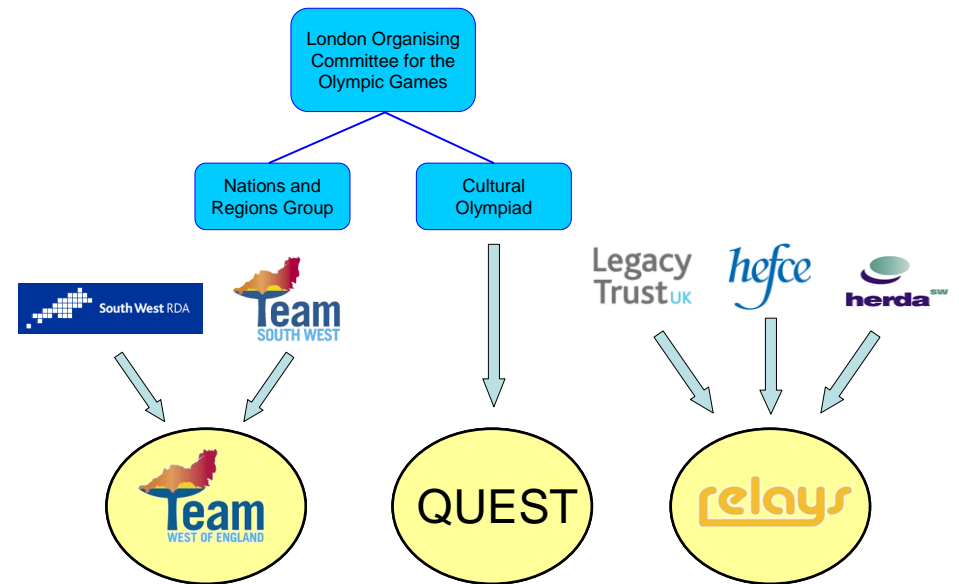
The London 2012 Olympic Games and Paralympic Games (“the London Games”) offer a unique opportunity to generate long term benefits for communities, sporting and cultural organisations and business. National and regional structures have been put in place to lead and co-ordinate the necessary work to prepare for the London Games.

A range of organisations and initiatives with a focus on 2012 legacy are now emerging from different areas of the national and regional structure.

This plan aims to co-ordinate the 2012 legacy related activity in the ‘West of England’ defined as the area represented by the unitary authorities of Bristol, Bath & North East Somerset (B&NES), North Somerset and South Gloucestershire.



The key contributors to 2012 legacy in the West of England are organised as follows:



Team West of England (“TWE”) was launched in July 2006 to work with key partners towards the goal of maximising the benefits of the London Games in the sub-region. Contributors to the organisation of TWE represent a cross section of stakeholders from within the sub-region and provide their time on an unpaid basis. Funding for TWE activities to date has been provided by Bristol City Council, B&NES and South Gloucestershire and a summary of funding and expenditure to date is shown in Appendix B.

In the period between July 2006 and the end of 2008 the primary focus of TWE has been bidding for, and hosting, the 2008 UK School Games on behalf of Bristol and Bath.





Organisational Framework

TWE is chaired by Don Foster, the Liberal Democrat Shadow Secretary for Culture, Media, Sport and Olympics, and key participants include representatives of the unitary authorities and Wesport Trust, a charitable trust funded by Sport England.

Achievements to date of TWE are included as Appendix F.

QUEST is a visionary project that will create a series of physical, virtual and performance journeys that will connect the region, moving towards 2012 and the Olympic and Paralympic Games. Quest will operate across the sectors and disciplines of culture, sport, science and education, representing a series of unique and powerful partnerships.

The collective, inclusive and participatory quest will be to undertake a series of challenges and tasks which arise from the communities along the routes that the journeys follow. These challenges might include creating a space where local young people can congregate safely, inventing a new sport or sporting event for the community, or decorating a hillside.

Within the South West there is a regional 2012 Creative Programmer, Richard Crowe, who will have a particular focus on supporting local and regional projects as well as helping shape the UK-wide programme.

RELAYS is an ambitious, innovative and flexible programme of linked cultural and sporting opportunities across the South West region, inspired by the London 2012 Olympic and Paralympic Games. Grounded in learning it aims to engage the region's communities and Higher Education (HE) institutions and generate a positive legacy with young people and their communities beyond 2012. Delivery will be through the establishment of new sustainable festivals and events, innovative cultural and sporting activity, an enhanced distinctive regional cultural tourism offer, and the development of knowledge and skills.

Funding for RELAYS is provided by the Legacy Trust UK, an independent trust established to promote 2012 legacy, and HEFCE, the Higher Education Funding Council for England. RELAYS is managed by Herda-

SW the Higher Education Regional Development Association for the 13 Universities and Higher Education Colleges in South West England.

The Project Director, Leanne Dingle, has been appointed and a team of staff are in place across the region. In the West of England these include a Cultural Coordinator at Bath Spa University, a Schools Events Coordinator at the University of Bristol, a Community Classrooms team at the University of Bath, a Business Fellow at UWE and a RELAYS Project Manager at the Watershed Digital Media Centre in Bristol.

QUEST and RELAYS are the main focus for the Cultural Olympiad in the South West.

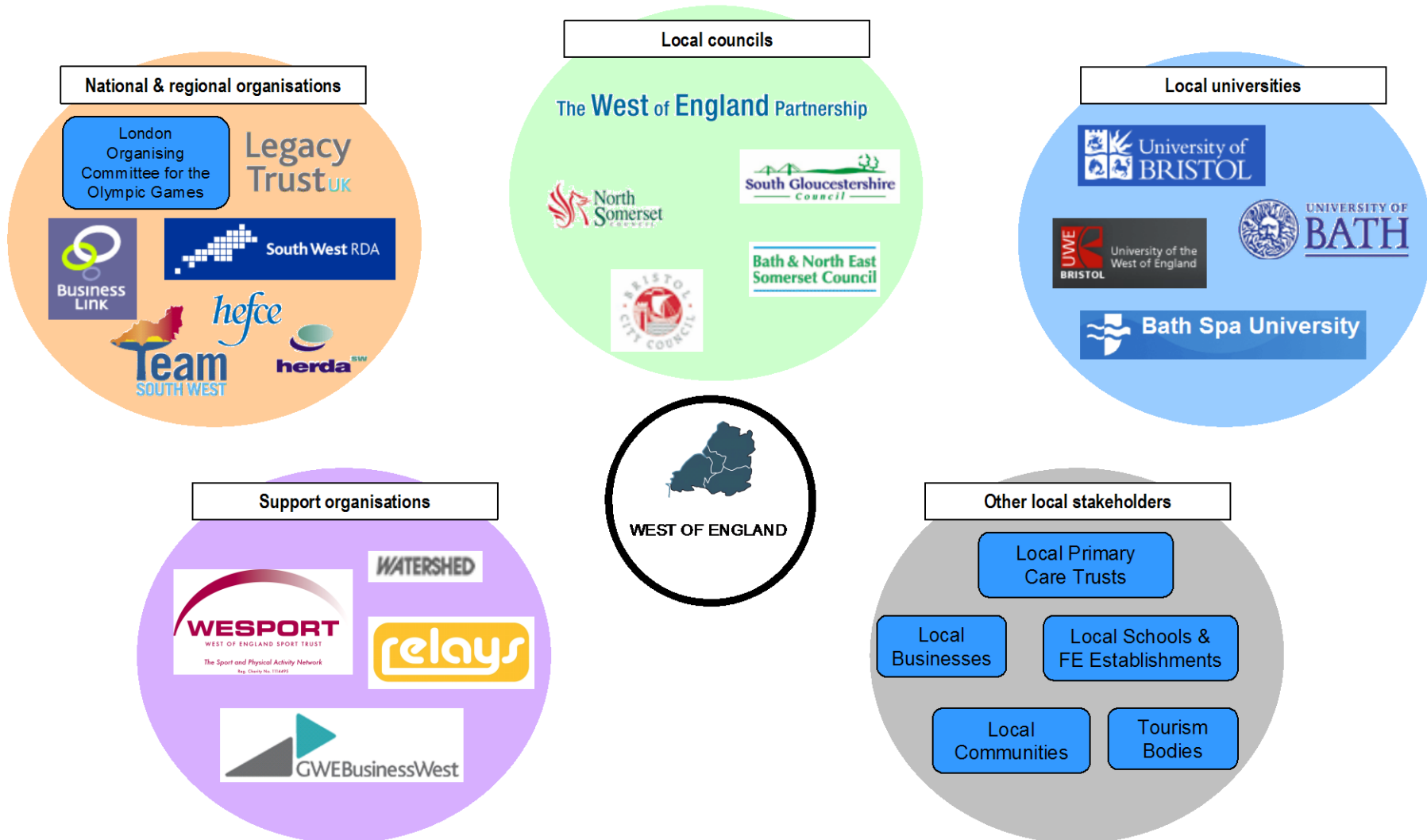
The aim of this plan is to co-ordinate the activities of TWE, QUEST and RELAYS with the West of England to meet their common interests and prevent duplication of effort and conflicting actions aimed towards achieving this lasting legacy for London 2012.

It is acknowledged that the scope of both QUEST and RELAYS extends beyond the geographic boundaries of the West of England. To clarify the relationships and roles between the parties a memorandum of understanding ('MOU') will be agreed which establishes the operating framework in the run up to 2012. A draft MOU is included as Appendix G

In addition to TWE, QUEST and RELAYS, there are a number of key stakeholders and organisations directly related to the achievement of 2012 legacy in the West of England. These are summarised in the diagram on the following page. Further details on these bodies are included as Appendix A.



KEY STAKEHOLDERS AND RELATED ORGANISATIONS





Aims for 2012 Legacy

Overview

In preparing a plan for the achievement of 2012 legacy it is necessary to focus on the core aims that will meet the aspirations of TWE, QUEST and RELAYS. There are a number of different organisations and initiatives with the aim of securing a lasting legacy from the 2012 London Games. These present a useful backdrop for considering the aims and specific objectives of this plan.

Original Olympic Bid

The original bid from London to host the 2012 Games included the following wording around aims for a sporting legacy:

“Mounting excitement in the seven years leading up to the Games in London will inspire a new generation of youth to greater sporting activity. During this period the UK will continue to deliver programmes to develop high performance athletes, coaches and technical officials so that the national team can excel at the first Olympics to be hosted in London since 1948.

After the Games are over, London will possess some of the finest sports facilities for hosting national and international events. These facilities will enable London to create The London Olympic Institute, a world-class institution for sport, culture and the environment, which will provide facilities and services for elite athletes as well as encouraging participation in sport. By doing so, the UK will build on the sporting momentum of the expected successes coming out of the 2012 Games.”

Department for Culture, Media & Sport

The department for culture, media and sport (DCMS) has announced five promises which set out its ambition for the long-term benefits from the 2012 London Games:

1. To make the UK a world leading sporting nation
2. To transform the heart of East London

3. To inspire a generation of young people
4. To make the Olympic Park a blueprint for sustainable living
5. To demonstrate the UK is a creative, inclusive and welcoming place to live in, visit and for business.

Team South West Objectives

Team South West has consulted widely within the region and has identified five key strategic ‘flames’ to categorise its aims. These five flames have been aligned to three core national objectives for the Team South West action plan for the 12 months to September 2009 (included as Appendix C).

Five flames



Three core national objectives



Additional Legacy Initiatives

The following page sets out existing additional 2012 legacy initiatives beyond the activities of TWE, QUEST and RELAYS:



Aims for 2012 Legacy

Pre-Games Training Camps

A significant opportunity arising from the London Games is the use of sporting facilities in the sub-regions as training camps to visiting teams. This is particularly true in the West of England due to the high quality of facilities and strong transport links.

Funding for training camps of up to £25k is available for each Olympic and Paralympic team, irrespective of size. It will be controlled by venues invoicing for costs incurred. The funding is available for camps from 1 July 2011 but does not include travel costs.

This is the first time a host city has offered funding to countries to use training camps, and the first time a guide has been issued. Therefore there is uncertainty about likely reaction and the decision making timetable. A large number of venues applied for inclusion in programme and around 600 were selected. Nine West of England venues have won a place in the Official Training Camp Guide with 61 in the whole of the SW, and they are shown in Appendix D.

Bristol has already secured the Kenyan Team for its training camp facilities and is highly focused on developing a wider Bristol-Kenya partnership, providing benefits across sports, culture and business.

Personal Best Programme

Recently, the West of England area has been identified as a pilot area for the “Personal Best” programme, an initiative to help the long term unemployed gain additional qualifications through the inspiration of volunteering for the 2012 Games. Those who complete the programme are guaranteed an interview for a volunteering role at the Games. This is an additional boost to our potential to influence volunteering policies.

Get Set Programme

Get Set is the official London 2012 education programme for schools, colleges and local authority education providers across the UK.



Get Set aims to:

- Provide young people in every school and college across the UK with the opportunity to get involved in the 2012 Games.
- Support the promotion of the Olympic and Paralympic values.
- Support and drive existing educational priorities and agendas.
- Enhance young people’s learning right across the curriculum – through sport, culture and education.
- Place young people at the heart of the process, involving them in project design, development and delivery.
- Offer one coherent structure through which schools, colleges and local authority education providers can engage and connect with Games bodies.
- Build excitement right across the UK in the lead up to the 2012 Games.
- Showcase and celebrate examples of interesting, inspiring and innovative practice.
- Provide opportunities for committed schools, colleges, children and young people to be rewarded, recognised and endorsed for their hard work.

More than one in ten schools and colleges are already registered with Get Set, and more sign up each day. 29 schools in West of England are registered and we will look to increase this sign up.

CompeteFor

CompeteFor is a central brokerage service between buyers throughout the London 2012 supply chain, and potential suppliers.





Aims for 2012 Legacy

A large proportion of the purchasing specifically related to the 2012 games is planned to occur through the CompeteFor service.

Inspire Programme

The Inspire programme is the broad London 2012 Games participation programme. The themes for the programme are sport, culture, education, the environment, volunteering and business opportunities.

The programme is open to non-commercial organisations delivering a project that is:

- genuinely inspired or energised by the 2012 Games
- well-planned and managed, and fully-funded
- participative and accessible
- free from commercial support or association

The project must also meet at least one of the priorities within the Programme's themes. Further details can be found at <http://www.london2012.com/get-involved/inspire-programme/is-my-project-eligible-.php>

Projects and events awarded the Inspire mark will be able to use elements of the official London 2012 branding and will be officially recognised as an important legacy contribution.



Aims for 2012 Legacy

The core aims of the sponsors of this plan are summarised as:

Vision

Aims



To that ensure the national aspirations for Olympic legacy are achieved in the local sub-region through leading, co-ordinating or assisting with activities and through influencing others.

- Take a central, co-ordinating view of the different Olympic legacy initiatives in the West of England
- Communicate Olympic legacy activities to a wide network of stakeholders within the sub-region, and inspire them to take action in support
- Identify and lead specific additional initiatives focused specifically on the requirements of the sub-region



Challenging individuals, communities and professionals to ask themselves 'What is your Quest?' between now and 2012?

- To develop a series of actual, virtual and metaphysical journeys through the landscape, connecting the coast into the landscape and urban with rural communities.



To transform Pierre de Coubertin's concept of the "marriage of art and sport" to a contemporary context, by drawing on the uniqueness of the South West environment and providing a platform for creative expression in alternative sports and their associated cultures

- Annual relay of innovative cultural and sporting festivals and events generated by and for young people in the community
- Engagement of students and volunteers from Higher Education
- Delivery of cultural and sport/health curriculum activity in the community aimed at those who do not currently see or have access to the benefits of Further and Higher Education
- Training and mentoring for creative practitioners and educators
- Specialist support for businesses



Available Resources

Resources

The resources available for the achievement of 2012 legacy in the West of England by TWE, QUEST and RELAYS are as set out in the table below:

	TWE	QUEST	RELAYS
People	Core planning group of eight people	Richard Crowe - 2012 Creative Programmer Alice Baynham - Cirque Bijou Desperate Men	Headed by Leanne Dingle. A team of staff across the South West are in place, five of whom are based in the West of England
Networks	Wider TWE group includes over 20 people across council members, local business, education, primary care trusts, tourism groups, community groups and the police. The involvement of Don Foster, MP for Bath, also extends the network into wider political circles.	The cultural Olympiad is associated with national network of arts and culture groups including Arts Council England, Natural England, and UK Film Council.	Through Herda-SW, RELAYS has an established network throughout the higher education sector. RELAYS is also working closely with the Association of Colleges which has a network of colleges and sixth forms through the region.
Funding	Funding to date has been provided by three of the four unitary authorities that make up the West of England sub-region.	QUEST is looking to inspire individuals and organisations to fund their own quests and journeys within the sub-region.	Funding is provided through the Legacy Trust (£1.61m) and the Higher Education Funding Council for England (£1.5m).
Branding	TWE has developed logo as featured in this plan, based on the logo of Team South West. The logo has been developed for use where Olympics related branding is prohibited due to constraints imposed by LOCOG.	QUEST has been approved by LOCOG as an ‘inspired by’ project, allowing it to use parts of the official London 2012 logo and branding under certain conditions	RELAYS has developed its own logo for branding as featured in this plan. RELAYS has a set of corporate guidelines that must be adhered to.



Available Resources

Management of Financial Resources

TWE, QUEST, and RELAYS will retain their own separate control of their financial resources as the Memorandum of Understanding makes clear.

During the spring/summer 2009 the financial management of TWE shall be transferred from B&NES to Wesport.



Objectives

This section sets out the prioritised objectives based on the aims of the stakeholders and the resources available. These objectives will be reviewed on an annual basis, and by exception if significant additional resources become available.

In arriving at these objectives the focus has been on identifying a limited number of core objectives that complement rather than compete with existing initiatives relating to 2012 legacy.

The objectives have been divided into four categories, related to the role to be undertaken by the sponsors of this plan:

- **Lead** – objectives where a lead role is taken on achieving significant outcomes that would not otherwise happen.
- **Influence** – objectives where the main aim is to influence the outcome of existing activities led by other organisations.
- **Co-ordinate** – objectives where the aim is to co-ordinate existing activities that have a common theme but are otherwise occurring independently of each other.
- **Communicate & Assist** – objectives where the focus is on communicating information to stakeholders and the wider population in the sub-region, and assisting existing initiatives.

Objective Champions

One of the key limiting factors in achieving the objectives of this plan will be the availability of people to take ownership for driving actions.

A ‘Champion’ shall be allocated to each objective that will be responsible for co-ordinating the activities required to achieve the objective.

Alignment to objectives of Wesport

There is a very strong alignment between the objectives of the plans for 2012 legacy and the ongoing objectives of Wesport.

Through its actions in the past three years Wesport has shown itself to be a trustworthy and competent partner for TWE and it therefore makes sense to channel these common objectives through Wesport where possible.

Wesport’s existing and growing network of members and partners offers access to a wide range of organisations with an interest in the role sport, physical and cultural activities can play in achieving their own objectives. To establish a similar network purely for 2012 legacy would duplicate existing links and roles, and require significant resources.

In order to ensure the necessary focus to achieve objectives channelled through Wesport, the responsibility for delivering the objectives shall be assigned to specific individuals who will dedicate an agreed proportion of their working week on 2012 legacy objectives.

A funding requirement and service level agreement (“SLA”) to achieve these objectives shall be agreed with Wesport and shall reflect the reduced cost of sharing resources to achieve common objectives. A draft copy of the SLA is included as Appendix H.

QUEST and RELAYS

This plan is not all encompassing for the objectives and aspirations of QUEST and RELAYS which have a wider geographic coverage across the whole of the South West, and have prepared their own detailed business plans.

The purpose of this plan is to ensure a single well co-ordinated effort where the interests of QUEST and RELAYS overlap with the aims of TWE within the West of England.



Objectives

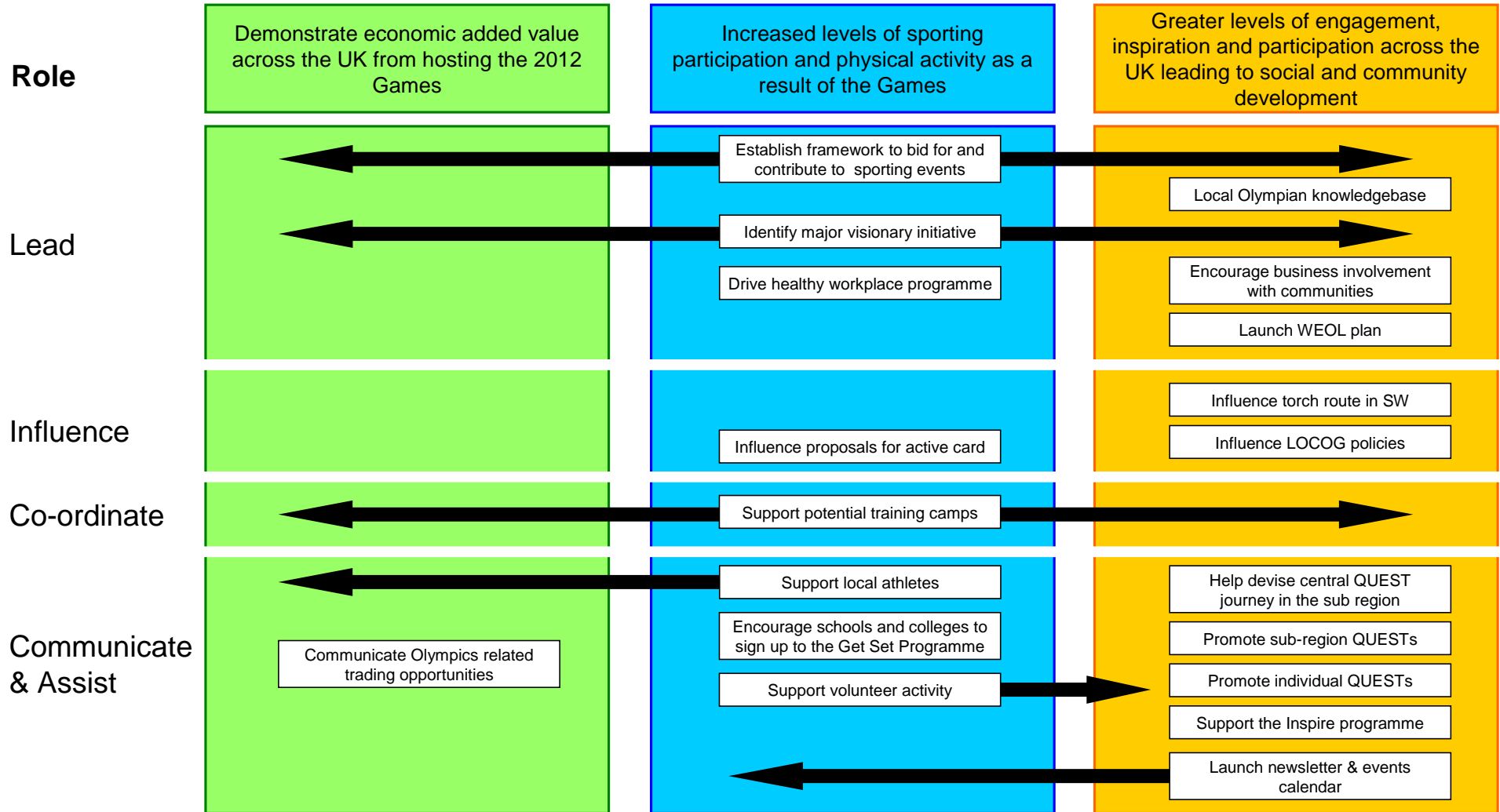
Core Objectives

Lead	Influence	Co-ordinate	Communicate & Assist
<ul style="list-style-type: none"> ▪ Establish a framework of organisations and facilities across the sub region to routinely bid to host regional, national and international sporting events within the West of England. <i>(Wesport)</i> ▪ Create a comprehensive knowledgebase of Olympic & Paralympic winners and participants associated with the West of England. <i>(Wesport)</i> ▪ Identify a major visionary event or initiative that can be led by TWE <i>(TWE)</i> ▪ Develop a healthy workplace programme in conjunction with PCTs <i>(RELAYS)</i> ▪ Encourage business involvement with communities through volunteering <i>(RELAYS)</i> ▪ Launch the WEOL plan at an event for stakeholders <i>(Wesport/RELAYS)</i> 	<ul style="list-style-type: none"> ▪ Influence the ‘torch route’ to include key West of England landmarks. <i>(Don Foster)</i> ▪ Influence specific policies being developed for the London 2012 Games to help ensure that the promise of the Games being for the whole of the UK, not just London, becomes a reality and West of England residents can participate fully. <i>(Don Foster)</i> ▪ Support the West of England partnership in adopting a West of England active card scheme. <i>(TWE)</i> 	<ul style="list-style-type: none"> ▪ Support training facilities that do not have their own bidding infrastructure and facilitate knowledge sharing between all training camps in the sub-region.. <i>(Wesport)</i> 	<ul style="list-style-type: none"> ▪ Assist with fundraising activities to support selected athletes resident in the West of England with the potential to participate in the 2012 Games. <i>(Wesport)</i> ▪ Encourage schools and colleges to sign up to the Get Set Programme <i>(Wesport)</i> ▪ Support volunteer activity opportunities related to the 2012 Games and legacy initiatives. <i>(Wesport)</i> ▪ Communicate 2012 related trading opportunities. <i>(RELAYS)</i> ▪ Help devise the central Quest journey in the West of England <i>(RELAYS)</i> ▪ Help devise sub-region Quest journeys. <i>(RELAYS)</i> ▪ Help devise sub-region Quest journeys. <i>(RELAYS)</i> ▪ Promote individual Quests. <i>(RELAYS)</i> ▪ Support the Inspire Mark programme. <i>(RELAYS)</i> ▪ Launch a regular newsletter and events calendar to update stakeholders on 2012 initiatives including TWE achievements. <i>(Wesport)</i>



Objectives

Alignment of Objectives to Core National Objectives





Objectives

Leading Objectives

OBJ-1: Establish framework for bidding to host sporting events: The success of the bid to host the UK School Games in 2008 demonstrates what can be achieved by TWE in this area. Hosting national or other high profile events in the sub-region benefits a range of stakeholders.

The objective of TWE is to build a legacy inspired by the London Games by bringing together local organisations and facilities into a framework that routinely bids to host local, national and international sporting events.

TWE has the opportunity to bring together a range of different parties in addition to the regional venues themselves such as local businesses, the police, and tourism representatives to maximise the quality and impact of events.

A further benefit of hosting major events will be a review of the facilities within the sub-region, identifying any priority gaps in current provision and aid the case for local investment to address these, or for central funding. For example known weaknesses are in athletics tracks, swimming pools and spectator facilities for major indoor events.

The objective is to produce a framework, centred around data on facilities within the region and hosting opportunities, to drive discussions with the unitary authorities on their aspirations and priorities to host events. The aim is to identify at least one incremental event each year that the sub-region will bid to host.

OBJ-2: Create a knowledgebase of local Olympians and Paralympians: Many local athletes from past Games still live in the sub-region, and Games participants from other regions will now live here. While recent Olympians and Paralympians are often involved in inspirational projects and publicity, there may well be several from former times who have interesting stories to tell from their elite athlete days, or in

respect of the paths they have taken subsequently – both sports related and other.

Given appropriate media exposure, and/or involvement with 2012 related projects, they could provide an inspiration to others to become involved in sport or to take their sport to a higher level.

The objective is to create a definitive information source for Olympians associated with the West of England, and use their stories, and ideally participation, to help increase interest in the Games and inspire others to greater sport participation and achievement.

OBJ-3: Identify major visionary initiative: In addition to its key role in facilitating existing 2012 legacy initiatives TWE aims to identify and accomplish a major initiative of its own which will serve as a lasting legacy in the West of England. The exact nature of this initiative will be selected by the wider TWE network to ensure it achieves the ‘buy-in’ from the community that will be required to achieve it.

OBJ-4: Develop a healthy workplace programme in conjunction with PCTs: There are social and business reasons for employers to offer ‘healthy - active’ workplaces (eg sickness rates, staff retention, productivity, image, as well as corporate social responsibility). Research into the impact of activity on health, wellbeing and obesity can potentially aid businesses devise ways to improve the ‘health’ of their workplaces with employees and employers reaping the benefits.

RELAYS will promote opportunities for collaboration in this area and to engage in action research into the impact of sport, activity and culture in relation to health and wellbeing in the community building up to and as a legacy post the 2012 Games.

Specific objectives will be to:



Objectives

- Work in collaboration with higher education institutions, Wesport and Primary Care Trusts to develop workplace healthy activity schemes.
- Research into the effect of sport on health and wellbeing in conjunction with the RELAYS PhD student, UWE Faculty of Health and Life Sciences and regional and sub-regional organisations.

OBJ-5: Encourage business involvement with communities through volunteering: Through the business engagement framework and series of events RELAYS and TWE will signpost businesses in the sub-region of the volunteering and mentoring opportunities available within various community initiatives.

- Promote the use of cultural, sport and physical activities within organisations and businesses to help them achieve their aims or enhance their effectiveness through employee development and support.
- Encourage corporate involvement with community festivals and events; sport programs and cultural initiatives through employee volunteering, mentoring and sponsorship.
- Ensure Olympic and Paralympic volunteer opportunities are communicated to all stakeholders with the West of England.

OBJ-6: Launch WEOL plan: In order to deliver on our business objectives it is important to enthuse organisations within the sub-region, to demonstrate successes to date and clearly communicate priorities moving forward.

A WEOL plan launch would look back at the success of the UK School Games and other initiatives, scope out future work and engage a range of organisations willing to align their activity to the TWE, RELAYS and QUEST visions for 2012 Legacy.

Influencing Objectives

OBJ-7: Influence the torch route: The overall objective is to ensure that the London Gaames torch route in the UK passes through the West of England, to provide an inspiration to both sporting and non-sporting people in the sub-region, as well as enabling it to showcase itself as a tourist area to a wider UK and international audience.

More specifically aims are to:

- Have the torch pass through at least one of the Unitary Authorities and ideally at least two;
- Have at least two of the sub-regions major landmarks included (including the Clifton Suspension Bridge) and ideally at least three or four;
- Enable several local coaches, athletes, and/or club personnel to be part of the relay process, either as runners or in key support roles, and fully publicise their participation locally;
- Recognise the value of local volunteers by involving them fully in the event; and
- Link the relay with appropriate local events to provide a real celebration for the local population and to provide a valuable tourist attraction.

OBJ-8: Influencing Games policies to embrace the whole of the UK and maximise opportunities for West of England residents: Clearly there are logistical issues which make it easier and cheaper for residents in or near London, as opposed to in more distant parts of the UK to participate in the Games, for example through volunteering or attendance. However, for legacy benefits to be spread across the UK, some active involvement in the Games will be important. It can also act as an incentive to continue a journey already being undertaken in sport, say in the field of volunteering.



Objectives

The aim is to influence LOCOG in a timely way to ensure as level a playing field as possible as policies are being developed for the Games; policies on volunteering and ticketing are key areas from the perspective of the West of England. This is not to obtain an advantage over other regions but to ensure there is reasonable sharing across the UK.

There are obvious obstacles to overcome to enable volunteers based some distance from the venues to participate without adding unreasonable costs to the Games and logistical issues for LOCOG to handle – eg accommodation, travel, expenses and training. The general volunteer applications and appointments process will start in 2010. Therefore the objective is to influence policy making in 2009, primarily to maximise opportunities for those in the West of England who already are, or by 2010 will be, involved in local volunteering, and secondarily for those locals who are inspired by the concept as it receives more publicity in 2010.

Some aspects of the ticketing policy are set centrally by the IOC, with the Olympic Family as major recipients. However some aspects can be determined by LOCOG and the overall aim is to influence those, so that West of England residents can have a good chance of experiencing the games first hand, in London as well as Weymouth.

Specific objectives relating to volunteering policy are to:

- Get LOCOG to accept the need to have a fair system for involving such ‘distant’ volunteers, especially those with a track record of volunteering, and assist it to appreciate and solve the potential problems in a timely way;
- Persuade local organisations to help fund any cost gaps to enable local volunteer involvement in the Games;
- Encourage local residents to volunteer under the agreed volunteer policy; and
- Have volunteers at the Games share their experiences afterwards to inspire others and help identify lessons to be learned.

Specific objectives relating to ticketing policy are to:

- Ensure that each West of England athlete competing in the Games can be guaranteed that tickets will be available for his or her event for family to purchase
- Provide tickets as awards, where winners would be asked to share their experiences with colleagues and organisations afterwards
- Have some sub-region attendance at the Opening and Closing ceremonies
- Maximise residents’ chances in the general ticket purchase process through good publicity locally for the timetable and process for obtaining tickets
- Help make travelling to the Games as cost effective and efficient as possible for attendees from the sub-region

OBJ-9: Influence Proposals for a West of England Active Card: The four Unitary Authorities of the West of England have at various times identified ‘leisure cards’ to encourage individuals in the community to access local facilities and programmes. Recent discussions have identified the significant advances in the technology to manage such schemes, and the excellent progress being made by the South Gloucestershire Leisure Trust in the ‘Active Card’ it has created, linking also to Library provision.

The opportunity to extend an ‘Active Card’ scheme across all West of England leisure facilities, and to extend its’ reach to include access to transport, holds the potential of a significant legacy for 2012. It offers the potential of a single card to access a wide range of services (leisure, libraries, transport), a single marketing approach that could increase overall impact, being a significant contributor to 2012 Legacy plans.



Objectives

Co-ordinating Objectives

OBJ-10: Support Potential Pre-Games Training Camps: With the exception of the Bristol-Kenya link and the University of Bath, approaches to or from countries are at a very early stage. 2009 is a good time to start or re-start preparing a cohesive set of offerings in the sub-region with co-operation across the region. Larger country teams may wish to make decisions in 2009, whereas others may not make commitments until much later.

The objective of having central co-ordination is not to take the initiative away from individual venues, some of which will continue in parallel, but to support venues without their own resources to focus on training camps, as well as providing a forum for generating ideas on targeting countries and designing co-operative approaches.

Objectives identified in relation to pre-games training camps in the West of England are:

- Ensuring that every appropriate venue in the West of England has participated in the training camp programme.
- Share best practice ideas and procedures between designated and potential training camps in the region.
- Linking the hosting of training camps to other organisations and initiatives in the region including volunteering groups, tourism groups and educational establishments.

Communicating & Assisting Objectives

OBJ-11: Help publicise and support fund raising activity for local elite athletes: Organisations in Bristol led by the University of Bristol and Bristol City Council have recently established the “Springboard” programme to support local athletes. TWE has already contributed to the Springboard Plus in support of the Bristol-Kenya link. Wesport, through the Quartet Foundation, has established a Sporting Legacy Fund, and is working with colleagues across the other three Unitary Authority areas to establish similar athlete support systems and resources.

TWE’s objective is to use its networks and links to business to raise additional resources that can be distributed through Springboard, adding to the funding available through the Wesport Sporting Legacy Fund.

It is important to ensure that fund raising activity for local athletes is integrated with the British Olympic Association “Medal Hopes” scheme.

OBJ-12: Encourage Schools and Colleges to Sign up to the Get Set Programme: The national Get Set Programme is an excellent route for schools and colleges in the West of England to get involved in the 2012 legacy. The programme is optional and institutions need to ‘sign up’ if they wish to take part.

The wider TWE network has links in to many schools and colleges in the sub region. The aim is to promote as many as possible to join the Get Set programme, initially by educating them about the benefits of the programme and how to sign up, and then by actively promoting the scheme to headmasters, school governors and PTA groups.

OBJ-13: Support Volunteering Activity: Plans for volunteer recruitment, training and deployment for London 2012 are unlikely to be announced until 2010 however building on the work for the 2008 UK School Games, we will continue to engage in volunteer development and



Objectives

work to ensure the maximum 2012 opportunities for the West's significant number of volunteers.

OBJ-14: Communicate 2012 related trading opportunities: RELAYS and TWE will work with businesses in the sub-region to support businesses so that they are able to exploit the commercial opportunities offered by the 2012 Olympic and Paralympic Games.

Specific objectives will be to:

- Develop a business engagement framework and a series of networking events to signpost businesses on the economic and social opportunities surrounding the 2012 Olympic & Paralympic Games.
- Assist businesses to prepare for procurement opportunities (e.g. via the CompeteFor facility for suppliers) working alongside Business Link and GWE Business West.
- Provide information on 2012 initiatives to assist the development of tourism opportunities by partners including South West Tourism, regional Destination Marketing Organisations and tourism operators.
- Organise networking events to enable businesses to develop collaborative partnerships with organisations working in the not-for-profit creative, sporting and health sectors.

OBJ-15: Support development of the central QUEST journey: Cirque Bijoux and Desperate Men have been identified as key contributors to the central QUEST journey in the sub-region. The objective is to work closely with these groups to enhance the central journey through the input of the wider TWE network, and maximise the benefit to the sub-region by promoting the use of major tourist landmarks within the central QUEST journey.

OBJ-16: Help devise sub-regional QUEST journeys: Organisations throughout the sub-region may be inspired to undertake their own cultural QUEST in the run-up to the 2012 Games. The objective is to use the networks of RELAYS and TWE to facilitate the organisation of these QUESTs.

It is envisaged that the knowledgebase of local Olympians created in OBJ-1 could be used to arrange events such as a baton handover relay between past, present and future Olympians.

OBJ-17: Promote the undertaking of individual QUESTS: The concept of the contribution of individual QUESTS to a collective 2012 legacy needs to be communicated throughout communities in the sub-region. The objective is to initially communicate the concept, and then support individuals as they formulate and then undertake their QUESTs.

OBJ-18: Support the Inspire programme: The Inspire programme offers cultural and educational organisations the opportunity to have projects officially recognised as an element of the 2012 legacy, including use of official London 2012 branding.

The aim is to help communicate the programme to organisations in the region, and then help them develop projects and apply for approval.

OBJ-19: Launch TWE Newsletter & Events Calendar: Following the WEOL plan launch event it will be important to maintain regular contact with the wider TWE network and community at large. A regular newsletter will be produced to maintain and build involvement, and will report on current activities and achievements. This will be available in hard copy and electronic format.

In addition to the periodic newsletter, an events calendar spanning the four unitary authorities will be produced which includes major sporting and cultural events, particularly those with opportunities for additional people



Objectives

to participate or spectate. This will ideally be hosted on a website to provide easy access, and will be updated on a weekly basis.

Timetable

Each action in the action plan in section 6 shall be assigned a calendar quarter in which it is proposed to be completed.

Reviewing Objectives

The objectives shall be reviewed at the end of each calendar year to ensure that an updated plan can be communicated to the Unitary Authorities for incorporation into their budget for the following financial year.



Action Plan

Objective	Action	Who	When	Cost
Leading Objectives				
<p><i>OBJ-1: Bid to host events</i></p>	<ul style="list-style-type: none"> • Undertake a series of meetings with local authorities, HE / FE establishments and other relevant organisations, to establish priorities and capacity to host events. • Produce a guide of facilities within the sub region in a structured database. • Produce a list of major sporting events, together with infrastructure requirements and gaps to current facilities. • Report back to TWE and West of England Partnership to establish priorities for bidding. 	Wesport	<p>Q2/Q3 2009</p> <p>Q3</p> <p>Q4</p> <p>Q4</p>	Wesport SLA
<p><i>OBJ-2: Create Knowledgebase of local Olympians</i></p>	<ul style="list-style-type: none"> • Desktop research to produce definitive database of past and present Olympians in the sub-region • Engage with past and present Olympians to establish their stories and discuss their involvement in legacy initiatives • Communicate with Talent Development Centre at University of Bath to produce list of potential future Olympians • Engage with potential future Olympians to establish their stories and discuss their involvement in legacy initiatives • Produce single database to be shared with TWE network. 	Wesport	<p>Q3 2009</p> <p>Q3/Q4 2009</p> <p>Q1 2010</p> <p>Q1/Q2 2010</p> <p>Q2 2010</p>	Wesport SLA



Objective	Action	Who	When	Cost
<i>OBJ-3: Identify major visionary initiative</i>	<ul style="list-style-type: none"> • Invite wider network / partners to submit proposals when WOL plan is circulated and at the launch event. • Decide on selected initiative after further brainstorming sessions if needed. 	TWE	Q2/Q3 Q4 2009	nil
<i>OBJ-4: Drive healthy workplace programme</i>	<ul style="list-style-type: none"> • Arrange meetings for RELAYS PhD student with key organisations in the sub-region. • Encourage businesses to develop healthy workplace practices through the business engagement events coordinated by RELAYS, Business Link and Business West • Showcase businesses in the sub-region who have initiated healthy workplace schemes as examples of best practice. • Source funding opportunities to initiate a healthy / active work place scheme for the sub-region. • Engage with the Primary Care Trust, Wesport, UWE (Faculty of health and Life Sciences) and RELAYS PhD student to investigate a potential healthy workplace scheme for the sub-region. 	RELAYS	Q2 2009 Q4 Q4 Q3 Q3	RELAYS
<i>OBJ-5: Encourage business involvement with communities through volunteering</i>	<ul style="list-style-type: none"> • Sign post businesses on the community volunteering opportunities (arts/culture & sport) through the RELAYS business engagement framework and subsequent networking events (See Appendix E) • Communicate and market the corporate social responsibility benefits of being involved with community initiatives. • In collaboration with the HE sector and Business West develop a mentor programme for young entrepreneurs in the sub-region. 	RELAYS	Q2/Q3 2009 Q3 2009 Q3 2010	RELAYS



Action Plan

Objective	Action	Who	When	Cost
<i>OBJ-6: Launch West of England 2012 Legacy plan</i>	<ul style="list-style-type: none">• Establish audience and date• Organise event• Establish opportunities to associate the launch with other initiatives• Manage event• Produce follow up	Wesport	Q2 2009 Q2/Q3 Q2/Q3 Q3 Q3	Wesport SLA



Objective	Action	Who	When	Cost
Influencing Objectives				
<p><i>OBJ-7: Influence the torch route</i></p>	<ul style="list-style-type: none"> • Establish LOCOG’s timetable and process for defining the torch relay • Make contact with the key decision makers and endeavour to have Team West involved formally in the planning team (ie Don Foster at the high level, delegating as needed) • Consult locally to ensure an effective selection of local runners and other key players • While adhering to the central objectives, attempt to help satisfy other South West aspirations in respect of the torch relay • Once the key elements of the overall route are agreed establish a local working group to ensure all detailed local issues are identified and addressed and that local involvement is optimised, and media interest maximised 	DF	Ongoing Linked to LOCOG timings	nil
<p><i>OBJ-8: Influence the Games policy for UK wide participation</i></p>	<p>Volunteering</p> <ul style="list-style-type: none"> • Establish LOCOG’s timetable and process for setting volunteer policy and developing procedures • Endeavour to have TWE, possibly representing Team South West too, involved in the policy making forum (ie Don Foster at the high level, delegating as needed) • Ensure the ‘distance’ problems are understood and real interest from local volunteers understood • Ascertain local interest from businesses, councils etc in helping bridge any 	DF	Ongoing Linked to LOCOG timings	nil



Objective	Action	Who	When	Cost
	<p>funding gaps or with logistics such as transport</p> <ul style="list-style-type: none"> • Have a local launch to coincide with the London 2012 volunteering launch. Set up local groups as needed to run the process ongoing <p><i>Ticketing</i></p> <ul style="list-style-type: none"> • Establish LOCOG’s timetable and process for setting ticketing policy and making tickets available • Endeavour to have Team West, possibly representing Team South West too, involved formally in the policy making forum (ie Don Foster at the high level, delegating as needed) • Ascertain local interest from businesses, councils etc in funding awards of tickets • Encourage transport and accommodation providers to devise special packages for attendees, and to offer discounted arrangements for ticket award winners • As appropriate establish local implementations groups 			
<p><i>OBJ-9: Influence proposals for active card</i></p>	<ul style="list-style-type: none"> • Lobby WEP to produce a definition of the active card proposal • TWE council members to champion active card proposals within their unitary authorities • Once councils have signed up to active card proposals, raise the profile of the initiative and seek to widen participation, e.g. to transport companies. 	<p>DF</p> <p>TWE</p> <p>TWE</p>	<p>Q3 2009</p> <p>Q4 2009</p> <p>Q1 2010</p>	<p>nil</p>



Objective	Action	Who	When	Cost
Co-ordinating Objectives				
<i>OBJ-10: Support potential training camps</i>	<ul style="list-style-type: none"> • Hold meetings with training camp facilities identified in the official venue handbook. • Establish TWE’s role in the support of training camps in the West of England • Submit proposal to TWE, summarising the actions and aspirations of all facilities in the sub-region and how they can best be supported. • Identify opportunities to establish cultural initiatives around the training camps 	Wesport RELAYS	Q2/Q3 2009 Oct-09 Nov-09 Q4	Wesport SLA RELAYS



Objective	Action	Who	When	Cost
Communicating Objectives				
<i>OBJ-11: Assist with fundraising activities to support local athletes</i>	<ul style="list-style-type: none"> Communicate support mechanisms for local elite athletes to wider community Promote support of fundraising programmes Support athletes to apply for funding 	Wesport	Q3/Q4 2009	Wesport SLA
<i>OBJ-12: Encourage schools and colleges to sign up to the Get Set Programme</i>	<ul style="list-style-type: none"> Include summary in WEOL launch, and invite Andy Martin (Get Set programme lead) Put on Wesport Website, and link into existing school communications Work with association of colleges to promote Get Set Encourage TWE members to lobby their schools 	Wesport RELAYS TWE	Q3 2009 Q2 2009 Q2 2009 Q3 2009	nil Wesport SLA RELAYS nil
<i>OBJ-13: Support volunteer activity</i>	<ul style="list-style-type: none"> Keep watching brief on LOCOG and Team South West volunteer plans Maintain database of registered volunteers, and encourage additional volunteers to register Communicate LOCOG opportunities to local volunteers Promote local volunteering opportunities including wider QUEST and RELAYS activities and ensure that different volunteering programmes in the sub-region are aligned 	Wesport RELAYS	ongoing	Wesport SLA



Objective	Action	Who	When	Cost
<p><i>OBJ-14: Communicate 2012 related trading opportunities</i></p>	<ul style="list-style-type: none"> • Develop a business engagement framework on the social and economic benefits of being involved with the 2012 Olympic & Paralympic Games (above and below the line). The framework will be developed into a marketing resource which will list names of organisations names and their contact details and sign post the opportunities to business. (See Appendix E) • Promote the business framework at the WEOL launch event, encouraging businesses to sign up to CompeteFor • In consultation with Business Link and Business West, communicate and coordinate 2012 related regional business engagement events • Develop a 2012 related Business Club for West of England businesses. 	RELAYS	<p>Q2/Q3 2009</p> <p>Q3 2009</p> <p>Q3 2009</p> <p>Q4 2010</p>	RELAYS
<p><i>OBJ-15: Help devise central QUEST journey in the sub region</i></p>	<ul style="list-style-type: none"> • Engage with Cirque Bijoux and Desperate Men to involve TWE with the planning of the central journey • Influence central journey organisers to incorporate iconic landmarks in the sub-region 	RELAYS	<p>Q2 2009</p> <p>Q3 2009</p>	RELAYS
<p><i>OBJ-16: Support planning of sub-regional QUEST activities</i></p>	<ul style="list-style-type: none"> • Arrange meetings between sub-regional cultural agencies and QUEST organisers 	RELAYS	Q3 2009	RELAYS
<p><i>OBJ-17: Promote individual QUESTs</i></p>	<ul style="list-style-type: none"> • Support Richard Crowe in his activities to promote individual QUEST journeys in the sub-region. 	RELAYS	ongoing	RELAYS
<p><i>OBJ-18: Supporte the Inspire programme</i></p>	<ul style="list-style-type: none"> • Promote opportunities to educational and cultural organisations to create projects that meet the criteria of the Inspire programme. 	RELAYS	ongoing	RELAYS



Action Plan

Objective	Action	Who	When	Cost
<i>OBJ-19: Launch newsletter and events calendar</i>	<ul style="list-style-type: none">• Provide RELAYS/QUEST material for quarterly newsletter• Collate information from RELAYS, TWE & Wesport and produce quarterly newsletter/e-newsletter for wider stakeholder group• Produce proposal for producing a sub-region events calendar to be hosted on the RDA website	RELAYS Wesport Wesport	Q3 2009 / ongoing Q3 2009 / ongoing Q4 2009	RELAYS Wesport SLA



Key Stakeholders and Related Organisations

National and Regional Organisations

London Organising Committee for the Olympic Games

The London Organising Committee of the Olympic and Paralympic Games (LOCOG) is responsible for preparing and staging the 2012 Games.

LOCOG is led by Sebastian Coe (Chair) and Paul Deighton (Chief Executive). It is based in Canary Wharf along with the Olympic Delivery Authority.

LOCOG has imposed severe restrictions around the use of its London Games related branding in order to protect its ability to raise the funding required to host the London Games. This means that TWE is unable to use any London Games specific elements in its branding (including the terms Olympic or London 2012).

London 2012 has launched a version of its logo with the wording “Inspired by London 2012” as a ‘mark’ to recognise outstanding non-commercial projects and events inspired by the Games.

The Inspire mark will be awarded to specific projects and events which are:

- Genuinely inspired by the London 2012 Olympic and Paralympic Games.
- Well planned and managed.
- Fully funded from non-commercial sources and with no commercial association.
- Innovative and inspiring.
- Likely to achieve at least one of our key outcomes. For example, increased participation in grass roots sports.

Nations and Regions Group

The Nations and Regions Group (NRG) role is to ensure the whole of the UK is involved and benefits from the 2012 Games. It is chaired by a LOCOG Board member and is made up of representatives from UK business and sport. It is into this group that the planning of Team South West (see below) has strategic impact, and the group through which Team West of England can ensure its’ activities are linked to, and influence national initiatives.

South West RDA

Regional Development Agencies (‘RDAs’) are funded by a ‘Single Pot’ from six Government departments:

- Department for Business, Enterprise and Regulatory Reform;
- Department for Communities and Local Government;
- Department for Culture, Media and Sport;
- Department for Environment, Food and Rural Affairs;
- Department for Innovation, Universities and Skills; and
- UK Trade & Investment.

The RDAs’ targets reflect the contribution that they make to Government Departmental objectives and the priorities identified in the Regional Economic Strategies. However, RDAs are given the flexibility to develop solutions to fit their own areas, bringing to life national aspirations in the context of regional priorities.



Key Stakeholders and Related Organisations

The RDA's plans are focussed on achieving the goals and aspirations described in the Regional Economic Strategy which has three strategic objectives:

- Successful and competitive businesses;
- Strong and inclusive communities; and
- An effective and confident region.

Team South West

Team South West is a team formed by the South West RDA and partner organisations including Sport England SW, Volunteering England SW, Learning and Skills Council SW, Government office for the South West, and South West Tourism.

The role of Team South West is to:

‘Maximise the business, sporting, cultural and social opportunities to deliver a lasting and discernible legacy from the London 2012 Olympic Games and Paralympic Games.’

TWE is a sub-regional working group of Team South West formed to lead on county/sub regional level activity. However, TWE does not receive any funding from Team South West.

Business Link

Business Link is a national organisation funded by Regional Development Agencies to provide advice and support at a local level to SME businesses and start-ups.

Business Link has been tasked with encouraging local businesses to actively seek business opportunities related to the London Games. This has primarily involved encouraging businesses to sign up to CompeteFor.

HERDA-SW

HERDA-SW is the regional higher education association for South West England. Its vision is to be an effective and proactive association of Universities and Colleges which work together and individually to make a significant contribution to the academic, economic, social and cultural development of the South West.

It provides a forum for the 13 Universities and Higher Education Colleges in the region to work together and with key regional organisations, and on the development and delivery of a range of regional strategies and projects. It is the lead partner for the RELAYS project described later.

Legacy Trust (UK)

Legacy Trust UK (LTUK) supports a wide range of innovative cultural and sporting activities for all, which celebrate the London 2012 Olympic and Paralympic Games, and which aim to leave a lasting legacy of them in communities throughout the United Kingdom.

It makes awards of money to individuals or organisations for charitable purposes including without limitation cultural, educational, healthy, sporting and other charitable activities for the benefit of the community in any approved territory. It also has provided funding for the RELAYS project.

HEFCE

The Higher Education Funding Council for England (HEFCE) was set up by the Government in 1992 as a 'non-departmental public body' to distribute public money to universities and colleges in England that provide higher education. Most of this goes to the 130 universities and higher education colleges in England. HEFCE does not provide grants or loans for individual students.



Key Stakeholders and Related Organisations

Local Councils

The West of England Partnership

The West of England partnership consists of four unitary authorities: Bath and North East Somerset; Bristol; North Somerset and South Gloucestershire; as well as a range of social, economic and environmental partners.

The partnership exists to provide a co-ordinated response at a sub-region level and is particularly focused on transport, planning, waste, appropriate housing supply, economic competitiveness and inclusion, and culture, leisure and tourism.

Bristol City Council

Bristol City Council looks after by far the largest population of the four unitary authorities, with a population of over 400,000. The City contains world famous attractions such as the Clifton Suspension Bridge and SS Great Britain, and has a very active festival programme and sporting calendar, including the 10k and Bristol half marathon. During the 2008 UK School Games it hosted Project 360, showcasing alternative sports.

Recently Bristol was chosen as England's first official Cycling City, and it is making a major investment in cycling tracks, as part of a cycling campaign.

Bristol City Council's sport and health related initiatives currently include Sport Unlimited, a new term time programme of sports and activities for ages 10–19. The programme has a variety of sporting activities during evenings and weekends at a variety of locations around the city, including leisure centres, schools, colleges and community venues. Bristol offers an Everyone Active Discount card and free swimming for the over 60's and under 16's, aiming at increasing participation.

Bath & North East Somerset Council

Bath and North East Somerset stretches from the outskirts of Bristol, south into the Mendip Hills and east to the southern Cotswold Hills and Wiltshire border. Two thirds of the area is green belt, but approximately half the 170,000 population live in Bath, a World Heritage Site, famed for its hot springs, Georgian architecture and Roman antiquities. Bath & North East Somerset Council is the unitary authority responsible for serving the needs of the area's residents and businesses.

The area has a considerable tourism industry, and Bath itself hosts many international festivals. With excellent sporting facilities it also hosts major sports events, including the Bath Half Marathon, and a large network of amateur sports clubs provide opportunities for local residents and visitors to improve their skills. The Council is promoting a Get Active scheme as part of its aim to increase active participation in sport and leisure. This has six themes: Developing Community Sport; PE and School Sport; Towards Inclusion; Improving Health Through Physical Activity; Fit for Purpose Facilities; Encouraging Sports Events and Tourism.

South Gloucestershire Council

South Gloucestershire stretches from the River Severn in the west to the Cotswolds in the east and is immediately North of Bristol. It is an area of diversity and contrast with a variety of communities, attractive landscape combining unspoilt towns and villages with areas of new residential, industrial and commercial development. Around 252,000 people live in South Gloucestershire.

The area has well established manufacturing industries and newer commercial development, largely located on business parks. Many high technology companies are now based there.

The council has a Community Sport and Active Lifestyles strategy, aiming to promote participation and opportunities in all areas of sport and physical activity. It wants more people taking part be they playing,



Key Stakeholders and Related Organisations

coaching or working as an organiser of sport or local activity. As part of this, among other initiatives, it organises an annual Festival of Youth Sport, runs Active for Life and Inclusive Sports programme.

North Somerset Council

North Somerset is south west of Bristol. Headquartered in Weston-super-Mare, it contains Bristol Airport and the towns of Clevedon, Nailsea and Portishead. Its population is under 200,000.

It has various sports and health related initiatives. A scheme entitled Supporting International Sportspeople in North Somerset (SISNS) provides international level sports people with free access to training facilities in its area. It also promotes a Go4Life programme which encourages and supports people to get more healthy and active in their everyday lives, and works in partnership with the NHS locally on a Walk to Health scheme.

Local Universities

University of Bristol

The University of Bristol is rated one of the UK's top universities, is a member of the Russell Group, and has a longstanding reputation for great teaching and internationally distinguished research across many faculties. It celebrates its centenary in 2009. It is large, with over 17,500 students, and enjoys a campus right in the heart of the city.

The Centre for Sport, Exercise and Health is situated mainly on 3 sites, the Indoor Centre on campus, a 33m pool, and the Coombe Dingle Sports Complex outdoor centre about 3 miles away. It runs many programmes to benefit students and the community, and as part of its centenary fund raising it has launched a community-sport programme with a target of £250,000, to encourage sports leaderships and coaching.

University of Bath

The University of Bath is one of the UK's leading universities, with an international reputation for research and teaching, including in the field of sports science. Its campus is about a mile from the centre of Bath, and has first class sports facilities. It has over 13,000 students.

The University has had close connections with industry and the public and voluntary sectors since its inception and it has developed strong links with universities abroad. It has hosted many sports events, and in summer 2008 it was a key venue when the city co-hosted the UK School Games.

Its Sports Training Village, used more than half a million times a year by both the public and Olympic athletes, was completed in 2004 at a cost of £35 million. Its facilities enable it to host many different sports using its various flexible sports halls, turf and grass pitches, athletics track and 50m pool.

University of the West of England

Founded in 1970 the University of the West of England is the largest provider of education in the South West, with more than 30,000 students and over 600 programmes offered. Its teaching quality is highly rated, and its research community makes a significant contribution both nationally and internationally. The university has strong links with local businesses.

The University has four campus locations in and around Bristol, plus additional facilities in Bath, Gloucestershire and Swindon. Its main sports facilities are at Centre for Sport on the Frenchay campus and this has benefited recently from major investment. The Olympic standard hockey pitch is one of the finest in the UK. UWE's facilities also include the specialist equestrian facilities at Hartpury College in Gloucestershire.

UWE, Bristol and Bath Universities together provide a regional hub and performance centre for hockey



Key Stakeholders and Related Organisations

Bath Spa University

Bath Spa University is a teaching-led university offering pre-degree study, undergraduate degrees and postgraduate degrees in a wide range of programmes. It has been designated a Centre for Excellence in Teaching and Learning in the creative industries, enabling significant investment in resources and facilities for students across the Schools of Music and Performing Arts, English and Creative Studies and Bath School of Art and Design. The University is linked with over 50 institutions in Europe, Asia, the USA and Africa.

It is a relatively small university with around 5,500 students. Its campus, few miles outside Bath, is a unique mix of the old and the new, with state-of-the-art modern facilities alongside historic buildings in a parkland setting.

Support Organisations

Wesport

The West of England Sport Trust ('Wesport') is a centrally administered network of over 40 member organisations in the West of England. Members include local authorities, HE/FE establishments, National Governing Bodies of Sport, and the school sports partnerships.

Wesport has a core team of 12 people based at the University of the West of England and has been a key resource for TWE, providing significant help in realising objectives to date.

Wesport holds charitable trust status and is largely funded by Sport England. Additional funding has been provided by TWE to meet specific legacy related objectives.

Wesport's key aims are to strengthen the network of its member organisations and improve the quality and quantity of opportunities for local communities to engage in sport and physical activity.

GWE Business West

GWE Business West is a local organisation funded by its members to provide training, advice and support to local SME businesses. It is an active lobbying organisation, representing its members interests in policy matters such as transport links

GWE Business West is continually growing and is now an umbrella organisation for the Chambers of Commerce in Bristol, Bath, South Gloucestershire and provides resource for the South West Chambers.

GWE Business West is keen to ensure that its members benefit from the opportunities of the London Games, including:

- Maximising the level of local business involvement with CompeteFor.
- Involving businesses in initiatives for volunteering, and extending such initiatives to include more administrative activities such as treasurers for clubs.
- Using the 2012 theme to drive 'healthy workplace' programmes and initiatives.

Watershed

Watershed is a dedicated media centre located in the heart of Bristol. Watershed fosters cultural exchange and promotes engagement, enjoyment, diversity and participation in film, media arts and the creative economy. Watershed is a group of three companies: Watershed Arts Trust and two wholly owned subsidiaries of the Trust – Watershed Trading and iShed CIC.



Key Stakeholders and Related Organisations

Other Local Stakeholders

Local Communities

The West of England is made up of a diverse community of over 1 million people, and a mixture of urban and rural environments. Although a relatively affluent sub region, significant pockets of deprivation do exist in parts of Bristol in particular, and across the other three Unitary Authority areas. Recent years have also seen an increase in migration to the area, both from other parts of the UK and overseas. It is predicted the sub region's population will continue to be a main focus area for growth in the SW.

The local sporting community is a diverse one, with a wide range of sports being provided. Activities include athletics, archery, tennis, triathlon and water polo (visit www.wesportactivityhub.org.uk).

At a local level, three of the four Unitary Authorities have all established sport and physical activity networks in order to improve communication and consultation with local sporting and community organisations. Their basic aim is to increase the quantity and quality of opportunities to be active.

Bath & NE Somerset's Get Active Partnership is led by their Sport and Active Leisure Team, bringing together partners including Bath and North East Somerset's Primary Care Trust, Aquaterra (Leisure Centre Contractor), the School Sports Partnerships, Bath University, Sport England, Bath and North East Somerset's Youth Service, Wesport and the Volunteer Bureau.

The North Somerset Community Sports Network grew out of a voluntary sports clubs forum, and with the support of the council's Sport and Active Lifestyles Team is linking to a wide range of organisations, similar to the Get Active Partnership in Bath & NE Somerset.

South Gloucestershire Physical Activity and Sports Association was the first to become established in the West, merging an existing PE

Association with other community organisations including the PCT, and is proving effective in providing operational support and influencing strategic planning related to sport and physical activity.

The size and complexity of Bristol requires further work to establish local sporting networks that link aspirations in local communities to decision making structures and groups working city-wide.

Local Businesses

The West of England has a strong business community with particular areas of expertise in financial services, aerospace engineering, semiconductor development and media.

Local Schools & FE Establishments

There are 59 secondary, 341 primary and around 40 independent schools across the West of England. From a school sport perspective, the state schools are organised into clusters known as School Sport Partnerships (SSPs). There are 8 such SSPs in total, working together to develop PE and sport opportunities for all young people. There are 3 SSPs in Bristol, 2 in Bath & NE Somerset and South Gloucestershire, and 1 covering North Somerset.

Six Further Education Colleges account for the vast majority of learning spaces across the West of England – City of Bristol and St Brendan's in Bristol, City of Bath and Norton Radstock Colleges in Bath & NE Somerset, Weston College in North Somerset and Filton College in South Gloucestershire. Each has recently appointed a FE Sports Coordinator whose role is to increase opportunities for young people aged between 16 and 19 in education to participate, perform, lead and volunteer in sport. Filton Academy boasts excellent sporting facilities, and currently runs 'academies' in several sports, including football, rugby, basketball, table tennis, golf and cricket.

Local Primary Care Trusts



Key Stakeholders and Related Organisations

Primary care trusts (PCTs) cover all parts of England and receive their budget directly from the Department of Health. PCTs are responsible for local health care, while the strategic Health Authorities role is to monitor performance and standards. In the West of England, there is a PCT for each of the four Unitary Authority areas, with Bristol's PCT recently forming from the merger of two, covering North and South Bristol.

Tourism Bodies

Tourism bodies involved with TWE to date include Destinations Bristol, the Destination Management Organisation for Bristol and South Gloucestershire (a public/private sector partnership company that works with around 300 members and partners), Bath Festivals, and Bath Tourism Plus.

The West of England has a number of high profile tourist links and attractions including:

- The Roman Spa Baths at Bath;
- The Georgian architecture in Bath;
- The maritime history of Bristol, incorporating the SS Great Britain and the Matthew; and
- Links to Isambard Kingdom Brunel, including the Clifton Suspension Bridge.



TWE Funding and Expenditure to Date

Team West of England Summary of Contributions and Expenditure

	2006/07	2007/08	2008/09	2009/10
Contributions				
Surplus from prior year		52,145	61,518	62,518
Unitary authorities				
B&NES	30,000	-	15,000	-
Bristol City Council	30,000	30,000	-	-
South Gloucestershire	15,000	15,000	-	-
North Somerset	-	-	-	-
Total Contributions	75,000	97,145	76,518	62,518
Expenditure				
Room Hire	180	12		<i>2009/2010 expenditure tba</i>
Printing / Design	4,345			
Consultants Fees & Expenses	9,770	21,028		
Wesport Grant		14,000	14,000	
Conference Attendance	200			
Events				
Lighting the Flame' Event	8,360			
FSB Auction of Promises		588		
Total Expenditure	22,855	35,627	14,000	
Surplus/(shortfall) to carry to next year	52,145	61,518	62,518	



Team South West action plan for the 12 months ending September 2009

Demonstrate economic added value across the UK from hosting the 2012 Games	Greater levels of engagement, inspiration and participation across the UK leading to social and community development	Increased levels of sporting participation and physical activity as a result of the Games
Investment in Business Network- target 2,500 registrations and 40 successful contracts by Mar 09	To prepare the national manual for the Personal Best Programme	To actively target NOC/NPC to train in the UK prior to the Games. Sign 20 teams in 12 months.
Host 6 Regional Business Engagement Events	To successfully deliver at least 1 PBP in the region	To have invested and encouraged at least 4 major sports infrastructure programmes by 2012
Provide funding provision to Business Link to support regional businesses	40 linked events staged with a showcase event in Weymouth to mark the start of the Cultural Olympiad	To deliver at least 6 significant events focus on elite sport and mass participation
Deliver national tourism accessibility Conference	To launch RELAYS (Legacy Trust Project) and QUEST - the two major regional strands of the Cultural Olympiad	To actively contribute to Sport England's work in getting 1 million additional people active by 2012
Complete project work on tourism skills programme for national consideration	To contribute to National CO projects: Artists Taking the Lead etc	
Complete Train of Events- volunteer training in 3 Cities utilising existing events	To utilise and encourage development of the live sites	
Complete JobShop2012- Local employment opportunities around 2012 in Weymouth	Establish regional cultural ambassadors; Tim Smit, Michael Eavis signed up	
Complete Team 2012- skills programme based on 2012 as a means of teaching literacy in Dorset		
Complete Marine 2012 - programme to inspire 14-19 year olds in marine careers using the inspiration of 2012		



West of England Venues in Official Training Camp Guide

[Ashton Court Estate, Bristol, South West](#) Cycling: Mountain Bike

[City Of Bristol Gymnastics Centre, Bristol, South West](#) Gymnastics: Artistic

[Filton College, Bristol, South West](#) Athletics, Basketball, Fencing, Table Tennis, Paralympic Athletics, Paralympic Table Tennis, Wheelchair Basketball, Wheelchair Fencing, Wheelchair Rugby

[Hand Equestrian Centre, Clevedon, South West](#) Equestrian: Dressage, Equestrian: Jumping

[Royal High School, Bath, South West](#) Archery

[The City Academy, Bristol, Bristol, South West](#) Athletics, Badminton, Basketball, Fencing, Gymnastics: Trampoline, Judo, Table Tennis, Volleyball: Indoor

[The University of the West of England - Centre for Sport, Bristol, South West](#) Badminton, Basketball, Fencing, Hockey, Judo, Table Tennis, Taekwondo, Volleyball: Beach, Volleyball: Indoor, Wrestling, Goalball, Paralympic Five-a-side Football, Paralympic Seven-a-side Football, Paralympic Table Tennis, Paralympic Volleyball (sitting), Wheelchair Fencing

[University of Bath, Bath, South West](#) Aquatics: Swimming, Aquatics: Synchronised Swimming, Aquatics: Water Polo, Archery, Athletics, Badminton, Basketball, Boxing, Fencing, Football, Gymnastics: Artistic, Gymnastics: Rhythmic, Gymnastics: Trampoline, Handball, Hockey, Judo, Modern Pentathlon, Table Tennis, Taekwondo, Tennis, Triathlon, Volleyball: Beach, Volleyball: Indoor, Weightlifting, Wrestling, Boccia, Goalball, Paralympic Archery, Paralympic Athletics, Paralympic Cycling: Road, Paralympic Five-a-side Football, Paralympic Judo, Paralympic Power lifting, Paralympic Seven-a-side Football, Paralympic Swimming, Paralympic Table Tennis, Paralympic Volleyball (sitting), Wheelchair Basketball

[University of Bristol, Bristol, South West](#) Athletics, Badminton, Basketball, Fencing, Hockey, Table Tennis, Volleyball: Indoor



Towards 2012

Business Support Engagement Framework (DRAFT 6)

ECONOMIC Opportunities

- Contracts**
LOCOG CompeteFor portal, Sub-Contracting
- Tourism**
Live Sites, Destination & Displacement, Regional Events Calendar, Torch Relay
- Sponsorship / Brand Awareness**
Training Camps, Sport Teams / Programmes, Festivals & Events
- Best Practice**
Sustainability, Certification, Knowledge Transfer, Investor in People

Above the Line

Below the Line

SOCIAL Opportunities

- Professional Development**
Continuing Professional Development, Train to Gain
- Corporate Social Responsibility**
Volunteering, Mentoring (Sport, Arts, Young Entrepreneurs)
Athlete Support Programs (able-bodied/disabled), Cultural Initiatives
- Health and Well Being**
Healthy Active Workplaces (UWE 'Feel Good' and WASP 'Love 30')
Child Obesity Agenda

Business Club
(Established Businesses & Young Entrepreneurs)

- Leverage business opportunities from 2012 and beyond
- Mentoring, Networking, International Markets



Towards 2012 Educational Engagement Framework (DRAFT 2)

COMMUNITY CLASSROOM

Objectives

Public Scholarship

Stimulate best practice in public scholarship so that the full range of University resources can be brought to bear upon problems or issues that affect young people in local communities

Hub Sites

Create sport and physical activity 'hub sites' for community engagement, where students can develop and support meaningful and sustainable communities of practice

Pathways for Students

Map and promote developmental pathways for students so that they maximise their potential in the realm of sports coaching, leadership and volunteering

Impact

Develop and enhance systems for monitoring and evaluating the impact of curricula and extra curricula student engagement in community settings

Opening the Doors

Secure an annual programme of festivals and events that stimulate learning and raise aspirations amongst our target populations



Towards 2012 Educational Engagement Framework (DRAFT)

SCHOOL EVENT Objectives

Engagement

Use sport, physical activity and culture as platforms to positively affect young people participating at RELAYS led events in both allocated regions of work

University Support

Utilise, record and evaluate HEI resources, manpower and facilities in community event calendar

Partnerships

Take an open minded work approach and encourage other organisations to become part of events/projects (local authorities, schools sport partnerships, county sport partnerships, RELAYS project partners, etc.)

Sustainability

Ensure that costs of activity and events are kept as low as possible and encourage partnership funding. Ensure that there is demand for maintaining events/projects

Development

Create events or enhance existing ones that have long-term related objectives and that can offer further opportunities to young people



Towards 2012 Events & Festivals Engagement Framework (DRAFT 2)

CULTURAL PROGRAMME

Objectives

Culture and Sport

Regional: Four year programme of sustainable linked festivals and events across the West Country

Local: Series of innovative events and an annual festival combining moving image, film, new media and sport in a unique cultural partnership and celebration

Engagement

Involve young people in the planning, delivery and evaluation of the programme

Volunteering

Create volunteer opportunities for young people and the community (underpinned by the volunteer coaching and mentoring initiatives)

Work Placement

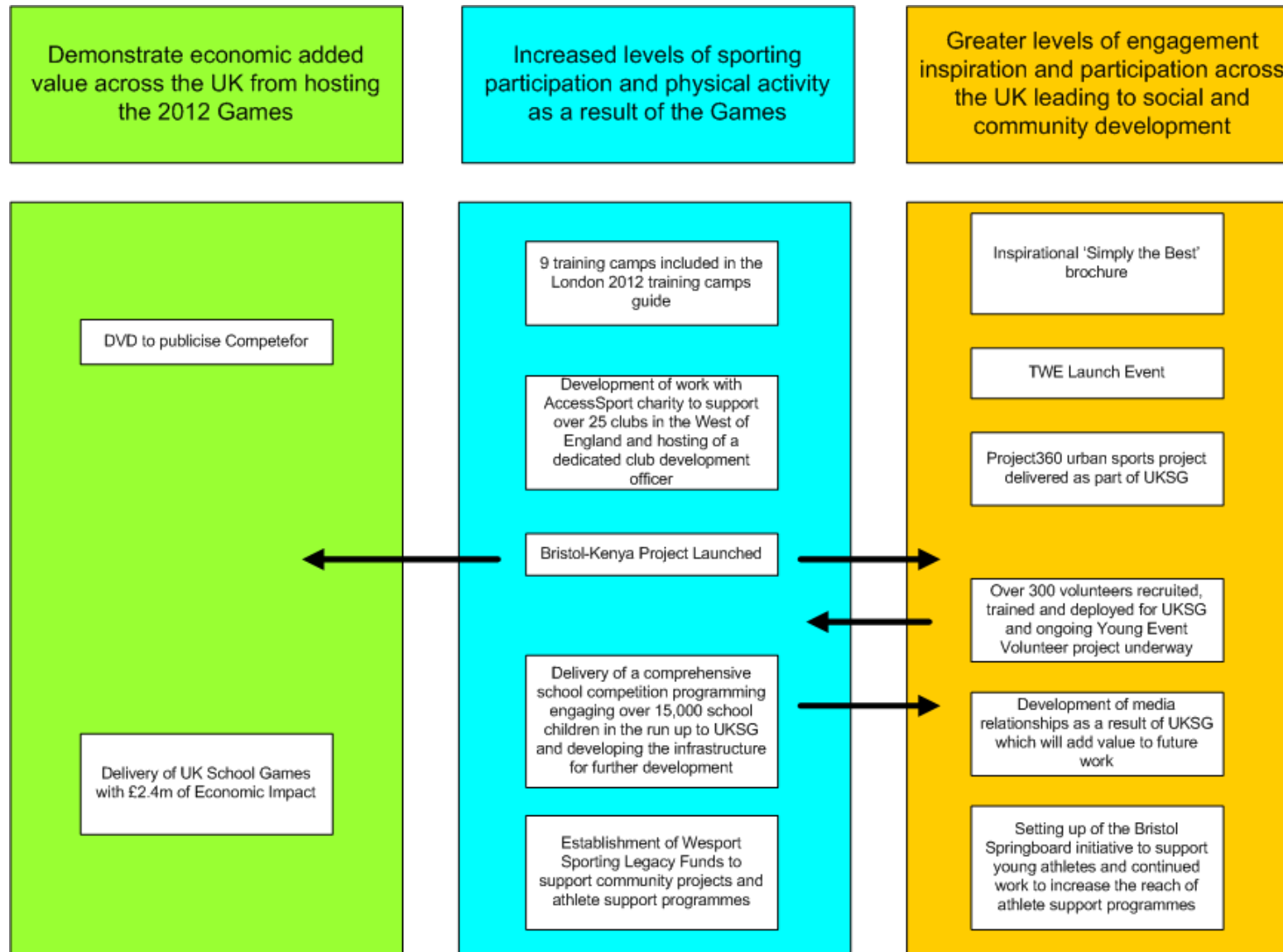
Enable students and young people to develop skills through working within the community

Best Practice

Manage programmes according to sustainability principles and practices



TWE Achievements To Date





**Memorandum of Understanding between
Team West of England
and
Regional Educational Legacy for Arts & Youth Sport**

Context

- 1) Discussion between members of the Team West of England (“TWE”) and staff of the Regional Educational Legacy for Arts & Youth Sport (“RELAYS”), has highlighted the potential for mutual benefit through further collaboration. There has been dialogue between representatives of the two organisations through which the two parties have explored areas for potential collaboration, to avoid duplication of initiatives through a coordinated approach. Collaborative partnerships will be recorded in minutes of TWE meetings at which RELAYS is represented. If and when required, may be supplemented in an exchange of correspondence between the designated representatives of the two parties which will identify individual responsibilities, actions, costs and timings. This Memorandum of Understanding has emerged from these discussions, and expresses the commitment of both parties to work collaboratively for the benefit the 2012 Olympic Legacy aims in the West of England.

Aims of this memorandum of understanding

- 2) The parties to this Memorandum of Understanding intend that it should recognise the goodwill that exists between them, and that it should facilitate the development of further specific agreements and forms of collaboration. Each party will maintain its own plans but share those with the other party and document clearly in them where there will be cooperation with the other party.

Scope of the collaboration

- 3) The parties commit themselves to exploring mutually beneficial collaborative projects. Both parties will have initiatives which they will lead or in which they will be involved, often without the involvement of the other party. The other party may be asked to take part or offer to take part where this will enhance the benefits of the initiative.

Branding

- 4) The written consent to use each party’s brand or logo for particular initiatives, needs to be documented in the TWE minutes or in the supplementary exchange of letters or emails by each parties nominated representative.



Management of the collaboration

- 5) In order to further the co-operation intended by this Memorandum, and to facilitate effective communication and management of information, TWE and RELAYS agree that they will each nominate a representative.
- 6) The representative will be responsible for:
 - a) establishing and maintaining lines of communication necessary to give effect to the provisions, terms and spirit of this memorandum;
 - b) managing the link established between the two parties through this Memorandum and any subsequent agreements;
- 7) The representatives will both be members of the TWE Executive committee, which meets at least every two months. The TWE Executive Committee will be chaired by Don Foster, MP and includes representatives from the four unitary authorities, local higher education institutions, local businesses, business support organisations and the West of England Sport Trust (“Wesport”).
- 8) The RELAYS representative will attend the Executive Committee and progress on the collaboration will be reported by one of the two representatives; with any issues to be resolved tabled at the committee. As required the RELAYS Project Director may also attend such meetings.
- 9) Routinely, TWE will not attend RELAYS management or operational meetings, but if requested a TWE representative or proxy will attend on an as needed basis.
- 10) Any disputes between the two parties which cannot be resolved by the Executive Committee will be referred to the TWE Chairman and the RELAYS Project Director or Project Chairman as appropriate.

Financial responsibilities

- 11) Unless otherwise explicitly agreed, each party to this Memorandum will be responsible for funding the activities of its staff in support of this collaboration. Financial responsibilities for activity to implement other subsequent specific agreements will be agreed and defined within each agreement.

Development of Individual projects and agreements

- 12) In order to further the co-operation intended, TWE and RELAYS will hold further discussions about areas of mutual interest. The subject, nature, extent and applicable provisions of each joint project will be negotiated on an individual basis depending on the constraints of available funds and resources, and be supported by a written agreement made and entered into by and between TWE and RELAYS which will set out the responsibilities of each party. Both institutions will take advice and guidance from their respective networks and appropriate bodies on the regulatory and quality assurance aspects of entering into a specific agreement.

Acknowledgements

- 13) Each party should acknowledge the assistance and support of the other as appropriate when communicating to media, sponsors, management and wider stakeholder groups.
-



Signed on behalf of Team West of England

Date: _____

Signed on behalf of RELAYS by:

Date: _____



**Service Level Agreement between Team West of England (TWE)
and West of England Sport Trust (Wesport)**

Context and overall objective

There is an alignment between the objectives of Team West of England and the ongoing objectives of Wesport in respect of a legacy from the 2012 Games. Wesport has already been an effective partner for TWE in its early work, and has been asked to undertake further activity to help Team West of England in its attempts to maximise legacy benefits for the West of England as a result of the London 2012 Olympic and Paralympic Games.

Duration of the agreement

1 April 2009 – 31 March 2010

Team West of England's plans will be reviewed in early 2010. Should both parties so wish, a new agreement may then be drawn up to cover activity for a further period. Otherwise Wesport will undertake a timely handover of administration, financial management and other activities, and the associated records, to a nominated entity.

Assignments and cost rate

Wesport commits to undertake the following specific activities as part of this agreement for the costs outlined herein. Costs relate to officer and management time and is based on an average £300 day rate. This average daily rate includes management supervision and normal office supplies for the performance of the role and travel cost within the South West region. Where appropriate, additional costs related to delivery of specific objectives are also included.

Wesport acknowledges that the involvement of some specific managers and officers has been key to TWE's decision to ask Wesport to perform these activities, so named persons will be responsible for specific activities, as per Appendix 1. Any necessary changes to those assignments will be notified by Wesport to TWE as soon as possible. TWE has the right to approve the change or to give one month's notice to terminate Wesport's delivery role on that particular activity.

Activities

Wesport has been asked to manage TWE administration and finances. In addition Wesport has been identified as lead deliverer of eight TWE headline objectives, as numbered and described in the West of England 2012 Legacy Plan, dated May 2009. This agreement outlines the associated actions documented in the above Plan and the costs associated with achieving these objectives through these actions. Wesport will deliver the following, with start dates noted in Schedule 1:

- Objective 1: Establish a framework for bidding to host sporting events
- Objective 2: Create a knowledgebase of local Olympians and Paralympians
- Objective 6: Launch West of England Legacy plan
- Objective 10: Support potential pre games training camps
- Objective 11: Help publicise and support fund raising activity for local elite athletes
- Objective 12: Encourage schools and colleges to sign up to the 'Get Set' programme
- Objective 13: Support volunteering activity
- Objective 19: Launch TWE Newsletter and Events Calendar



Given the rate of change associated with central and regional initiatives, it is accepted by both parties that the environment within which this agreement operates is likely to change during the period of the agreement. Therefore TWE may need to change its Plan, removing specific Objectives or associated actions or adding other. The parties will work together in the interests of legacy aims to agree the impact on this agreement, and modify the details of this agreement accordingly.

Branding

Wesport will use the TWE branding and logo as the dominant branding in relation to activities covered by this agreement. It may also use its own logo on associated documentation to reflect its role as appropriate.

Should Wesport wish to add the TWE branding and logo to any 2012 legacy related initiative which it itself is driving, in order to improve legacy benefits, it will obtain TWE's approval in advance.

Costs

Wesport has identified a total budget of £36,450 to deliver the above objectives, including a part contribution from Wesport of £6,000 toward staff costs. Funding requested from TWE is a total of £30,450 over the period. A breakdown of objectives, actions and costs can be found in appendix 1. A draft budget is included in appendix 2.

Reporting

Wesport will provide a written report on a quarterly basis. This will show progress against agreed activities and timescales, and identify any issues for discussion and decisions required by TWE; it will also report on financials. In addition Wesport will provide summary updates at each TWE Executive meeting.

Management of the agreement

Each party will nominate a key representative for the agreement who will be responsible for maintaining the good lines of communication necessary to give effect to the terms and spirit of this agreement. Wesport's representative will attend TWE Executive meetings; this body is expected to meet at least every two months. In addition, in its role as the County Sports Partnership Wesport will have a member of its senior management on the TWE Executive Committee. These Wesport functions may be undertaken by the same person or separate individuals as agreed with the TWE chairman.

The key representative for Wesport will be the Chief Executive, Steve Nelson.

Resolution of Issues

If any issues arise which cannot be resolved through discussion between the above representatives or at the TWE Executive Committee they will be referred to the TWE chair and Wesport CEO.



Signed on behalf of TWE

Name.....

Position.....

Date:.....

Signed on behalf of Wesport

Name.....

Position.....

Date:.....



Schedule 1: Detailed Summary of Delivery Actions and Costs

The timescales for the Objectives enabling actions below are as per the West of England 2012 Legacy Plan dated May 2009 or as revised by mutual agreement.

Manage TWE Administration; start June 2009

Lead person: Sarah Mcleod

Wesport will provide administration/secretariat support for Team West of England including arranging meetings, minute taking, and management of formal communications between TWE groups and other stakeholders.

For TWE Executive meetings draft minutes will be with the TWE chairman for approval within 3 working days of the meeting; agenda and papers will normally be issued by the third working day prior to the meetings. The quarterly report (incl. financials) will be circulated to the TWE Executive within 1 week of the end of the quarter or, by a different date as agreed in advance with the TWE chairman or representative to suit the date of a TWE Executive meeting.

£4,950

Manage TWE finances; start date June 2009

Lead person: Richard Barrington

Wesport will manage the finances of Team West of England, including invoicing partners for contributions and payment of all invoices in respect of TWE activity. Where other agencies / partners take on specific areas of activity Wesport will make grants available to them. It will be the responsibility of these partners to report directly to TWE in respect of agreed expenditure and achievement of outcomes.

Wesport will create a dedicated cost centre for TWE funds and provide financial accounts to the TWE group on a quarterly basis. Wesport will move funds associated with this SLA out of the TWE cost centre and into other Wesport cost centres for the delivery of activity related to this SLA and reflect this as a grant payment to Wesport; this will be done quarterly in arrears, following the relevant quarterly report. Where there are exceptional costs not anticipated in this agreement Wesport will seek TWE approval (via the TWE Executive, TWE chairman or the nominated TWE representative) before effecting these payments or transfers.

£3,000

Objective 1: Establish a framework for bidding to host sporting events; start July 2009

Lead person: Louise Treacher

Wesport will initially:

- Undertake a series of meetings with local authorities, HE/FE establishments and other relevant organisations, to establish priorities and capacity to host events.
- Produce a guide of facilities within the sub region in a structured database.
- Produce a list of major sporting events, together with infrastructure requirements and gaps to current facilities.
- Report back to TWE and West of England Partnership to establish priorities for bidding



This process will aim to ensure 'buy-in' for the concept from key venues, HE's, FE's, UA's and other organisations, understanding current plans and capacity. When this is established, Wesport will prepare and maintain a list of potential event hosting opportunities. Wesport will also support interested organisations in establishing and maintaining an ongoing forum to ensure opportunities are accessed.

For the avoidance of doubt any detailed Wesport involvement in preparing a bid is not included in the costs.

£4,500

Objective 2: Create a knowledgebase of local Olympians and Paralympians; start August 2009

Lead person: Chris Leach / Louise Treacher

Wesport will:

- Undertake desktop research to produce a database of past and present Olympians in the sub-region
- Engage with past and present Olympians to establish their stories and discuss their involvement in legacy initiatives
- Communicate with the Talent Development Centre at University of Bath to produce list of potential future Olympians
- Engage with potential future Olympians to establish their stories and discuss their involvement in legacy initiatives
- Produce a single database to be shared with the TWE network.

Wesport will undertake a desktop research project into local Olympic athletes past and present and provide a database of individuals. Wesport will also make contact with individuals and establish whether they would be prepared to engage with TWE for future planning and media activity to add some personal experiences to the work undertaken to make the Olympics and Olympic Legacy real for people living and working in the West of England. Later it will include those who are likely to participate in the 2012 Games

£3,000

Objective 6: Launch West of England Legacy plan; start April 2009

Lead person: Richard Barrington / Louise Treacher

Wesport will:

- Establish the audience and date
- Establish opportunities to associate the launch with other initiatives (incl. 'Get Set')
- Organise all aspect of the event
- Manage the event, including the involvement of other organisations launching their initiatives
- Produce a follow up report within 3 weeks of the event

Associated tasks include the booking of a venue, speakers, entertainment, refreshments / beverages and the production of pre and post event literature, their design and printing. Costs of related items are included, as detailed in Appendix 2.

£9,000



Objective 10: Support potential pre games training camps; start June 2009 (complete by October 2009)

Lead person: Louise Treacher

Wesport will :

- Hold meetings with training camp facilities identified in the official venue handbook.
- Establish TWE's role in the support of training camps in the West of England
- Submit proposal to TWE, summarising the actions and aspirations of all facilities in the sub-region and how they can best be supported.
- Later, identify opportunities to establish cultural initiatives around the training camps

Working with TSW it is anticipated that countries / NGBs are targeted and approaches to raising the profile of West of England venues are identified.

£4,500

Objective 11: Help publicise and support fund raising activity for local elite athletes; start August 2009

Lead person: Louise Treacher / Richard Barrington

Wesport will:

- Communicate support mechanisms for local elite athletes to the wider community
- Promote the support of fundraising programmes
- Support athletes to apply for funding

Wesport will work to link local funding for elite athletes (SportsAid; Springboard; Wesport Sporting Legacy Fund) to national / regional initiatives including 'Medal Hopes'.

£3,000

Objective 12: Encourage schools and colleges to sign up to 'Get Set'; start July 2009

Lead person: Beth Mayman

Wesport will:

- Include participation of the 'Get Set' lead in the Plan launch event
- Put on the Wesport Website, and link into existing school communications
- Work with the Association of Colleges to promote 'Get Set'
- Encourage TWE members to lobby their schools

Actions linked to the Plan launch will be carried out. Baseline numbers will be identified and targets set to increase the take up of this 2012 programme. Then the school networks across the West of England will be targeted to adopt 'Get Set' within their schools.

£1,500



Objective 13: Support volunteering activity

Lead person: Sarah Hawkins

Wesport will:

- Keep a watching brief on LOCOG, Quest, RELAYS and Team South West volunteer plans
- Maintain database of registered volunteers, and encourage additional volunteers to register
- Communicate LOCOG, Quest and RELAYS opportunities to local volunteers

Development of volunteers is a key objective of Wesport's role. The objectives above will be incorporated into the work of the Workforce Development Officer and the Young Event Volunteer Coordinator.

No additional resource is required from TWE and Wesport will cover staff / operational costs associated with this objective

Objective 19: Launch TWE Newsletter and Events Calendar; start August 2009

Lead person: Louise Treacher / Chris Leach

Wesport will:

- Collate information from RELAYS (incl Quest), TWE & Wesport and produce a quarterly newsletter/e-newsletter for the wider stakeholder group
- Produce a proposal for producing a sub-region events calendar to be hosted on the RDA website and/or a Team South West website, with links from Wesport's website

Wesport will request material from RELAYS and QUEST for quarterly newsletters, along with Wesport information, the newsletter/e-newsletter will be circulated to a shared Wesport / TWE database of contacts, appropriate websites and the public. Events information will be requested from all TWE partners for inclusion in a calendar hosted on the TWE website (hosted by RDA). Wesport will also collate initial 'static' data for the TWE website and update in coordination with TSW marketing / communications company Bray Leino.

£3,000



Schedule 2: Outline Budget Breakdown and Timescales

TWE Objective	Management / Staff Costs	Other Costs	Total Costs	Timescale for Implementation
TWE administration and secretariat	16.5 days @ £300 (sec.)		£4,950	
Manage TWE finances and financial reporting	10 days @ £300 (fin.)		£3,000	
OBJ-1: Establish framework for bidding to host sporting events	15 days @ £300 per day		£4,500	
OBJ-2: Create Knowledgebase of local Olympians	10 days @ £300 per day		£3,000	
OBJ-6: Launch West of England Olympic Legacy plan	10 days @ £300 per day	Venue £500 Materials £500 Refreshments (100 people) £2,500 Speakers £500 Entertainment £2,000	£9,000	
OBJ-10: Support potential training camps	15 days @ £300 per day		£4,500	
OBJ-11: Assist with fundraising activities to support local athletes	10 days @ £300 per day		£3,000	
OBJ-12: Encourage schools and colleges to sign up to the Get Set Programme	5 days @ £300 per day		£1,500	
OBJ-13: Support volunteer activity	Costs covered by Wesport	Costs covered by Wesport	£0	
OBJ-19: Launch newsletter and events calendar	10 days @ £300 per day		£3,000	
Total Cost			£36,450	
Wesport Support / Contribution to TWE objectives	£6,000 contribution to officer time (20 days)		- £6000	
TWE Funding Required			£30,450	