

Report 1: Scope, research questions and data strategy

Meta-Evaluation of the Impacts and Legacy of the London 2012 Olympic Games and Paralympic Games

For:
Department for Culture, Media and Sport

Prepared by:
Grant Thornton
Ecorys
Loughborough University

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Study limitations

The meta-evaluation study has been commissioned by the Department for Culture, Media and Sport. Grant Thornton UK LLP, Ecorys, Loughborough University and other members of the consortium have obtained the information set out in this report from a variety of public information sources and 2012 Games organisations and stakeholders. Although we have endeavoured to provide accurate information in this report, we can make no representation as to the accuracy or completeness of the information that other parties have provided to us and which we set out in this report.

In addition, whilst the contents of this report reflect the situation, to the best of our knowledge, as at April 2011, the legacy strategy and specific legacy programmes continue to change. You should consider the information in this report in the context of your specific requirements and carry out any further relevant research or checks if appropriate. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Department for Culture, Media and Sport for our work, including this report, and any other communications, or for any opinions we have formed.

1 Introduction

1.1 The 2012 Games legacy

The London 2012 Olympic Games and Paralympic Games ('the Games' or '2012 Games') will be one of the largest events ever hosted in the UK. A key element of London's bid for the 2012 Games was the commitment that they would result in a lasting legacy for the whole of the UK.

In December 2010 the coalition Government restated the importance of the legacy of the 2012 Games and committed to "*producing a safe and secure Games that leave a lasting legacy*" and to "*make the most of the Games for the nation*".¹

The legacy plans focus on the following four areas:

- **Sport:** harnessing the UK's passion for sport to increase grass roots participation and competitive sport and to encourage physical activity;
- **Economic:** exploiting the opportunities for economic growth offered by hosting the Games;
- **Community Engagement:** promoting community engagement and achieving participation across all groups in society through the Games;
- **East London regeneration:** ensuring that the Olympic Park can be developed after the Games as one of the principal drivers of regeneration in East London.

The 'Sport' legacy plans centre on building the UK's passion for sport and encouraging the nation to be more active. Strands of the strategy include increasing competitive sport in schools, boosting participation in grass roots sport, increasing participation in wider physical activity, supporting elite athletes and using the power of the Games to give young people around the world access to sports opportunities. The legacy is being driven by organisations such as the Department for Culture, Media and Sport (DCMS), Sport England, UK Sport, British Olympic Association (BOA) and the British Paralympic Association (BPA).

The 'Economic' legacy plans aim to maximise the opportunities for economic growth generated by hosting the Games. The plans include promoting the UK as a place to invest, increasing UK exports, delivering a lasting tourism legacy, and protecting and creating employment around the UK, particularly high-tech and creative sectors in East London. Driving growth in the Green economy, using the Games to build influential relationships and promoting a positive image of the UK and opportunities for disabled people are also part of the economic legacy plan. Organisations involved in delivering the economic legacy are various, including for example the Olympic Delivery Authority (ODA), UK Trade and Investment (UKTI), Department for Business Innovation and Skills (BIS), Greater London Authority (GLA), London Development Agency (LDA), Olympic Park Legacy Company (OPLC), host boroughs², Visit Britain and Visit England.

The 'Community Engagement' legacy plan aims to bring people together around the 2012 Games, empowering communities to deliver activities that are important and have positive impact on their local area. Strands of the strategy include encouraging people to play a more active part in society, for example through volunteering and cultural events, and inspiring the next generation of performers and audiences. Using the Games to enhance the education of children and young people, promoting sustainable living, and using the Games to change attitudes and perceptions around disability are also key elements of the strategy.

¹ Plans for the Legacy from the 2012 Olympic and Paralympic Games, DCMS, December 2010.

² There are six host boroughs which are the London boroughs of Barking and Dagenham, Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest.

The 'East London' regeneration legacy plan is about developing and accelerating regeneration in one of the most deprived areas of the UK. The six host boroughs of Barking and Dagenham, Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest are working together to achieve the ambition of convergence – to provide the people living in the area with the same socio-economic chances as the rest of London. The development of the Olympic Park after the Games through investment in venues, infrastructure, utilities and public spaces is at the heart of this legacy theme. New major transport infrastructure in Stratford has already improved the accessibility of the area. Wider legacy investment plans in and around the Olympic Park include the construction of new homes, sport, leisure, education and health facilities, and the creation of a well-managed environment to attract business investment and promote recreational and cultural use. The creation of new job opportunities in the Olympic Park, and wider skills and employment initiatives, are intended to help reduce worklessness.

Cutting across these four legacy areas are 'Sustainability' and 'Disability'. The sustainability vision for the Games is to encourage changes in the way we build, live, play, work, do business and travel, to help us live happy and healthy lives within the resources available. Plans include promotion of the Green economy, encouraging businesses to adopt sustainable practices, and encouraging people to live more sustainable lives and make healthy choices. Initiatives also centre on helping to reduce people's carbon footprint, energy efficiency and sustainable travel choices. It is also envisaged that the construction and staging of the Games will be used to set an example for how major events and construction projects at home and abroad can be more sustainable.

The 'Disability' ambition is to harness the power of the Games to help realise progress towards achieving equality for disabled people. The plans centre on influencing the attitudes and perception of people to change the way they think about disabled people, increasing participation of disabled people in sport and physical activity, and promoting and driving improvements in business, transport and employment opportunities for disabled people.

The disability ambition is part of the wider 'Equality, Inclusion and Diversity' strategy for the 2012 Games. The London 2012 Equality and Diversity Forum, which brings together key Games stakeholders including the London Organising Committee of the Olympic and Paralympic Games (LOCOG), is working to ensure that all groups are able to benefit from and engage with the 2012 Games. The forum is tasked with supporting, championing and monitoring progress on the equality commitments and objectives for the Games around age, disability, gender, race, ethnicity, faith and sexual orientation.

In order to achieve the above ambitions, there are a large number of programmes, projects and initiatives being delivered by a wide range of organisations.³

The legacy plans of the previous Government centred on the following six areas:

- To make the UK a world-leading sporting nation;
- To transform the heart of East London;
- To inspire a generation of young people;
- To make the Olympic Park a blueprint for sustainable living;
- To demonstrate that the UK is a creative, inclusive and welcoming place to live in and to visit, and for business;
- To transform the life experience of disabled people.

³ The terms 'legacy projects', 'legacy programmes', 'legacy initiatives' are used interchangeably throughout this report.

1.2 The meta-evaluation

DCMS has commissioned a consortium led by Grant Thornton, including Ecorys and Loughborough University, to undertake a comprehensive and robust 'meta-evaluation' of the outputs, outcomes, impacts, benefits, additionality and value for money⁴ of investment in the legacy of the 2012 Games. The Economic and Social Research Council (ESRC), as a part funder to the project, has a particular interest in how the study will advance methods of meta-evaluation.⁵

Whilst the meta-evaluation has been commissioned by the DCMS, it will aim to include evaluation of legacy activity being driven by a wide range of organisations, communities and individuals. These include: other Government departments; LOCOG and the ODA; BOA, BPA, Sport England and UK Sport; the Mayor of London and the OPLC; the host boroughs; regional organisations across the nine English regions, the devolved administrations of Scotland, Wales and Northern Ireland and the Nations and Regions Group (NRG)⁶; local authorities across the UK; Games' sponsors and other private sector organisations; and many third sector organisations operating at national and local levels.

The meta-evaluation consists of four phases:

- Phase 1: Inception (March 2010 - April 2011);
- Phase 2: Baseline and pre-Games interim evaluation (February 2011 - May 2012);
- Phase 3: Post-Games initial evaluation (June 2012 - March 2013);
- Phase 4: Longer-term evaluation of the impacts and legacy of the Games (to 2020).

This report is the first in a series of five reports to be produced during phases 1 to 3 of the meta-evaluation. The reports will cover the following topics:

- Report 1: Scope, research questions and data strategy;
- Report 2: Methods;
- Report 3: Baseline and counterfactual report;
- Report 4: Interim evaluation;
- Report 5: Post-Games initial evaluation.

The planned phase 4 of the work, looking at the longer-term impacts and legacy of the Games, would need to be commissioned separately at a later date.

This report (Report 1) sets out the scope of the meta-evaluation, research questions and data strategy for each of the four legacy areas and for the overall evaluation. Combined with Report 2, which covers the meta-evaluation methods, it makes up the inception phase. A standalone summary of the whole of Report 1 and Report 2 has also been produced.⁷

1.3 Report structure

The rest of the report is structured as follows:

- Chapter 2 defines the scope of the project;
- Chapter 3 summarises the overall research framework and 'headline' (or summary) research questions;
- Chapters 4 to 7 describe key legacy activities, logic models, the detailed research questions and data strategy for each of the four legacy themes (Sport, Economic, Community Engagement and East London regeneration), covering:

⁴ The value for money assessment is focused only on public sector investment (see Section 2.4).

⁵ Appendix C describes the work which will be undertaken for the development of meta-evaluation methods.

⁶ Established by Government and LOCOG it includes representatives from each nation and region of the UK and was set up to help achieve maximum benefits from the Games and their legacy across the UK.

⁷ Meta-Evaluation of the Impacts and Legacy of the London 2012 Olympic and Paralympic Games Summary of Reports 1 and 2: Scope, research questions and data strategy and methods (2011).

- the current (and previous) legacy strategy for delivery of the legacy;
 - main national and London-wide legacy activities in the public, private and voluntary sectors;
 - a logic model linking activities to outputs, outcomes and impacts;
 - the data required to address the research questions;
- Chapter 8 summarises London 2012 strategies for each of the regions of England and for each of the home nations (Scotland, Wales and Northern Ireland);
 - Chapter 9 draws together initial findings on the evaluation evidence base available and the risks and challenges for the meta-evaluation going forward.

The Appendices provide further detail on logic models, the work to advance meta-evaluation methods, a glossary of terms, a bibliography and a list of current legacy initiatives.

2 Scope of the meta-evaluation

2.1 Study objectives

The overall objective of the study is to undertake a comprehensive and systematic meta-evaluation of the impacts and legacy of the 2012 Games.

The meta-evaluation will assess and document the outputs, outcomes, impacts, benefits and – crucially – additionality of public sector investment in the 2012 legacy programme, for London and the rest of the UK. It will include legacy initiatives delivered by both the previous and current Governments and will cover direct and indirect effects, tangible and intangible effects, and intended and (positive and negative) unintended effects.

The scope of work covers:

- The spatial distribution of the impacts, distinguishing as far as possible impacts on each nation and region of the UK and on the host boroughs;
- The impact across measures of equality and diversity, such as impacts on disabled people, women, black and minority ethnic (BME) communities and young people;
- The timescale of the impacts involved and how long they are expected to persist. The current phase of the meta-evaluation will consider the impacts of the Games between 2003 when the Government first committed support to London's bid,⁸ and December 2012;⁹
- How the impacts were generated and delivered, drawing out lessons for delivery of a lasting legacy that can be applied to future mega-events. Lessons in refining methodology and approaches to meta-evaluation will also be highlighted.

2.2 Scope of the evaluation of the impact assessment

Given that the overall objective is to evaluate the legacy of the Games, it is important to define the sources for these effects. The meta-evaluation will aim to identify the legacy and other impacts associated with the Games from:

- Investment in venues and infrastructure in order to host the Games (ie the £9.3 billion public sector funding package) including investment made to maximise legacy;
- Specific legacy programmes/interventions and programmes/interventions that have been redefined in scale, timing or focus as a result of the UK hosting the Games;
- The inspirational effect of staging the Games themselves, and the private and third sector investment as a result of the UK hosting the Games.

The meta-evaluation will assess the combined impacts from the above three categories using information from evaluations of legacy initiatives as well as a mixture of modelling, primary research and secondary data analysis. It will also aim to assess, as far as possible, the impacts across each of the separate categories outlined above.

Nevertheless, it needs to be recognised that there will be considerable difficulties in attributing impacts to individual categories and in distinguishing Games-related impacts from those of other interventions. For example, it will be hard to determine to what extent regeneration outputs in East London have occurred as a result of specific Games-related legacy initiatives, from a change in image due to the staging of the Games or from wider regeneration initiatives.

⁸ Although the baseline year is defined as 2003 (the year Government committed support to London's bid), it may be necessary and relevant to consider historical trends prior to this date, and particularly where there is a need to assess whether there has been a change in trends after 2003 in comparison to trends before 2003.

⁹ The final report will be published in Summer 2013, reporting impacts to December 2012.

We will, where practical and possible, use a range of quantitative and qualitative evidence to make this assessment, drawing particularly on the project/programme/intervention level evaluations (set out in Section 3.7).

The meta-evaluation will not examine the management or staging of the Games themselves. LOCOG's commercial decisions, for example, are not within the scope of the evaluation. This meta-evaluation will also not duplicate other assurance activities, such as: the National Audit Office 'Value for Money' reports on the 2012 Games build programme; the Commission for Sustainable London on how bodies delivering the 2012 Games and legacy are meeting their sustainability commitments; the Olympic Games Impact (OGI) study¹⁰ which is an IOC requirement to report on 120 economic, socio-cultural, and environmental indicators; and other information collected by the IOC on LOCOG's activities and performance.

2.3 Scope of the evaluation of legacy initiatives

As described in Section 2.2, specific public, private and third-sector legacy programmes/interventions will be a key source driving the impacts. Our approach to identifying potential legacy initiatives led by the public sector involved analysis of Olympic and Paralympic legacy strategies and plans by government departments, regional bodies, local authorities and London 2012 stakeholders, and detailed desktop research and consultation. It was fairly straightforward to assess whether projects were potentially in-scope as initiatives were almost always clearly badged as Games related.¹¹

Activities undertaken by the private and third sectors were identified by reviewing information presented by the official sponsors of the 2012 Games in their own marketing material or in overall London 2012 campaigns. Information from private sector companies affiliated with the Games in other ways (eg developers which have been involved in the construction in the Olympic Park) was also collected and reviewed, identified through the help of 2012 stakeholders.

To then identify which of the potential legacy initiatives are specifically Games-related legacy initiatives and therefore defined as 'in-scope', a simple checklist has been developed based on the tool set out in the '2012 Games Impacts and Legacy Evaluation Framework' (Legacy Evaluation Framework).¹² Three criteria were used, with interventions considered to be in-scope if they are:

- Specifically put in place to help deliver legacy objectives;
- Substantially modified in scale, scope or timing as result of the UK hosting the Games;¹³
- 'Rebadged' initiatives, where no substantive modifications have been made but the project or programme is simply given an Olympic or Paralympic 'brand' which may, of course, influence its effectiveness.

Both existing and discontinued initiatives, and those developed by either the existing or previous Government, are considered to be in the scope of the evaluation. The same analytical framework will be used for either type of initiatives, although those which have already been discontinued may only have pre-Games outputs and impacts, and summative project-level evaluation evidence may also be more limited.

At the time of this report, a total of 132 major public, private and third-sector initiatives have been identified as legacy initiatives, split by theme in the following table. It should be noted that the table imposes a mutually exclusive categorisation of legacy initiatives which is for reporting purposes only. Many of the legacy projects will have impacts across legacy themes and the meta-evaluation will need to both identify and evaluate these crossovers. Furthermore, only

¹⁰ 'Olympic Games Impact Study – London 2012 Pre-Games Report', University of East London and Thames Gateway Institute for Sustainability for Economic & Social Research Council on behalf of LOCOG, 2010.

¹¹ As mentioned in Section 2.2, the challenging task will be attributing impacts to either the event, legacy initiatives or both.

¹² DCMS London 2012 Olympic and Paralympic Games Impacts and Legacy Evaluation Framework, produced in July 2008, DCMS. http://www.culture.gov.uk/reference_library/research_and_statistics/6352.aspx.

¹³ This category includes programmes which have no official link with the 2012 Games but which have nevertheless altered their content to capitalise on the event.

major initiatives are counted for simplicity of reporting (eg the Inspire programme is classified as only one activity).

It is recognised that the focus, profile, funding and number of legacy interventions may change as we get closer to the Games. The number of initiatives considered to be in-scope will therefore evolve to reflect these changes.

Figure 2-1: Major legacy initiatives¹⁴

Theme	Public sector activities	Private sector activities	Third sector activities	Total
Sport	46	10	1	57
Economic	19	2	1	22
Community Engagement	24	13	0	37
East London	11	4	1	16
Total	100	29	3	132

2.4 Scope of the value for money assessment

The value for money assessment requires a comparison of the outcomes achieved with the scale of the expenditure involved in their achievement. Legacy outcomes will at least be partly the result of the expenditure on the build programme and staging of the Games. Since the full effects of all this spend on the Games will not have worked through by the time the current study reports, assessment of the value for money of the legacy from the build programme and staging is outside the scope of the study at this stage.¹⁵

Although all impacts of the Games will be included in the post-Games initial evaluation, the corresponding initial value for money assessment will therefore only focus on public sector legacy specific programmes, or programmes that have been redefined as a result of the UK hosting the Games in order to enhance Government's legacy ambitions. This reflects the impracticability of assessing many of the potential longer-term impacts of the staging of the Games by 2013.

Value for money will be extracted from individual evaluations and compared where appropriate. It may be possible to provide some aggregate calculations at the thematic level, but the robustness of the thematic assessment will be critically dependent on obtaining detailed information from a sufficient sample of evaluations of individual legacy projects. The approach, both for the project and the thematic level assessment, will be complicated by the fact that impacts and the persistence of behavioural changes may not be observable by the time of completion of the initial evaluation in 2013.

It is proposed that the planned Phase 4 of the meta-evaluation (as described earlier in Section 1.2) would undertake a value for money assessment on the overall 2012 Games investment, which comprises both the £9.3 billion public sector funding package and the additional spend on legacy interventions. By this point it is expected that there will have been time for the impacts of all spend on the Games to have fed through and it will be possible to make an assessment of the persistence of the related outcomes, allowing a more robust assessment of the value for money of the entire public sector spend on the Games.

¹⁴ Including both existing and discontinued initiatives.

¹⁵ This approach was developed and agreed through a workshop with DCMS and through the 2012 Games Evaluation Steering Group, a group made up of Government departments and London 2012 stakeholders.

2.5 Policy and economic context

The legacy created from the 2012 Games is not independent of the policy and economic context in which it fits. The following background issues will impact on the legacy of the 2012 Games and will therefore be pertinent to the conduct of the meta-evaluation:

- Changing economic conditions: the recent economic downturn will be a key issue for the meta-evaluation to consider, both in terms of its impact on the performance of legacy initiatives but also on the definition of the baseline and counterfactuals. For example, some of the statistics related to the economic situation will undoubtedly have deteriorated over the past few years. In some cases, the impact of legacy initiatives may not therefore manifest itself in improvement in economic indicators (eg employment or land prices in East London). In such cases, the meta-evaluation will need to consider the extent to which legacy initiatives acted to mitigate recessionary effects;
- New or modified government policies and strategies: new policy, such as the Big Society, could mean that private and third-sector funding may become a more important source of resources for legacy initiatives. This may require adjustments to the meta-evaluation approach and to the assessment of value for money in particular;
- Pressure on public finances: public spending restraint over the next few years, as set out in the Spending Review 2010,¹⁶ has already meant reduced budgets available for some legacy initiatives and a reduction in the scope of evaluation activity in some areas. For example, Regional Development Agencies (RDAs) will be abolished by March 2012 and it is not yet clear what will happen to legacy activity they have been undertaking;
- The evolving nature of legacy: it is expected that legacy initiatives will change over the next year or so. New policies and initiatives have already been developed by the new Government while others have been discontinued or reduced in scale. As the legacy plans are developed, further detail on policy and implementation will be provided. The meta-evaluation will need to be flexible to these changes.

Whilst there may be some fine tuning of the research priorities to reflect the evolving nature of the legacy plans, it is not expected that the research questions will change in a substantial way, as they have been designed to capture general legacy themes and issues set out in both the current Government's legacy plans published in December 2010 and the previous Government's plans. Moreover, it is important that the evaluation framework is as near fixed as possible, to ensure the long-term consistency and comparability of agreed methods and research questions and to embed the principle of a longitudinal approach to the meta-evaluation work.

¹⁶ Spending Review 2010, HM Treasury, October 2010.

3 Summary of research framework

In addition to defining the scope of the research, Report 1 sets out the research questions which will underpin the meta-evaluation and the data strategy developed to help address these questions.

The research questions and the associated data strategy have been developed using a bottom-up approach, building up for each legacy theme an understanding of the following: the activities being undertaken; their objectives and the mechanisms through which these are expected to be attained; the scope of the existing evaluation activity which is planned; and the wider secondary data which is likely to be available to assess the relevant outcomes.

This chapter sets out our approach to these aspects of the research. It identifies a set of headline research questions and outlines the broad approach through which these will be addressed. Detailed research questions and the data strategy for each legacy theme are provided in Chapters 4 – 7.

3.1 The overall approach to the meta-evaluation

The meta-evaluation will combine summative and formative elements utilising a range of quantitative and qualitative research methods. It will reflect relevant guidance, in particular the HM Treasury's Green Book and Magenta Book, and the Legacy Evaluation Framework.

The study will centre on the systematic review and synthesis into a single evaluation of the findings of what will inevitably be a diverse set of individual evaluations of Games-related interventions.

The synthesis of multiple evaluations will be based around the development of a range of key indicators which are capable of aggregation wherever possible (eg employment and GVA in the economic theme). Such a synthesis should provide a rich understanding of the scale, range and drivers of the legacy impacts. It will also help to answer the questions of what works, or does not work, and why?

This 'bottom-up' (or micro-level) research approach will be supplemented and synthesised with a combination of data sources, using a variety of research techniques such as analysis of management information data, 'top-down' (or macro-level) analysis of secondary data, economic modelling, qualitative analysis, identification of lessons to be learned and limited primary research.

The study also provides an opportunity to advance methods of meta-evaluation. The initial review by the academic specialists has highlighted few, if any, good examples of analogous studies of comparable scope. The work therefore provides an important opportunity to test new approaches and develop good practice in this area.

It was always envisaged that there would be significant gaps in the evaluation evidence on which the research would be able to draw, and that analysis of secondary source data and new primary research would be needed to fill these. In the event, it has become clear that these gaps will be more substantial than was expected. This has required modifications to the planned approach, with a greater weight in particular on the top-down analysis of secondary data (see Section 3.5).

3.2 Consultation

Consultation has been an important element in the development of Report 1. The consortium has undertaken over 40 consultations, starting with central Government departments and then extending to regional bodies, agencies, local authorities and members of legacy delivery boards.¹⁷ In the consultations we have explored:

- The details of the legacy activities underway, their key objectives, how they link up with other initiatives and, as far as possible, whether the activities would have taken place in the absence of the 2012 Games;
- Evaluation, research and surveys that are underway or planned. With evaluations, we asked to see specification documents; with surveys, we have explored whether we can insert questions as well as considering survey methods, sample sizes and reporting timetables;
- Key linkages with other stakeholders (particularly where funding is pooled or schemes are linked) and which of these stakeholders it is important to meet.

There has also been a process of consultation with 'policy leads' within DCMS on the legacy strategies and the associated activities, and also on the draft logic models and evaluation questions.

A key message from consultations was the level of uncertainty around what legacy activities can and will be delivered, given the need for public spending restraint. There was also considerable risk in particular around whether some evaluation studies, surveys and research would be continued or commissioned. Some of this uncertainty has been clarified through the Government's legacy plans set out in December 2010 and with the formal announcement on cancellation of surveys such as the Citizenship Survey.¹⁸ However, the meta-evaluation will need to remain flexible in order to incorporate any additional projects or programmes between now and the Games.

3.3 Logic models

For each of the legacy areas we have developed a logic model, reflecting a so-called 'theory of change' approach – ie our understanding of the mechanisms through which the interventions involved are expected to achieve the desired objectives. The logic models highlight: the activities involved; the outputs they are intended to deliver; their expected intermediate effects or results (where relevant); and the impacts to which these are expected to lead (where appropriate) allowing for any offsetting effects on other parts of the economy or community.

In summary, logic models:

- Provide a systematic framework for organising the information on the legacy activities under each theme and the associated monitoring data and evaluation evidence;
- Serve to highlight key research questions and the sorts of evidence required to address these;
- Effectively embody key working hypotheses which the research needs to test.

Whilst logic models, in our view, provide the best starting point for designing a framework for evaluating a complex array of projects and programmes, there are some limitations that need to be noted. Logic models are often not suitable for identifying unintended consequences or issues around the implementation of policies. Logic models can also oversimplify the complexity of interactions – such as, in this evaluation, the crossovers or linkages across legacy themes.

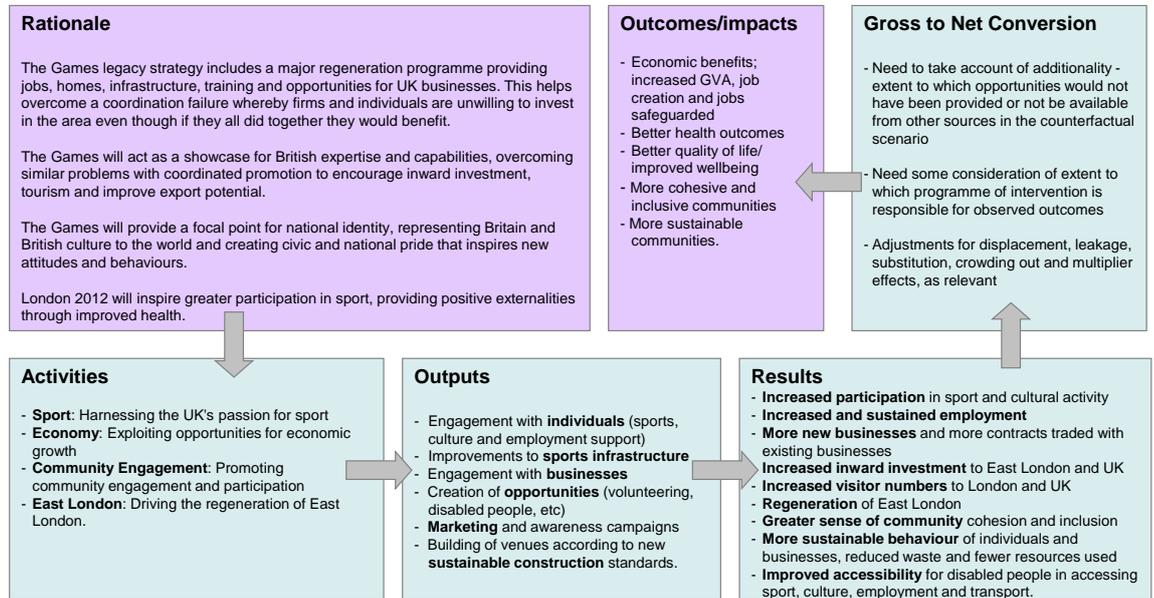
Our understanding of the interrelationships between activities and across legacy themes, the unintended consequences of legacy initiatives and the theory of change underpinning the logic models, will be strengthened throughout the course of the meta-evaluation; in particular, through the literature reviews undertaken as part of Report 2, the choice of methodologies selected for assessing impact, the synthesis of evaluations and analysis of secondary data.

¹⁷ See Appendix E for a list of organisations consulted.

¹⁸ Future cancellation of the Citizenship Survey, DCLG (25 January 2011).

A summary and illustrative logic model for the overall legacy strategy is provided in Figure 3-1. The detailed logic models for each theme are provided in the next four chapters.

Figure 3-1: Summary logic model for the 2012 Games legacy strategy



3.4 Headline research questions

The headline questions of central importance to the study, along with their spatial and temporal scopes, are set out in the following table. These have been developed from the thematic logic models, with consideration of the legacy objectives adopted by the previous and current governments, legacy activities underway or planned and stakeholder views, as well as wider issues such as value for money and sustainability of impacts.

These headline questions will not only guide the overall meta-evaluation, but are also considered to be of most interest to those who have invested in the Games, not just Government but residents, taxpayers and businesses. They are a mixture of questions which identify the headline issues in relation to each legacy theme (eg economic impact), cover cross-cutting issues (eg sustainability, disability) or set out overall study conclusions (eg value for money, sustainability of impacts).

The information to answer each of these questions will come from drawing together the findings from evaluations of activities under each legacy themes, through synthesising the answers to individual research questions or from evidence from project-level evaluations.¹⁹

Some of the questions will only be able to be partially answered within the post-Games initial evaluation, which will report in Summer 2013 on impacts to December 2012. Much of the data required to make robust initial assessments and to judge the persistence of impacts will not be available until after this time. It will therefore only be possible to build up a comprehensive picture of impacts on, for example, the economy of East London and health indicators as part of the planned Phase 4 evaluation which will cover the period to 2020.

Those questions that can be answered within the timeframe of the meta-evaluation are labelled as 'to 2013', whilst those which require a longer-term perspective (and are therefore more likely to be answered in the later Phase 4 evaluation) are labelled as 'post 2013'.

¹⁹ The methodology for answering these headline questions will be covered in more detail in Report 2.

Figure 3-2: Headline research questions

Question	Spatial Scope	Temporal Scope
Summary questions on each legacy theme		
1. What have been the impacts of the Games ²⁰ on sport and physical activity and in particular the development of mass participation, competitive school and elite sport?	Nations, regions ²¹ and host boroughs	To 2013 and Post 2013
2. What have been the economic impacts of the Games, particularly in terms of employment and gross value added (GVA)?		
3. What have been the social impacts of the Games, particularly in terms of volunteering, the cultural sector and community engagement?		
4. What have been the impacts of the Games on East London, and in particular socio-economic and organisational change?	Host boroughs	
Cross-cutting questions		
5. How far have the beneficial impacts so far accrued to their intended target groups/communities (including across measures of equality, inclusion and diversity)?	As defined by legacy theme	To 2013
6. How far have the Games changed attitudes to disability, and increased the participation of disabled people in sport, the economy, volunteering and culture?	Nations, regions and host boroughs ²²	To 2013
7. How far have the Games contributed to sustainable development, in particular through demonstration effects and the encouragement of behavioural change?		
8. In what ways have the 2012 Games and associated activity contributed to well-being? ²³		
9. What have been the impacts of the staging of the Games on the international profile and reputation of the UK, London and East London?	Nations, regions, host boroughs and overseas	To 2013 and Post 2013
Study conclusions		
10 (a). How far have the investments in legacy initiatives represented value for money? (b). Up to 2020, how far has the overall investment in the Games represented value for money?	Nations, regions and host boroughs	(a) To 2013 (b) Post 2013
11. How far have the impacts of the Games been sustained in practice – and what, if any, further/consequential impacts have emerged (for example, on health)?		Post 2013
12. What lessons can be learned about how to maximise the benefits to the host country and city from the staging of mega-events, particularly in terms of organisational lessons and change?		To 2013

²⁰ 'The Games' is defined as the combination of preparing for and staging the Games and the package of legacy initiatives.

²¹ The nations are England, Scotland, Wales and Northern Ireland, and the regions are North East, North West, Yorkshire and The Humber, East Midlands, West Midlands, East of England, London, South East and the South West.

²² The sustainability development is also likely to have an overseas impact, but this is outside the scope of the meta-evaluation.

²³ Subjective well-being is an umbrella term which captures "life satisfaction and satisfaction with life domains such as marriage, work, income, housing and leisure; feeling positive affect (pleasant emotions and moods) most of the time; experiencing infrequent feelings of negative affect (such as depression, stress and anger); and judging one's life to be fulfilling and meaningful". (Diener, E., and Seligman, Beyond money: Toward an economy of well-being, Psychological Science in the Public Interest, 5, 1-31, 2004).

3.5 Principles of the data strategy

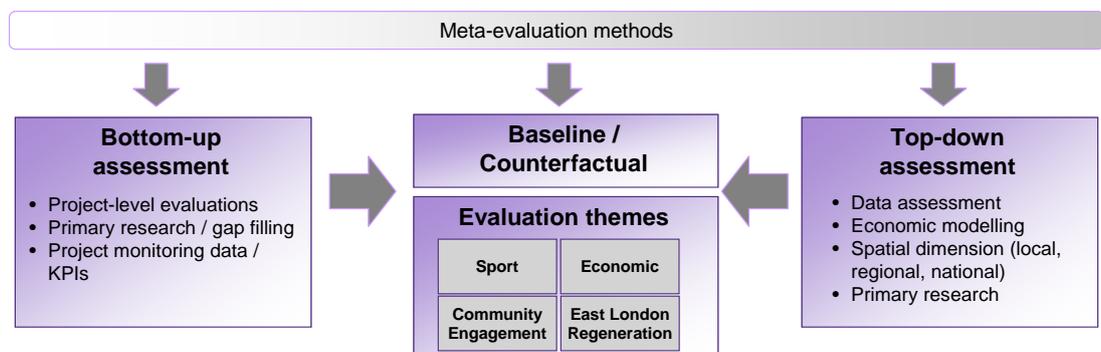
In order to address each research question, a data strategy for each legacy theme has been developed to guide the data collection and analysis processes. The strategy recognises that the evaluation will need to comprise both bottom-up and top-down analyses as illustrated in Figure 3-3. Evidence from both types of source will be used to develop the baseline, counterfactual and the assessment of additionality and impacts.²⁴

The bottom-up assessment involves aggregating and synthesising impacts identified in project-level evaluations supplemented with additional primary research to fill major evidence gaps. Project-level evaluations will provide evidence on outputs and outcomes and how investments have impacted on beneficiaries, geographical areas and different parts of the economy. They will typically also provide evidence on how, when and why impacts were generated (and who benefited) and identify lessons learned.

The top-down assessment will involve analysis of changes in baseline socio-economic, social, cultural and environmental indicators for the target areas and groups. It will typically involve the use of standard published socio-economic indicators, for example from the Office for National Statistics (ONS) and national and local survey data sets (eg derived from the Active People and Taking Part surveys, as well as household panel surveys in the six host boroughs). Trend based analysis – and where possible multivariate modelling approaches – will be used to develop counterfactual scenarios of the changes which would have been expected in the absence of the Games. This will enable observed changes in key indicators to be attributed to either specific legacy interventions or other drivers of change.

Top-down data analysis will provide a framework for exploring the interaction of supply and demand-side effects of initiatives, examining wider and longer-term effects which are not captured directly through project-level evaluations, and a means to 'cross-check' estimates of impacts estimated through the bottom-up assessment. It is envisaged that macroeconomic modelling will be used, both to assist in the aggregation of the economic impacts and to trace through more complex secondary effects.

Figure 3-3: Meta-evaluation data strategy and framework



3.6 Data indicators

The data strategy for each legacy theme sets out the list of indicators to be used for the meta-evaluation, distinguishing between contextual and performance indicators and quantitative and qualitative evidence requirements. Consideration is also given to the different spatial impact areas required.

The data strategy sets out proposals for indicators to measure the key expected outputs, results, outcomes and impacts identified within the logic models. It is useful to distinguish whether indicators:

- a) Are expected to be available from the management information systems for the legacy initiatives concerned;
- b) May be available from existing and/or potential project-level evaluations;

²⁴ The meta-evaluation methods will be described in more detail in Report 2. A glossary of technical terms is provided in Appendix D.

- c) Will be available from standard secondary sources;
- d) Could be obtained through the inclusion of additional questions into planned surveys;
- e) Could be obtained through additional primary research.

The indicators under (a) and (b) form part of the bottom-up methodology. Those under (c) and (d) form part of the potential top-down approach. Those under (e) potentially feed into either methodology or a combination of the two.

3.7 Scope of evaluation activity to date

The projects and programmes under each of the four legacy themes, together with associated evaluation activity, have been tested through the consultation and review of available documentation. Of the 100 major public sector projects so far identified, around 44 are already expected to have a full or limited evaluation in place, as shown in the table below.

Figure 3-4: Status of evaluation across legacy themes for public sector projects

Theme	Evaluation in place	Limited evaluation in place	No evaluation currently in place	New initiative /No information	Total
Sport	16	7	11	12	46
Economic	6	1	3	9	19
Community Engagement	5	4	8	7	24
East London	5	0	0	6	11
Total	32	12	22	34	100

Evaluation plans and strategies (and in some cases, invitation to tender documents) have been reviewed, but it is too early to make an assessment of the quality of evaluation outputs. This is because most, but not all, of the evaluations in place have not yet generated outputs to assess. This will be a key task for later phases and will be undertaken when enough outputs are generated that are near final to allow as complete an assessment as possible, but also to reduce the need for duplication.

Evaluation information relevant to individual devolved administrations, regions, host boroughs and local authorities is not yet included in the above reporting. This information will be gathered with the help of representative umbrella organisations, such as the Local Government Association, as part of the early stages of the interim evaluation. The Nations and Regions chapter summarises strategies for each region in England and for each of the home nations.

There is a considerable amount of legacy activity being undertaken, and significant investment has been made by the Department for Communities and Local Government (DCLG), LDA, BIS, DCMS and other national, regional and local organisations in evaluation plans. However, with such a large amount of legacy activity underway, it is inevitable that there will be significant gaps in the coverage of evaluations given that the event is still over a year off and evaluations are often undertaken ex-post.

At this stage, the main evaluation gaps revolve around new sports initiatives, the Cultural Olympiad, the Inspire programme, skills, exports and inward investment, and volunteering. It is anticipated that evaluations will be commissioned to fill some of these gaps, and DCMS is working with organisations delivering legacy initiatives to encourage this. Information on exact funding commitments for some projects are also difficult to define at this stage due to changing priorities within Government and by organisations responsible for delivering the legacy initiatives.

3.8 Development of the methodology

The methods which will be used in the meta-evaluation will be set out in more detail in Report 2. This will consider in particular:

- What elements and research questions can be satisfactorily handled through the synthesis of existing and planned evaluations, the issues involved in the synthesis and how they will be handled;
- The elements to be covered by analysis of secondary data sources and the issues in its use, particularly around the development of a 'No Games' counterfactual;
- The potential role of macroeconomic modelling, particularly in assessing the more diffused impacts on the nations and regions of the direct effects as estimated through evaluation studies;
- Initial research work undertaken to advance methods of meta-evaluation (see specification covered in Appendix C).

3.9 The research framework by legacy theme

The next four chapters set out the detailed analysis for each of the four legacy themes, covering:

- A brief overview of the current legacy strategy;
- A list of the key identified legacy initiatives in the public, private and voluntary sectors;
- A summary logic model setting out the link between strategy and activities to outputs, results and outcomes (detailed logic models for each theme are set out in Appendix A);
- The proposed research questions taking into account the consultation conducted to date and the implications of the logic models. The questions have been prioritised into an headline question followed by a number of more detailed sub-questions;
- A strategy for the collection of data to assess outputs, outcomes and impacts;
- Emerging methodological issues and research priorities for further consideration in Report 2.

4 Harnessing the UK's passion for sport

4.1 Legacy strategy

The Government has made a commitment to "*barnessing the United Kingdom's passion for sport to increase grass roots participation, particularly by young people – and to encourage the whole population to be more physically active*".²⁵ The Government's priorities are:

- Bringing back a culture of competitive sport in schools: giving schools freedom to work with parents and local communities to respond to local needs and developing a School Games with the potential to engage and excite every child whatever their ability;
- Boosting participation in grass roots sport: bringing the sporting legacy to people and communities across the UK and delivering the commitment made in Singapore to inspire a new generation to play sport, including a pledge to tackle the barriers disabled people face when they want to take part in sport²⁶ and a commitment to equality and diversity;²⁷
- Increasing participation in wider physical activity: raising awareness of the importance of physical activity and sport for a healthy lifestyle;²⁸
- Supporting elite athletes: supporting elite athletes in the run up to the Games and maintaining a world class high performance system in the UK and investing in Major Events;
- Using the power of the Games to give young people around the world access to sports opportunities: focusing on young people in developing countries, giving them access to sports opportunities, and encouraging changes in participating countries' approaches to sport for young people.

The sports-related ambitions of the previous Government were to achieve a lasting improvement, leaving a world-leading system, and focused on:

- Participation: using the power of the Games to get more people, from across society, playing more sport;
- Inspiration: using the power of the Games to inspire every young person to begin a life of playing, volunteering or leading in sport;
- Excellence: using the power of the Games to achieve our greatest Olympic and Paralympic performance (and set the foundations of future elite success);
- Infrastructure: using the power of the Games to secure the facilities and sports personnel needed to sustain our world-leading system;
- International: using the power of the Games to increase the UK's influence on the world stage.

The previous Government also had a specific strategy for disabled people, including an ambition to increase participation in sport and physical activity among this group.²⁹

²⁵ DCMS, Plans for the legacy from the 2012 Olympic and Paralympic Games, Dec 2010.

²⁶ Office for Disability Issues, London 2012: a legacy for disabled people, April 2011.

²⁷ Working towards an inclusive Games, the third annual report of the London 2012 equalities and diversity forum (2010-11).

²⁸ Healthy Lives, Healthy People: Our strategy for public health in England, Department of Health.

²⁹ This was part of a wider disability legacy strategy which was also aimed at influencing attitudes and perceptions about disabled people and driving improvements in business, transport and employment opportunities. See London 2012: A legacy for disabled people, 2010.

4.2 Public sector legacy initiatives

Sport in the UK is delivered through a range of public sector organisations including local authorities, schools, national governing bodies (NGBs) (both affiliated and non-affiliated), national sports councils, UK Sport and the Youth Sport Trust, and through many voluntary and informal mechanisms. In many cases the delivery of a legacy from the Games is integrated into existing plans and initiatives. The meta-evaluation will aim to look at the impacts of the Games on delivery of sport in the UK, as well as from the specific legacy initiatives set out below.

Taking into account the current and previous Government legacy strategies, the legacy activity underway by different organisations and the logic models set out later in this chapter, the meta-evaluation research within the Sport theme has been organised around the following sub-themes: participation, infrastructure, elite sport and international. Cutting across these sub-themes are the principles of disability, sustainability, equality, inclusion and diversity.

(i) Participation

In support of the Government's ambitions to boost participation in sport, it is increasing the share of lottery funding which goes into community sport. Places People Play is the main Lottery-funded initiative in place, for which £135 million has been committed. It will be delivered by Sport England,³⁰ in partnership with the BOA and the BPA with the backing of LOCOG, and has been awarded the London 2012 Inspire mark. Many public sector projects have been awarded the Inspire Mark as part of the Inspire programme. This is a scheme which enables non-commercial projects across the UK to formalise their link to the Games. A more detailed description of the Inspire programme is provided in Section 6.2(i).

Places People Play initiatives are: Gold Challenge, Sportivate, Iconic Facilities, Inspired Facilities, Protecting Playing Fields and Sports Makers. These initiatives cut across the participation and infrastructure sub-themes set out in this study, the two initiatives which form part of the participation sub-theme are:

- **Gold Challenge:** this is an independent initiative supported by Sport England, the BOA and BPA. It is intended to motivate over 100,000 adults to get involved in multiple Olympic and Paralympic sports, and in doing so raise money for charity. Gold Challenge is a self-funding organisation. However, up to £4 million of National Lottery funding will be available for Sport England to invest in the sport delivery system should sports be unable to meet the additional demand from participants. Gold Challenge launched in November 2010 and will run until the end of 2012;
- **Sportivate:** this is a nationwide campaign that will provide opportunities for teenagers and young adults (14-25) to receive six weeks of coaching in the sport of their choice at a local venue, and advice guiding them into regular participation within their community when the six weeks has ended. Sportivate began in April 2011 and will run until March 2015. Over this period, Sport England will invest £32 million of National Lottery funding into the programme.

In addition to Places People Play, there are a number of further initiatives in place which aim to increase participation in sport. The most significant of these is the School Games:

- **School Games:** this is a framework of competitions led by Sport England and delivered by the Youth Sport Trust. It will include competitions for pupils with disabilities and special educational needs. All schools will be given an opportunity to participate, with pupils competing against one another in school and district competitions, county festivals and at national events. The first national finals in Spring 2012 will be held at the Olympic Park. The School Games will be delivered through Sport England, supported by Lottery funding of £10 million pounds per year. The Department of Health (DH) is also providing £14 million funding from 2011-2013 to support the involvement of primary schools in the

³⁰ Note that Sport England's ongoing core activity is also to increase participation, by improving facilities provision and developing sport at a community level. Over 2009-2013, Sport England is investing £480 million through 46 national governing bodies of sport (NGBs). Although this is a significant level of investment, it should also be noted that local authorities, private fees and subscriptions are the largest source of funding for Sport rather than Sport England.

School Games. The Department for Education (DfE) is also providing funding of £65 million up to the end of the 2012/13 academic year to ensure that one PE teacher in every secondary school can be released for one day a week to help encourage greater take-up of competitive sport in primary schools and secure a fixture network for schools to increase the amount of intra- and inter-school competition. There are four levels to the School Games: Level 1 is intra-school competition; Level 2 is inter-school; Level 3 is county festivals of sport; and Level 4 is a national event.³¹

Other significant public sector initiatives aimed at increasing participation in sport and physical activity include:

- Bikeability: this programme aims to improve cycle proficiency and will run until 2015. It is intended to give children greater confidence and skills to ride more safely, increasing physical activity and giving an additional means of travel;
- Change4Life sports clubs: these clubs focus on building a network of new school sport clubs based on seven Olympic and Paralympic sports. The clubs aim to attract young people who might be inspired by the 2012 Games to take up and participate in a range of Olympic and Paralympic Sports. The project is funded by DfE and delivered by the Youth Sport Trust. DH has made an extra £6.4 million available over two years to continue the presence of Change4Life Sports Clubs in secondary schools and extend the model to primary schools;
- Walk4Life: part of the Change4Life programme, this initiative aims to get 130,000 people to walk regularly to benefit their health by March 2012;
- Walk4Life Active Mile project: (formerly Active Challenge Routes) led by Walk England, aims to identify, map and waymark 2,012 Walk4Life miles by 2012. It is mainly funded by the Lottery. The £2 million funding provided by the Government to Walk England in order to deliver this programme was cut in June 2010. However, the programme is still going ahead, with adjustments made to its promotions budget;
- Walking for Health: this programme has supported people since 2000 to lead healthier lives through walking, by signposting local walking routes/clubs/guides. DH and Department for Environment, Food and Rural Affairs (DEFRA) lead this initiative with £6 million until 2011/12, while it has been delivered by Natural England. The programme has more recently exploited the 2012 Games as a catalyst to increase the effectiveness of the programme. Natural England announced in February 2011 the intention to transfer the delivery of the programme to the voluntary sector or to a wider partnership.
- Let's Get Moving: a new disease-specific care plan which will provide a systematic approach to identifying one million people not participating in physical activity. Delivered by Sport England, in partnership with DH.
- Sport England's engagement with NGBs: Sport England's work with NGBs forms an important part of their strategy. Legacy initiatives include the National Competition Framework, set up as a good practice guide to competitive sport for young people and also as the basis for the talent identification and development process for 2012 and going forward.

Examples of other public sector activity supporting participation include:

- A network of sporting advocates to work alongside Dame Kelly Holmes in promoting school sport and encouraging more young people to participate in sport;
- NHS Challenge: inspired by 2012, funded and delivered by DH, will aim to get 2,012 NHS employees active across each of the 152 NHS Trusts. This will be delivered via the NHS Sport and Physical Activity programme which has been developed to introduce new sports initiatives to benefit employees.

³¹ The Level 4 event in the 'School Games' programme builds on the success of the 'UK School Games', which is a different and smaller scale initiative. UK School Games was a two-day competition for elite young athletes, sponsored by Sainsbury's and DCMS.

- Playsport London: part of the Mayor's legacy funding. This initiative aims to increase participation in sports across London. It includes five funding streams:
 - Sports Participation Fund: £4 million to be distributed to fund inspirational projects that significantly increase participation in sport and physical activity and/or use sport to tackle social issues. Grants of between £50,000 and £250,000 will be distributed over two years;
 - Facility Fund: aimed at improving access to good quality affordable facilities for London residents. Grants of up to £250,000 will be offered to develop new, or refurbish existing, facilities across London;
 - Skills Investment Programme: a training and development initiative that builds the capacity and skills of Londoners working and volunteering in the sports sector in the lead up to, and beyond the Games;
 - Free Sport: aims to provide free sporting opportunities to Londoners. The programme provides grant funding to sports clubs and community groups in order to encourage greater participation in sport in the build up to the 2012 Games.

Public sector bodies are also working to achieve a legacy of increased participation in sport and physical activity among disabled people alongside a wider commitment to equality and diversity. The London 2012 Equality and Diversity Forum is working jointly with organisations to support, champion and monitor equality and diversity matters around participation.

In the area of disability, the focus is on increasing participation amongst young disabled people and ensuring that those with a higher level of ability in PE and sport are identified and are able to access and progress along a talent pathway. Many of the initiatives outlined above include an element for people with a disability, but there are also a number of initiatives aimed specifically at disabled people:

- Places People Play: within this initiative, lottery funding has been dedicated to tackling the barriers faced by disabled people when they want to play sport, as well as making sure that every element of the Places People Play programme works for disabled sportsmen and women too;
- Inclusive Fitness Initiative: this will involve work with 1,000 sport and leisure facilities to improve access and services for disabled people. This initiative is being managed by the English Federation of Disability Sport (EFDS).

(ii) Infrastructure

On infrastructure, the Government aims to transform the places where people play sport and inspire people to make sport happen at a local level. One of the areas this will have most impact is in and around the Olympic Park through the use of the new venues in legacy mode. These include, amongst others, the Olympic Stadium, Aquatics Centre, Eton Manor, Handball Arena and VeloPark (see Section 7.2 for more detailed description), plus the re-use of equipment and temporary venues (termed reusable/relocatable arenas) which could be relocated around the UK.

The 'places' and 'people' elements of Places People Play make an important contribution to this through the following initiatives:

- Inspired Facilities: local sports clubs and facilities will be upgraded, with local communities influencing the decision over which are upgraded. Clubs, community and voluntary sector groups and councils will be able to apply for grants of between £25,000 and £150,000. The scheme will launch in Summer 2011 with the final of five funding rounds taking place in 2014/15. Sport England will invest a total of £50 million of Lottery funding into new facilities over the duration of the scheme;
- Iconic Facilities: Sport England will invest in a number of iconic multi-sport facilities that are regionally significant for at least two sports. £30 million of National Lottery funding will be invested by Sport England over three years (with the third and final bidding round for funds opening in Autumn 2012);

- **Protecting Playing Fields:** playing fields across the country will be protected and improved, preserving high-quality spaces for local people to play and enjoy sport. £10 million of National Lottery funding will be available for this strand. Sport England launched the first of five £2 million funding rounds in May 2011, with the final round being in 2013/14;
- **Sports Makers:** 40,000 sports leaders will be trained and deployed to organise and lead local level sporting activities. As part of this programme, every leader will commit to at least 10 hours of volunteering and there is an aim that at least half of the leaders will remain active as sports volunteers. Sport England will invest £2 million of National Lottery funding in this initiative, which will be delivered in partnership with the BOA and the BPA. The initiative will run from April 2011 until September 2013.

Additional initiatives which support infrastructure include:

- **Sport England investment in facilities for the Games and for wider community use:** in addition to the main £9.3 billion Games funding package, Sport England investment includes £35 million investment into the Aquatics Centre, up to £10.5 million towards the Velopark (including the Velodrome, the BMX track, the road circuit and the off-road trail), investing £0.9 million in the Lee Valley White Water Centre to provide floodlit training and competition facilities and an intermediate course, and providing expertise and sharing best practice on facility construction and operation for the Handball Arena and Eton Manor. Sport England also previously contributed £3 million towards the redevelopment of Weymouth and Portland National Sailing academy (2003-2005);
- **DfE investment in school sport partnerships:** DfE has committed to providing £47 million for school sport partnerships to continue until Summer 2011, although schools will have the option to use this money in other ways to increase competitive sport in schools;
- **Major Sports Events Bill:** a bill will be introduced which has the aim of making it easier for the UK to bid for and host major sporting events in future.

(iii) Elite sport

On elite sport the majority of activity is being led by UK Sport, the body responsible for supporting elite athletes. Its 2012-related activities, most of which are ongoing core activities which have been modified in scale because of the Games, include:

- **Mission 2012:** set up to understand barriers to success at 2012 and begin overcoming these. A total of £310 million will be invested over the 2008/9 to 2012/13 period to support achievement at the 2012 Games;
- **Team 2012:** aims to raise funds for Olympic and Paralympic sports from the private sector, building on the funds received from the National Lottery and the Exchequer;
- **Pitch2 Podium:** a talent identification programme that encourages players released from professional football or rugby contracts to take up Olympic sports;
- **Elite Coaching Apprenticeships:** programme delivered by UK Sport geared towards accelerating the career development of existing emerging elite coaches through a combination of on-the-job training and mentoring.

(iv) International

The most significant international programme is International Inspiration. This aims to use the power of sport to transform the lives of millions of children and young people of all abilities, in schools and communities across the world, particularly in developing countries, through the power of high quality and inclusive physical education, sport and play. It is led by the II Foundation and co-ordinated by UK Sport, working with the British Council and UNICEF. Committed funding is more than £35 million. The programme is currently working in 16 countries.

4.3 Previous public sector legacy initiatives

A number of public sector programmes initiated by the previous Government that may have contributed to legacy have now been terminated. The most significant of these was the Physical Education and Sport Strategy for Young People (PESSYP), receiving £755 million between 2008/09 and 2010/11.³² It was jointly led by DCMS and DfE, and contributed to participation, elite sport and (soft) infrastructure objectives.

Although PESSYP begun as a national initiative in 2002, it was subsequently harnessed to help meet 2012 Games objectives and was enhanced with additional funding of £100 million to help create a lasting legacy from the 2012 Games.

The new Government decided not to continue with the centrally funded PESSYP programme and instead announced plans for a new School Games programme to increase access and opportunity for more children to do competitive sport. It is up to schools to decide whether to continue existing activities previously covered under PESSYP, a number of which will be subsumed in aspects of the School Games (eg competition strand supported by a network of 450 School Games organisers).

Prior to its cancellation, PESSYP consisted of ten strands:

- **Infrastructure:** this strand led by DfE provided funding for 450 School Sport Partnerships, 225 Competition Managers and further education (FE) coordinators, 3,200 School Sports Coordinators and 18,000 Primary Link Teachers. As noted above, limited funding for School Sport Partnerships is being provided until Summer 2011 (although only for schools that choose to continue them), alongside new funding;
- **Sport Unlimited:** offering young people the chance to attend 'taster' sessions of sport over 8 to 12 weeks. This programme was led by Sport England. It began in 2008 and finished in March 2011 when it was superseded by Sportivate. Sport England used the learning from Sport Unlimited to develop Sportivate, a programme spanning a larger age category, which will help tackle the drop out of sport by teenagers leaving school;
- **Competition:** this strand led by Youth Sport Trust created, where bodies were working together, a single framework for each sport to provide better competitive sporting opportunities within and between schools and give these more profile. Aspects of the project will be subsumed within the School Games, as well as the additional funding being made available to support the greater involvement of PE teachers in organising competitive school sport, discussed above;
- **School club links:** identified to develop links between schools and community sport clubs. Sport England is working with 34 of the NGBs of sport to increase the number of 5-19 year olds taking part in accredited community clubs or taking on leadership and volunteering roles within sport. This work will continue to 2013 as part of Sport England's overall investment in NGB Whole Sport Plans. Aspects of this project are similar to the ongoing Change4Life Sport Clubs, linked to seven Olympic and Paralympic sports, which were inspired by 2012;
- **Leadership and volunteering:** this programme aimed to develop young people as leaders and mentors to inspire other young people to get involved in sports. Step into Sport (including links to the governing bodies for nine Olympic sports) and the Young Ambassadors initiative were two examples of activity. The latter was recently expanded with financial support from Adidas, as the adiStars initiative (see below). Youth Sport Trust led these initiatives;
- **Disability:** this strand focused on increasing participation amongst young disabled people and ensuring that those with a higher level of ability in PE and sport were identified and progressed along a talent pathway. This continues to be achieved through a series of interventions that form the Playground to Podium Framework, including in particular

³² The £755 covers the 8 PESSYP strands plus Further Education Sport Co-ordinators (FESCos); Sports College Facilities; and Playing for Success.

Multi-Sport and Multi-Skill Clubs. Delivered by the Youth Sport Trust, working closely with Sport England, English Federation for Disability Sport and NGBs;

- Recruit into coaching: intended to increase the quality of coaching offered to young people and the number of volunteer coaches. The programme aimed to get 10,000 volunteer coaches working in 70 deprived areas of England, totalling 675,000 hours of coaching. This also included School Sport Coaching, aimed at developing sports coaches with higher-skill levels. The community component of this programme (as opposed to the schools component) was cancelled in May 2010;
- Gifted and talented: this strand focused on identifying talented pupils in PE and sport and increase support and provision for these children;
- Continuing professional development: this strand led by DfE focused on providing and encouraging continual development for PE teachers through a coordinated national programme;
- School swimming improvement: to increase the number of children that can meet Key Stage 2 standards. DfE led this.

The £100 million of additional funding was used to support: Sport Unlimited (£36 million); Recruit into Coaching (£5 million); Coaching (£22 million); Competitive sport (£18 million); Disability (£3 million); and FE sports coordinators as part of the Infrastructure strand (£16 million).

Other key public sector-led activities which have contributed to the sports legacy but have now been discontinued include:

- Free Swimming: this programme enabled over-60s and under-16s to swim for free in local authority facilities. The programme was funded by five government departments: DCMS, DH, the Department for Children, Schools and Families (now DfE), the Department for Work and Pensions (DWP) and DCLG. It also benefited from investment and resource from Sport England and the Amateur Swimming Association;
- Fit for Future Pilot: a year-long pilot, developed with the DH to target 16-22 year olds who are not involved in sports. There are currently five incentivised gym programmes taking place in Bristol, Manchester, Newcastle, Suffolk and Torbay;
- SkillsActive: the sector skills council for sport, fitness, outdoors and caravan sectors has expanded the Advanced Apprenticeship in Sporting Excellence to 12 Olympic sports, building on the success of athletes in Beijing. Sector skills councils are sponsored by BIS (and linked to the Economic theme).

4.4 Private and voluntary sector legacy initiatives

Examples of private sector activities being undertaken include:

- Premier League 4 Sport: the Premier League is working with the Youth Sport Trust and Sport England to get 25,000 young people to join local sports clubs in four Olympic sports (Table Tennis, Judo, Badminton and Volleyball). This project is a £3.8 million partnership and is expected to run from 2009 to 2011;
- 21st Century Legacy: this charity was co-founded by Olympic gold medallist Dr David Hemery, in order to help deliver the legacy ambition that the Games would be an inspiration to the youth of Britain and the rest of the world. They have developed the Be the Best you can Be! programme which aims to help bring inspiration and change to the lives of young people through participation in sport. The programme is delivered by teachers within participating schools who have attended a one-day CPD workshop run by qualified trainers to enhance their facilitation skills and help them to understand the programme. Be the Best you can Be! is launched in each school by an Olympian, Paralympian or other Special Speaker. The programme is currently being run in secondary schools, with pilots underway in primary schools, and runs for around two terms in each school. The schools themselves generate the funding needed for them to take part in the programme. In terms of scale, the aim is to reach 80% of UK secondary schools by 2016,

and there are plans to extend the programme internationally in the next few years following 2012;

- National School Sports Week: delivered by Lloyds TSB and Youth Sport Trust, this programme is a week-long sporting celebration for primary and secondary schools across Britain. It uses the power of the 2012 Games to inspire more young people to take part in and understand the value of sport;
- Local Heroes: Lloyds TSB, in partnership with SportsAid, is providing essential financial support to over 250 emerging young sportspeople each year from local communities across Britain on their journey to London 2012;
- Deloitte's Talented Athletes Scholarship Scheme (TASS) 2012: the TASS 2012 scholarship programme consists of an award in the region of £10,000 in support services, designed to help athletes that have the potential to be a future medallist. The scheme aims to fast track athletes onto world class programmes;
- Deloitte Global Athletes' Network: set up to enable Deloitte employees to share knowledge and expertise on sports and how to train at the highest levels and maintain a work/life balance. This currently has 403 members, of which 12 are former or current Olympians;
- The McDonald's Champion Kids programme: this will give up to 300 children from around the world an opportunity to experience the 2012 Games first-hand, meet athletes, visit cultural sights and interact with other children from across the globe.
- Adidas has created initiatives to encourage young people into sports:
 - adiStars: Launched in September 2010 and delivered as part of the wider Young Ambassadors programme (see Section 6.2ii), a tier of specific adiStars Young Ambassadors are charged with creating their own adiStars challenges, which are sports competitions designed to motivate young people to engage in sports. The aim is to recruit an adiStars Young Ambassador into the majority of secondary schools;
 - adiZones: These are giant outdoor multi-sports facilities in the shape of the London 2012 logo, designed to encourage young people across the UK to dance, play and work out;
 - adiTour: Adidas will provide sponsorship and kit to aspiring young athletes;
- BT and Cisco are sponsoring the Pre-Games Training Camps (PGTCs);
- Cadbury's Spots versus Stripes: a national programme supported by Cadbury to encourage people to participate in any sport or game and log their scores on a website, which aggregates scores into a single overall national score.

A number of private sector initiatives are particularly focused on helping people with disabilities to benefit from the Games' sporting legacy. For example, Deloitte has invested £1.7 million in its Deloitte Parasport programme, delivered in partnership with the BPA, which involves developing disability sport in the UK before 2012, a sum that is match-funded by the Government bringing the total value to £3.4 million.

A range of activities are also underway in the voluntary sector. Voluntary sector legacy activities will be identified in more detail through a survey of local authorities, conducted as part of the Interim Evaluation (Report 4).

4.5 Logic model

The following summary logic model outlines how the 2012 Games, and specifically the legacy activities within the Sport theme, aim to deliver a positive impact for London and the rest of the UK, via a range of outputs, results and outcomes. The full logic model is described in Appendix A.

Figure 4-1: Sport summary logic model

Rationale	Objectives	Activity	Outputs	Results	Outcomes/Impacts
<p>Market Failure Increasing participation in sport provides significant positive externalities such as health and well-being benefits which are beneficial to both the individual and to society as a whole. However, such benefits cannot be captured directly by the private sector through investment, whilst not all individuals are aware of the full value to be gained through participating in sport due to asymmetric information failures, and therefore will under-participate.</p> <p>Challenge In the UK, participation levels in sport and physical activity have been comparatively stable. Involvement is heavily influenced by attitudinal, behavioural and lifestyle factors that are difficult to shift. A key challenge has been reducing the drop-out rate from sport post school age (16-19).</p> <p>Participation levels are lower amongst some groups (including disabled people, minority ethnic communities, low income groups and women), who face specific barriers to participation. For example, the proportion of individuals with a long-term limiting illness or disability participating in sport fell between 2005/06 and 2009/10.</p> <p>Access to high quality coaching, information and support can present barriers to elite achievement and participation, and particularly in the UK within deprived areas and for disabled people.</p> <p>Meeting demand created by the Games.</p> <p>Opportunity The 2012 Games provide an unparalleled opportunity to catalyse investment in new and accessible sports infrastructure, as well as inspiring people to change their behaviour and participate in more sport. Enjoyment, social interaction and perceived health benefits have been identified as major drivers of participation in sport.</p> <p>Elite achievement in sport can boost national pride, provide role models, encourage further participation in sport and disabled sport, and help improve the UK's reputation and influence abroad.</p>	<p>Increase competitive sport opportunities available to young people</p> <p>Increase and sustain mass participation in sport and physical activity</p> <p>Leave a legacy of sporting facilities and personnel that can support community use and major sporting events after the 2012 Games</p> <p>Achieve at least 4th place in the medal table at the Olympic Games and 2nd place at the Paralympic Games, and win more medals in more sports</p> <p>Giving 12 million young people in 20 countries the opportunity to participate in sport.</p>	<p>Initiatives to inspire young people (including disabled young people) to take part in more sport, competitive sport, and physical activity</p> <p>Initiatives to get more adults (including more disabled adults) participating in sport and physical activity</p> <p>Inspiration effects of sporting achievements during the Games</p> <p>Investment in infrastructure (including accessible infrastructure)</p> <p>Initiatives to promote elite achievement (including in disabled sport)</p> <p>Initiatives to raise the profile of UK sport and boost participation in sport (and disabled sport) overseas</p>	<p>Young people participating in school sport competitions linked to the Olympics/ Paralympics (including percentage of disabled young people)</p> <p>Young people participating in out of school sport sessions linked to the Olympics/ Paralympics (including percentage of disabled young people)</p> <p>Adults participating in sporting activities/ exercise programmes (including percentage of disabled adults)</p> <p>Disabled people signposted to disability sport opportunities (and the number of online uploads eg to the Parasport Zone)</p> <p>Case studies/dissemination outputs celebrating disabled people's sporting achievements</p>	<p>Increased opportunities for social interaction Increased satisfaction/satisfaction with place Increased awareness/appreciation of disability sport</p> <p>Increased feelings of self-esteem and social inclusion High levels of enjoyment Improved perceptions of health and mental well-being</p> <p>Increased access to sport and physical activity in deprived areas and for different groups Increased levels of awareness and support for participating in sport and physical activity amongst disabled people New participants in sport and in competitive sport (intra and inter-school) Increased awareness of the benefits of physical activity and healthier lifestyles Increased ambition/interest/intentions to participate in more sport Progression in sport/increased levels of club membership Reduction in the post-16 drop off rate for sport Healthier lifestyles and reductions in obesity</p> <p>Increased levels of pupil confidence and self-esteem Increased levels of academic motivation Increased discipline and commitment to attending school</p> <p>Increased engagement in positive activities amongst young people (and changes in other risk and protection factors associated with crime)</p> <p>Increased skill levels amongst sport organisations and bodies Increased accessibility standards amongst sport organisations</p> <p>Increase in sport coaches recruited and retained nationally More people coached in community or elite sport (including disabled people)</p> <p>Increased access to sports volunteering opportunities (including in disabled sport) Increased interest/intention to volunteer in sports in the future (including in disabled sport) Increase in sports volunteers recruited and retained (including in disabled sport) More people supported to participate in and benefit from community sport</p> <p>Enhanced access to high quality training facilities, support and expertise for Team GB Enhanced context for bidding for major sports events</p> <p>Sustainable uses found for 2012 venues post-Games Facilities evidence strong links to local communities Increased access to high quality affordable community sport (particularly for disabled people, women, BAME groups and in deprived areas) Availability of a greater range of sports and services New opportunities to contribute to design and planning More local people taking part in more enjoyable community sport (and sustaining participation)</p> <p>Increased confidence and self-esteem Improved soft and vocational skills (Level 1 and 2) Progression from sport volunteering opportunities through to further education (eg Level 1/2 coaching qualification) and/or employment</p> <p>NGBs achieving sustainable improvement</p> <p>New participants (including disabled participants) identified as talented and set on performance pathways/ success with governing bodies Young disabled people receiving further elite-level coaching</p> <p>Increased, sustainable private sector funding levered into elite sports Improvements in sport systems, processes and equipment</p> <p>Increased access to sport/new people involved in sport (including disabled children) overseas Increased knowledge and decreased risky behaviour in relation to AIDS Increased involvement of women in sports participation and leadership Enhanced staff skills/human capital amongst PE teachers and sports leader Enhanced and sustainable local sport delivery structures/partnerships Improved national sports strategies</p> <p>Enhanced context for bidding for major sporting events (funding and support structures) Enhanced international profile and perceptions of the UK as a place to host major sporting events</p>	<p>Increased levels of community cohesion</p> <p>Increased levels of happiness/ subjective well-being</p> <p>Increased participation in active sport and physical activity (for young people and adults including disabled groups)</p> <p>Longer-term increases in life expectancy and reductions in NHS costs</p> <p>Improved educational attainment</p> <p>Reductions in youth crime and fear of crime</p> <p>Enhanced and sustainable sporting infrastructure (people and places) which is accessible and continues to support community participation and elite achievement and major sporting events in the future</p> <p>Increased level of volunteering (including in the disabled sports sector)</p> <p>Increased skill levels</p> <p>Reductions in unemployment</p> <p>Increased elite achievement in sport in terms of: - numbers of medals won (Olympic Games, Paralympic Games, World and European Championships) - position of athletes (including Paralympic athletes) in world rankings - performances in (selected) international competitions (and compared with previous Games)</p> <p>Increased participation in sport and educational attainment overseas</p> <p>Enhanced standing and reputation of UK sports system abroad and with key stakeholders</p> <p>Increased success in UK in bidding for future sporting events</p>
			<p>Staff accessing CPD training/ organisations receiving capacity building to work in disability sport with young people</p> <p>Sport coaches trained (and actual hours of coaching undertaken)</p> <p>Sport volunteers/volunteer hours supported by Legacy activities (including in disabled sports sector)</p> <p>Facilities created/refurbished to support community and elite sport</p> <p>School leavers/unemployed people gaining volunteering or coaching positions (for example through Recruit to Coaching)</p> <p>NGBs self-assessed and supported through Mission 2012</p> <p>People receiving elite-level coaching Young people involved in elite school sport competitions linked to the Olympics or Paralympics (including n/% disabled) Disabled participants in Multi-skill (7-11) and Multi sport (11-18) clubs Disabled people receiving TASS scholarships associated with Parasport</p> <p>Significant major outputs from advances in sports science, medicine and related research and innovation</p> <p>Young people (including disabled people) engaged in sport activities overseas</p> <p>PE teachers/teacher trainers receiving training overseas (inc. in disability sports) Young people trained in peer leadership/trainers of peer leaders trained overseas</p> <p>Local sports partnerships established overseas</p> <p>Overseas governments advised on sport</p> <p>Bids for other major sporting events Positive media articles relating to the UK's staging of the 2012 Games</p>		

4.6 Research questions

The following research questions will guide meta-evaluation activity within the Sport theme. They have been developed based upon the Government's legacy objectives and the theoretical framework of the logic model. The spatial and temporal scopes of each question are also specified.

Figure 4-2: Hierarchy of research questions for evaluation of the sport legacy

Question	Spatial Scope	Temporal Scope
<p>Headline</p> <p>What have been the impacts of the Games on sport and physical activity, and in particular the development of mass participation, competitive school and elite sport?</p>	Nations, regions and host boroughs	To 2013 and post 2013
<p>Participation</p> <p>To what extent has the goal been met of increasing the involvement of young people in competitive school sport?</p> <p>To what extent and in what ways have the 2012 Games contributed to increased participation in sport and physical activity amongst young people, including young disabled people in the UK (before and during the Games)?</p> <p>To what extent and in what ways have the 2012 Games contributed to increased participation in sport and physical activity amongst adults, including disabled adults in the UK (before and during the Games)?</p> <p>How far have accessible opportunities for disabled people to participate in sport and physical activity been maximised, through supporting equality of access to Games-related participation programmes?</p> <p>To what extent has the 2012 Games established the foundations for, and led to sustainable changes in participation in sport and physical activity?</p> <p>To what extent has participation in sport and physical activity as a result of the 2012 Games resulted in wider social and economic benefits (in particular health and well-being benefits)?</p>	Nations, regions and host boroughs	To 2013 To 2013 and post 2013
<p>Infrastructure</p> <p>To what extent have the 2012 Games been used as an opportunity to secure the sporting infrastructure (personnel, investment and facilities) required to sustain a world class, high performance system, and support increased participation and elite sport across the UK?</p> <p>How far have accessible opportunities for disabled people to participate in sport and physical activity been maximised (and specific barriers to participation been reduced) through Games-related investments in infrastructure?</p> <p>To what extent and how have 2012 Games-related venues, facilities and personnel been embedded within local communities across the UK, and contributed to wider social and economic strategies and programmes?</p>	Nations, regions and host boroughs	To 2013 and post 2013

Figure 4-2 (cont.): Hierarchy of research questions for evaluation of sport legacy

Question	Spatial Scope	Temporal Scope
<p>Elite sport</p> <p>To what extent and in what ways has hosting the 2012 Games been a catalyst for achievement in elite sport in the UK (including through identifying and nurturing talent)?</p> <p>To what extent has there been an increase in young, talented disabled athletes being identified and nurtured (from school to elite competition level), as a consequence of the 2012 Games?</p> <p>To what extent have elite UK sporting achievements (as a consequence of the 2012 Games and legacy investments) impacted on national pride and well-being?</p>	Nations and regions	To 2013 and post 2013
<p>International</p> <p>To what extent has sport been used to achieve international development goals through the 2012 Games, specifically by providing more young people in developing countries with the opportunity to participate in high quality sport through International Inspiration?</p> <p>How far has the UK been able to increase its influence on the role of sport in other countries, and on global sporting decisions, because of the 2012 Games or its legacy interventions?</p> <p>To what extent have the 2012 Games enhanced the reputation of the UK abroad for hosting major sporting events (and made it easier for the UK to win and host future major events)?</p>	Overseas and nations	To 2013 and post 2013 Post 2013
<p>Lessons learnt</p> <p>What lessons can be learned by host cities and countries about how to maximise the sporting and physical activity benefits from staging mega-events? For example in terms of:</p> <ul style="list-style-type: none"> • Partnership working between relevant public, private and third sector organisations to help secure the sporting legacy • The effective co-ordination of resources around a common strategy (including through capitalising on existing programmes, the use of the Olympics and Paralympics brand and the inclusion of new initiatives in response to gaps) • Encouraging attitudinal and behavioural and sustainable change 	Nations, regions and host boroughs	To 2013 and post 2013

4.7 Data sources and issues

The following table summarises the key data sources that the meta-evaluation will draw upon in order to gather evidence of the outputs, results and outcomes identified for the Sport legacy theme, and to help answer the specified research questions. It also provides a summary of the key gaps in the availability of this data, and related risks, at the point of completing this report.³³

A full appraisal of the quality of available evaluation evidence and our confidence in its results will be provided for each research question when sufficient Games legacy-related studies have been published. However we do not expect that any sport-related studies will be excluded from analysis at this stage, given the scarcity of evidence; instead, our confidence in their relevance and robustness will be acknowledged and factored into the meta-evaluation and data synthesis.

The findings of this scoping exercise are summarised in the narrative below.

³³ A more detailed data strategy table for each of the four themes was also produced. This will be published in the toolkit produced towards the end of the study on the method for undertaking meta-evaluations.

Figure 4-3: Summary data strategy for the evaluation of the sport legacy

Sub-theme	Data sources	Key issues
Participation	<p>National evaluation studies: PESSYP in England (Sport Unlimited 2008-11; Playground to Podium 2010-11; Competition 2010; Infrastructure Impact Study 2007); Premier League 4 Sport in England 2009-11; Spots v Stripes 2010-12; Change4Life/Club Links 2010-11 in England; Free Swimming 2009-10 in England; Fit for Future Pilot for the five pilot sites in England; relevant Legacy Trust project evaluations across the UK (Big Dance, UK School Games economic impact studies); National School Sport Week 2010 in Great Britain; Evaluation of International Inspiration (2010-11 and 2011-13); Places People Play (Sportivate) 2011-15</p> <p>Regional and local evaluation studies: Newham 2012 Games Impact Framework and Study; National School Sport Week (Country reports)</p> <p>Programme/Project KPIs: PESSYP (Infrastructure, Club Links); Walking for Health; Parasport, Inclusive Fitness initiative</p> <p>Survey/statistical data: Taking Part Survey; Active People survey; Active Adults Survey (Wales); Scottish Opinion Survey/Scottish Household Survey; Continuous Household Survey (Northern Ireland); PE and School Sport Survey;³⁴ Life Opportunities Survey; Understanding Society</p>	<p>No evaluations in place for Infrastructure strand of PESSYP, Places People Play (Gold Challenge), Inclusive Fitness Initiative and Walk4Life Miles</p> <p>Evaluations for new and emerging programmes to be reviewed on an ongoing basis (eg School Games and Places People Play initiatives, Sports College Legacy Programme, and Play Sport London, and private sector sponsored initiatives such as Parasport)</p> <p>Extent to which evaluations estimate and value wider socio-economic benefits to be reviewed once details available</p> <p>National evaluations may not cover additional local sports/Inspire mark projects.</p> <p>Capturing wider 'Olympics effects' on participation and well-being will require adjustments to existing national surveys including the Taking Part Survey (to be considered within Report 2).</p> <p>Reviewing on an ongoing basis the availability of breakdowns of disabled group involvement within evaluations and national data.</p> <p>Further exploration of any additional investments in disability sport required with English Federation of Disability Sport.</p>

³⁴ The future of the PE and School Sport Survey is currently under review.

Sub-theme	Data sources	Key issues
Infrastructure	<p>National evaluation studies: PESSYP (Leadership and Volunteering; Recruit into Coaching 2010; School Sport Coaching 2009 and 2010; Playground to Podium); PESSYP Infrastructure Impact Study (IYS, 2007); AdiZones ongoing; Places People Play (Iconic Facilities, Inspired Facilities, Protecting Playing Fields, Sport Makers) 2011-15</p> <p>Regional and local evaluation studies: LDA 2012 Evaluation; Newham 2012 Games Impact Framework and Study</p> <p>Programme/Project KPIs and case studies: funding and facilities (Sport England/UK Sport/OPLC and MDC/NRG /LGA/Local Authorities); coaching (UK Sport); volunteering (SkillsActive)</p> <p>Survey/statistical data: Active People Survey (sports volunteering, coaching, satisfaction and club membership); Taking Part Survey; Ofsted data covering CPD (DfE)</p>	<p>No evaluations in place to assess impact of Games time venues and regional training camps, CPD strand of PESSYP, impact of 2012 on UK Sport's Elite Coaching Apprenticeships.</p> <p>Evaluations for new and emerging programmes to be reviewed on an ongoing basis (eg SkillsActive 2012 projects, GLA's Play Sport Facilities).</p> <p>The extent to which individual evaluations will explore the impact of infrastructure investments on participation and employment/skills outcomes to be reviewed once details available.</p> <p>Need to access relevant KPI data and reports from OPLC/MDC and local authorities relating to venue use, accessibility and sustainability.</p>
Elite sport	<p>National evaluation studies: PESSYP (Gifted and Talented; Playground to Podium); UK School Games annual economic impact report</p> <p>Regional and local evaluation studies: National School Sport Week (Country reports)</p> <p>Programme/Project KPIs and case studies: UK Sport (Mission 2012, Talent 2012 and Research and Innovation programmes)</p> <p>Survey/statistical data: Taking Part Survey; Understanding Society</p>	<p>Evaluations of Mission 2012 and impact of 2012 Games on wider work of UK Sport and BOA (eg Olympic Coaching Programme) subject to ongoing discussion.</p> <p>Evaluations for new and emerging and private sector programmes to be reviewed on an ongoing basis (eg School Games, Parasport and Lloyds TSB Heroes).</p> <p>No media/social media analysis currently being undertaken or planned.</p>
International	<p>National evaluation studies: Evaluation of International Inspiration (2009-11 and 2011-13)</p> <p>KPIs: major event bids launched/won (DCMS)</p>	<p>Evaluations of International Inspiration may not sufficiently cover impact within the UK.</p> <p>No media/social media analysis currently being undertaken or planned.</p>

(i) Data availability

Data relating to outputs will be available from project and programme monitoring activity and summarised in any related evaluation reports. Where the latter are unavailable, output data will need to be sourced directly from responsible agencies as well as from published key performance indicator (KPI) data from agencies such as Sport England, UK Sport and DH.

Data referring to results in the logic model should also have been collected at the project level as part of work to assess whether each intervention is meeting its objectives. Whilst some of the indicators may not be picked up by standard monitoring processes, we would expect the results of activity to be explored as part of any comprehensive evaluation, which should also include an assessment of the additionality of these results. Interrogating project-level evaluations should

also provide assessments of outcomes and impacts. The table above provides details of major evaluation studies and data sets, relevant to the Sport legacy theme, which at present the meta-evaluation will be able to draw upon.

Whilst not providing fully comprehensive coverage, these studies should provide an adequate source of evidence for assessing achievement within the Sport legacy theme, particularly in relation to Participation and International sub-themes. It is also anticipated that there will be further evaluation work forthcoming for key activities within these themes, including of the School Games, Places People Play (Sportivate) and PlaySport London (GLA), which will contribute to other sub-themes including Infrastructure and Elite sport.

Where evaluations are planned, they will be reviewed and any data on the impacts on disabled people's participation in sports will also be collected and presented. However, some evidence may be qualitative (case study only) or only available at the level of outputs. We will also seek to influence the content of any planned evaluation activity to ensure that it includes a disability element (for instance the DCMS-led evaluation of the School Games).

Evidence from these studies can be supplemented with analysis of top-down secondary data sets derived from the PE and School Sport Survey,³⁵ Taking Part Survey, Active People Survey, and associated surveys in Wales, Scotland and Northern Ireland (see Figure 4-3), to help measure wider societal changes in relation to participation, satisfaction and attitudes towards sport.

Data will also be obtained from the OGI study.³⁶ The completion of this study is required by the International Olympic Committee (IOC). It involves the monitoring of a set of 120 defined indicators spread across three areas: economic, socio-cultural, and environmental. The indicators are tracked between 2003-2015 with the pre-Games study now published. Although this report does not consider impacts, the indicators allow the observation of trends and outcomes which will then be an input to the meta-evaluation.

(ii) Potential gaps

Given that many evaluations are currently at a formative stage, the consortium has not been able to fully appraise the content of the listed evaluations for the Sport theme. There is therefore some uncertainty about the extent to which these evaluations will include a robust assessment of results and outcomes/impacts. In particular, the extent to which individual evaluations will explore the impact of sport legacy activities on disabled people and any wider outcomes (health, crime, education, etc) will vary according to the scope and ambition of the commissioned research. Where evidence is lacking, proxy measures could be used, such as the potential for wider benefits to accrue to young people and adults based upon their demographic characteristics and the location of services, using for example DCMS 'Cultural and Sports Evidence' (CASE).³⁷

As alluded to above, the status of a number of other programme evaluations is also uncertain. In addition to the above, there are currently no plans in place to evaluate the Inclusive Fitness Initiative, and physical activity focused projects such as the NHS Challenge and Walk4Life Miles. The status of evaluations in relation to some private sector-sponsored sports projects (eg Deloitte's Parasport and Lloyds TSB Heroes) is also uncertain.

National evaluation work within the Sport theme is unlikely to cover 2012 Games-related national, regional and local authority investments in physical sporting infrastructure, as well as local Inspire mark, volunteering and community participation projects, and in particular the regional impacts of the 2012 Games' training camps.

Whilst evidence of more macro-level change (and also the baseline position) can be sourced from secondary sources of evidence, such as the national datasets, survey findings and KPIs

³⁵ Whilst the PE and School Sport Survey has now been cancelled, the available dataset provides a useful pre-Games baseline and measure of progress to 2010, from all School Sport Partnerships (and 2010 to also include FE colleges). There may be some scope to incorporate similar key questions in related surveys, such as Taking Part.

³⁶ 'Olympic Games Impact Study - London 2012 Pre-Games Report', University of East London and Thames Gateway Institute for Sustainability for Economic & Social Research Council on behalf of LOCOG, 2010.

³⁷ CASE is a three-year research programme to gather evidence on why people engage in culture or sport and the value of doing so. The aim of the research is to improve evidence-based policy making.

detailed in the table, it is important to note that the use of such secondary sources has limitations in terms of understanding the impacts attributable to sport legacy interventions.

Finally, one of the most significant gaps at present falls within the Elite Sport sub-theme. No evaluations are in place at present for assessing the effectiveness of Mission 2012 and the impact of the 2012 Games on the wider work of UK Sport (eg Talent ID projects and Research and Intelligence), although an evaluation of the Gifted and Talented and Disability strands of PESSYP will be available.

A key issue for the meta-evaluation is the extent to which the wider 'Olympic effect' is responsible for any observed changes in sport outcomes, for example, participation in sport amongst the general population. Discussions have taken place and a request made by DCMS that wave 4 of the Understanding Society survey is used to explore engagement with and/or awareness of the 2012 Games and its impact on participation. In addition, DCMS is making adjustments to the Taking Part survey to allow further exploration of Olympic effects, for example on sports participation, which would generate a very valuable source of evidence for the meta-evaluation.

4.8 Emerging methodological issues and the need for primary research

A key challenge emerging from this scoping work relates to understanding the effects of the 2012 Games on the creation of a wider sport legacy (ie those which accrue to the general population, rather than to direct participants). To some extent this can be explored over time by looking at trends in key indicators provided by existing national datasets and surveys. However, a more robust assessment requires consideration of the extent to which any observed effects are attributable to the 2012 Games. Adjustments to existing surveys (as discussed above) will help to address this issue.

In summary, any requirement for primary research in support of the Sport legacy theme depends on:

- The extent to which commissioned research will adequately explore impact and additionality and the wider social and economic legacy of investments across the Sport theme (including providing a focus on the benefits for disabled people), and whether any positive outcomes are sustained through time;
- The potential for the meta-evaluation to influence new and emerging studies (including the School Games, Places People Play, and PlaySport London, as a minimum);
- Making adjustments to the Understanding Society and Taking Part surveys to explore the links between the 2012 Games, behavioural change and participation;
- Further evaluation work being commissioned in relation to key activities across the Elite Sport and Infrastructure themes, as well as the availability of supporting secondary data sets from Sport England, UK Sport, ODA and OPLC.

5 Exploiting opportunities for economic growth

5.1 Legacy strategy

The Government seeks to exploit to the full the opportunities for economic growth offered by hosting the Games. The Games provide an opportunity to showcase the UK, with Government plans for an economic legacy focusing on the following areas:

- Protecting and creating jobs: supporting UK based firms to build and supply the 2012 Games, increasing employment as well as their capability to supply these and other major sporting events in the UK and overseas and using the opportunities provided by the Games to improve employability and skills;
- Promoting the UK as a place to invest: converting international interest in the Games into investment across the country, including through a hub for high-tech and creative sectors in East London;
- Increasing exports: making the most of the advantage the UK has from hosting the Games to increase exports by identifying high value markets and opportunities and promoting UK expertise;
- Delivering a lasting tourism legacy: leaving a legacy for the whole country, including through the creation of a new fund aimed at generating £1 billion worth of PR and marketing activity in the years around 2012;
- Growth in the Green Economy: showcasing the broader sustainability standards reached in the building and running of the Games, and the positive economic and financial benefits derived from taking a sustainable approach;
- Increasing British influence around the world: using a global public diplomacy campaign, based around the Games, to build a wide network of influential relationships and encourage foreign audiences to take a fresh and positive look at the UK;
- Promoting and driving opportunities for disabled people and ensuring the commitment to equality and diversity is delivered: improving opportunities for disabled people in business and employment by improving their skills and changing perceptions, improving accessibility of tourism and public transport.

The previous Government had outlined its ambition to demonstrate the UK as a creative, inclusive and welcoming place to live and visit, and for business. Specifically, to capitalise on the increased potential of the Games in the areas of business and enterprise, employment and skills, and tourism. Within the strategy there were also a number of overarching objectives, including the need to provide opportunities to individuals and businesses that would not have benefited from the Games without targeted intervention, and ensuring that economic benefits are spread across the UK and amongst under-represented groups.

The previous Government also had specific promises associated with sustainability and disability which are relevant to the Economic theme:³⁸

- To make the Olympic Park a blueprint for sustainable living;
- To transform the life experience of disabled people.

All the economic legacy objectives are UK-wide, although there are strong links to the economic benefits created through the regeneration of East London.

³⁸ London 2012: A legacy for disabled people, 2010.

5.2 Public sector legacy initiatives

The public sector is undertaking a number of programmes which are designed to take advantage of the opportunities created for the UK economy by the Games.

The key strands of activity to deliver the economic legacy objectives have been grouped under the following sub-themes:

- Business access to 2012;
- Promoting the UK as a place to invest;
- Export and trade promotion;
- Tourism;
- Employability and skills development;
- Transport accessibility;
- Sustainability (planning, construction, procurement, staging).

Cutting across all of these sub-themes is the disability strategy and the wider commitments around equality, inclusion and diversity. The London 2012 Equality and Diversity Forum is working in a strategic capacity to encourage key programmes to spread the benefits across different groups.

(i) Business access to 2012

In the area of promoting UK business access to 2012, key initiatives include:

- The Business Network: is a 'one-stop shop' for businesses across the UK wanting to find out about how to make the most of the opportunities generated by the Games. This is done primarily through the operation of CompeteFor (details below). LOCOG and ODA expect to create over £6 billion worth of work through thousands of contracts to firms and their supply chains. The Business Network has details of the latest London 2012 business events and information to help businesses get involved;
- CompeteFor: a free service that enables businesses to compete for contract opportunities linked to the 2012 Games and other major public and private sector buying organisations, such as Transport for London (TfL) and the Metropolitan Police. It acts as a brokerage service matching buyers with potential suppliers. It also facilitates the development of UK businesses by promoting links into the business support network. CompeteFor is led by the LDA on behalf of all the RDAs and devolved administrations and is supported by ODA and LOCOG. The service is funded by the RDAs and the devolved administrations with budget approval from 2007 to 2012. Total contributions from all RDAs and devolved administrations will be £14 million by 2012.³⁹

(ii) Promoting the UK as a place to invest

In the area of promoting the UK as a place to invest, current initiatives include:

- Tech City: the creation of a hi-tech and creative sectors hub stretching from the Olympic Park to Old Street and Shoreditch. This could significantly increase the inward investment potential for the area, as well as being a means by which investors will be attracted to other parts of the UK;
- British Business Embassy: a platform to promote UK business during Games time, including a series of sector events designed to promote UK capability and attract high value inward investment. There are plans to set up The Embassy at future global events such as Sochi 2014, the Brazil World Cup 2014 and the Rio 2016 Olympics.

³⁹ Executive Summary, CompeteFor Baseline, March 2010.

(iii) Export and trade promotion

In the area of export and trade promotion, activity includes:

- **Host2Host:** UKTI's flagship 2012 legacy programme, aiming to maximise business opportunities and share business legacy knowledge and expertise with other host, and potential host, cities of major sporting events. To date agreements have been signed with Brazil, Russia, Canada, Singapore and South Africa;
- **Springboard to Success:** A new business directory launched by UKTI, the ODA and LOCOG at Sport Accord. It contains details of more than 400 UK companies specialising in major infrastructure and sporting project supplies which have won contracts at domestic and international sporting events including London 2012. The directory will help UK firms to secure more business at major events around the world, including high profile sporting events;
- **Foreign and Commonwealth Office posts** around the world are in contact with international companies bidding for 2012 contracts, encouraging them to partner with UK companies or to look at setting up a base in the UK;
- **PGTCs:** hosting training camps prior to the 2012 Games is an opportunity to highlight regional investment opportunities and develop trade links with the country based in each camp. For example, recently UKTI's East Midlands team (in conjunction with the British Embassy in Tokyo and the Japanese Embassy in London) held 'Japan Day' at Loughborough University, where the Japanese Team will be based. The event was designed to exploit the trade relationship between the UK and Japan.

(iv) Tourism

The Government's Tourism Policy,⁴⁰ published in March, aims to help the tourism industry achieve its potential for growth through a range of measures including creating a sustainable new model for destination marketing and management, taking advantage of the series of major events which the UK is due to host over the next few years. The strategy builds on the marketing plan launched in January, through which the creation of a marketing fund of more than £100 million is planned. Major companies have already pledged support to help match the £50 million of public money the Government has committed through Visit Britain. This initiative aims to generate four million extra overseas visitors over the next four years bringing in an extra £2 billion worth of visitor spend across the country.

(v) Employability and skills development

Employability and skills activities that are underway include:

- **Jobs, Skills, Futures:** ODA's Employment and Skills Strategy which aims to promote sustainable employment opportunities and boost skills levels locally and across the UK. The ODA is working in partnership with its contractors, the Learning and Skills Council, LDA, JobCentre Plus and the host boroughs. Key objectives include helping people into training and work on the Olympic site and other construction projects, with a focus on local and unemployed people;
- **LOCOG's Employment and Skills Strategy:** the strategy incorporates a number of initiatives and covers three main areas: creating employment opportunities; experience and skills development; and developing young people. LOCOG is working in partnership with its contractors, the six host boroughs, the LDA, JobCentre Plus and the Skills Funding Agency to help people into training and employment with contractors delivering hospitality (catering, cleaning and waste), retail and security services at Games time, with a focus on local and unemployed people;
- **Personal Best:** this programme uses volunteering and the excitement of the Games to motivate workless and socially excluded individuals to improve their skills, raise their aspirations and develop the confidence and self-esteem to get involved in further training or volunteering as a first step towards finding sustainable employment. Personal Best was

⁴⁰ DCMS, Government Tourism Policy, John Penrose MP, Minister for Tourism and Heritage (March 2011).

set up as a partnership programme by the Skills Funding Agency (SFA), Mayor of London, JobCentre Plus and the LDA. Personal Best has been discontinued in London, but is still underway in the UK regions (although there is no longer a direct link to the Games);

- Sector Skills Councils commitment to 2012: the sector skills councils have a number of initiatives to support skills development in key sectors. These include initiatives by People 1st (hospitality, leisure, travel and tourism), ConstructionSkills, Creative and Cultural Skills, SkillsActive (in sports and leisure), Skillset and Skillsmart Retail;
- London 2012 Employment and Skills Taskforce (LEST): a strategy for maximising the skills and employment impact of the Games for Londoners. The LDA is investing £75 million in programmes under this initiative;
- London Opportunities Fund 'Engaging in London 2012': LDA has made £30 million of funding available between 2007 and 2010 to support charities, volunteers and other local groups running skills and regeneration projects. Projects are intended to fall within four key themes, where one is projects that contribute to and benefit from the 2012 Games. Over 30 projects have received funding across London, for example the Lansbury Lodge Women's Project, led by the City Gateway organisation, which aims to deliver a BME women-focused range of pre-employability training across Newham, Hackney and Tower Hamlets;
- 2012 London Cultural Skills Fund: LDA aims to enable a range of art and skills organisations in the capital to put on courses, some of which are geared towards young people who are currently not in employment, education or training. The fund is managed by Arts Council England and supported by the Mayor of London. Thirteen community organisations have been awarded a share of £500,000 to develop the creative skills and employment opportunities of Londoners. Note that it also falls within the Cultural Olympiad, and hence some outputs and outcomes will be relevant to the Community Engagement theme.

(vi) Transport accessibility

Activity to promote and drive opportunities for disabled people is included as a cross-cutting area across all the other sub-themes outlined in this section, and particularly in relation to employability and skills (which is linked with activity to change attitudes and perceptions around disability set out in Chapter 6). In addition, there are specific plans around improving transport accessibility, which will improve tourist experience for people with a disability, and make it easier for disabled people to travel to jobs. The ODA has set out an Accessible Transport Plan to improve accessible transport options for London 2012 venues and beyond.

(vii) Sustainability

The ambitions for the sustainability legacy from the Games cut across all the legacy areas. As outlined in the London 2012 Sustainability plan, the vision is for the Games to show "*how changes in the way we build, live, play, work, do business and travel could help us to live happy and healthy lives, within the resources available to us*" and "*set an example for how sustainable events and urban planning take place around the world in future*".⁴¹

Initiatives are in place or are being developed around pioneering new approaches to sustainability; changing people's behaviour through the power of sponsorship, media and communications; inspiring new standards of sustainability in the construction, events and hospitality sectors; influencing the London 2012 supply chain to adopt more sustainable practices; and transferring learning and knowledge. Much of this activity will contribute to the Government's ambitions for growth in the Green Economy.

The Commission for a Sustainable London 2012 (CSL) is an independent body set up in January 2007 to monitor and assure the sustainability of the 2012 Games. CSL monitors progress against the sustainability plans and objectives of each of the organisations responsible for delivering the Games, and compiles an annual review of governance arrangements and progress based on a review of monitoring data/reports and evidence from stakeholder interviews. Key activities related to sustainable planning, construction, procurement and staging include:

⁴¹ London 2012 Sustainability Plan, Towards a One Planet 2012 (December 2009).

- Sustainable construction: the ODA is leading the construction of the Olympic venues and Olympic Park, and as part of this is setting new and/or high standards of sustainable construction practices;
- ODA transport investment: the ODA is investing in walking and cycling infrastructure, and is committed to promoting these transport modes during the Games along with other public transport options. The ODA and its partners have also invested heavily in other infrastructure projects which are expected to contribute to a longer-term reduction in carbon emissions through potential modal shift;
- Carbon footprint methodology: LOCOG commissioned Best Foot Forward to undertake research to establish a new methodology to measure carbon emissions and reduction activities. The aim was to produce a methodology that can be replicated to measure the footprint of future Games and, with some limited adaptation, other large sporting events. In this sense it forms a substantive part of London 2012's knowledge legacy. The report of this study was published in March 2010;
- The Global Reporting Initiative (GRI): GRI is a network-based organisation that pioneered the world's most widely used sustainability reporting framework. The reporting framework sets out the principles and performance indicators that organisations can use to measure and report their economic, environmental, and social performance. Since 2009, LOCOG has been working with GRI and other international partners to develop an Event Organisers' Sector Supplement for the GRI G3 standard;
- BS 8901:2009 Specification for a Sustainability Management System for Events: This standard requires organisations to identify and understand the effects of their events/activities on the environment, on society and on the economy both within the organisation and the wider economy, and to put measures in place to minimise the negative effects. LOCOG is supporting the UK delegation that is currently working with the International Organisation of Standardisation to create a new standard for sustainable events management, including venue selection, operating procedures, supply chain management, procurement, communications, transport and others. The new standard will be called ISO 2012 1 and will be based on BS 8901.

5.3 Private and voluntary sector legacy initiatives

Examples of private sector activities which contribute to the economic legacy of the Games include:

- London Business Network (LBN): This is a partnership between leading agencies in London, set up to make it easier for the capital's business community to understand, evaluate and engage with opportunities arising from the investments being made for the 2012 Games. It helps businesses to access commercial opportunities related to the Games through information sharing and signposting, and is a mechanism for London businesses to showcase their skills and expertise to international visitors in the lead up to and during the 2012 Games. LBN hosts free events and sector-specific seminars. It also works with over 300 business associations across the UK to help their members benefit from the Games;
- BMW will provide a fleet of 4,000 vehicles for athletes and officials during the Games, with electric, hybrid and conventionally-fuelled vehicles all being used.

An example of activity in the voluntary sector is the Changing Places programme. This supports innovative community projects that will enhance local areas associated with Olympic events, both in time for the summer of 2012 and beyond. These projects are focused on the host boroughs and also across London and outer-London venue locations. This is a collaboration between a range of partners, including central Government, regional bodies, the London 2012 Commercial Partners, charitable organisations and non-governmental bodies. The programme is hosted by LOCOG, and receives funding from a number of sources, including Keep Britain Tidy, Lee Valley Regional Park Authority and OPLC. A Changing Places Community Fund was available to community groups in the host boroughs, giving community groups the opportunity to apply for grants of up to £1,000 to fund small projects. Funding was discontinued in December 2010.

5.4 Logic model

The following summary logic model outlines how the 2012 Games, and specifically the legacy activities within the Economic theme, aim to deliver a positive impact for London and the rest of the UK, via a range of outputs, results and outcomes. The full logic model can be found in Appendix A.

Figure 5-1: Economic summary logic model

Rationale	Objectives	Activity	Outputs	Results	Outcomes/Impacts
<p>Market Failure Market failures exist where businesses and individuals do not have access to sufficient information on 2012 Games opportunities. Positive externalities can result from intervention including wider economic benefits and 'spill over' effects.</p> <p>Challenge Businesses from across the UK (including disabled led businesses) may miss out on 2012 opportunities.</p> <p>Opportunity Individuals and businesses (including disabled led businesses) can grow and innovate through Games related contracts. The 2012 Games brings opportunities to attract additional overseas investment and the establishment of operations in London/the UK. UK plc will be in the spotlight, potentially opening up new export markets to UK companies, including the opportunity for UK businesses to develop new trade links with other host cities. Public sector intervention can help to improve the supply of information and the co-ordination of procurement activity, ensuring that SMEs and minority owned businesses across the UK have fair access to 2012 contracts in the supply chain, as well as the support they need to win them.</p>	<p>Protecting and creating jobs – supporting UK firms to build and supply the 2012 Games, increasing employment as well as their capability to supply major sporting events in the UK and elsewhere; improving business opportunities for disabled people</p> <p>Promoting the UK as a place to invest – converting international interest in the Games into benefits across the country, including building the high-tech and creative sectors</p> <p>Increasing exports – making the most of the advantage the UK has from hosting the Games to increase exports by identifying high value markets and opportunities and promoting UK expertise</p> <p>Increasing British influence around the world – using a global public diplomacy campaign, based around the Games, to build a wide network of influential relationships and encourage foreign audiences to take a positive view of the UK</p>	<p>Business Access to 2012 Games Related Contracts</p> <p>Promoting the UK As a Place to Invest</p> <p>Export and Trade Promotion</p>	<p>UK businesses registered on CompeteFor UK businesses given advice/information UK businesses assisted to improve performance Total Value/% of 2012 Games related contracts made accessible by CompeteFor</p> <p>Overseas businesses advised (on accessing Olympics contracts) Overseas businesses engaged at showcase events (using the hook of the 2012 Games) New leads generated from promotional activity (using the hook of the 2012 Games)</p> <p>UK businesses participating in showcase events/overseas trade missions Businesses given advice and information on contracting opportunities in other host cities Positive media articles about the UK's competitiveness and innovation</p>	<p>Proportion/value of 2012 Games related contracts awarded to UK businesses Development of skills and capacity as a result of meeting CompeteFor requirements and experience gained in delivering 2012 Games related contracts Increased access to business and employment opportunities for disabled people</p> <p>Enhanced profile and perceptions of London and the UK as places for business to invest New businesses attracted to the UK (measured by value of investment) Innovation and knowledge spillovers</p> <p>Enhanced profile and perceptions of the UK as a centre for growth and innovation (including in the Green Economy) UK businesses move into new export markets (measured by number and value of contracts) Increased trade between host nations (measured by number and value of contracts)</p>	<p>Growth/sustainability of UK businesses (including disabled owned / led businesses), reflected in increases in/safeguarding of employment and GVA</p> <p>Additional inward investment in the UK, and associated jobs and GVA created</p> <p>Growth/sustainability of UK businesses, reflected in increases in/safeguarding of employment and GVA</p>
<p>Challenge Need to attract more overseas visitors and encourage more people from the UK to holiday at home. Potential for tourism displacement and/or crowding out effects due to 2012 Games. Tourist venues often inaccessible to disabled visitors.</p> <p>Opportunity The 2012 Games provides an opportunity to showcase the UK as a place to visit, including in emerging markets such as China and India, and to help improved disabled access.</p>	<p>Delivering a lasting tourism legacy – leaving a legacy for the whole country</p> <p>Making the UK more welcoming – create a warm welcome for all our visitors and ensure they receive world-class service while in the UK.</p> <p>Improving accessible tourism opportunities for disabled people</p>	<p>Tourism Initiatives</p>	<p>People exposed to 2012 marketing/promotional material Volunteers trained to provide improved welcome Accommodation establishments quality upgraded (Overseas) participants in Cultural Olympiad events Accessibility Website hits Tourism businesses advised/staff trained on accessibility issues Accessible hotel rooms added Positive media articles about London and the UK as places to visit</p>	<p>Enhanced profile and perceptions of London/UK as places to visit Increased number of visitors (domestic and overseas) and associated spend (including by disabled visitors) Increased number of establishments achieving accredited accommodation High and/or increased levels of satisfaction among visitors, leading to repeat visits Increased levels of information and accessibility (of hotel rooms, tourist venues etc) for disabled visitors and 'warmer welcome' Improved awareness and understanding of disability issues among tourism industry</p>	<p>Additional visitor numbers/expenditure, reflected in increases in/safeguarding of employment and GVA (amongst beneficiary businesses)</p> <p>Sustained improvements in standards and accessibility for disabled visitors as a result of the 2012 Games</p>
<p>Challenge Levels of worklessness and low or no-skills among individuals living in London and across the UK. Information and coordination failures, which create barriers to employment. Disabled people face barriers in terms of access to employment, training and skills opportunities.</p> <p>Opportunity Skilled employment is recognised as one of the primary routes out of deprivation. Opportunity to address skill gaps and shortages both directly (i.e. by ensuring that the skill demands of preparing for and staging the Games are met) and indirectly (i.e. using the Games to inspire and encourage wider skills development). The 2012 Games can also be a catalyst for improving life opportunities for disabled people in employment/training.</p>	<p>More jobs, improved skills – help more people (including disabled people) across the UK to get and stay in work and build their skills long-term; and reduce skill gaps in 2012 Games related sectors</p> <p>Improving employment opportunities for disabled people – including opportunities for disabled people in employment by improving their skills</p>	<p>Employment and Skills Development</p>	<p>People supported to improve their general employability People receiving employment brokerage People assisted in skills development at Levels 1/2/3 Apprenticeships provided (by sector) Work placements/focused volunteering opportunities provided Guaranteed interviews for under-represented groups meeting LOCOG specification Numbers/% of LOCOG staff from under-represented groups New learning facilities established relevant to priority sectors <i>Disabled people benefiting from all outputs above</i> Good practice guidance/case study documents linked to employment of disabled people and 2012 Games</p>	<p>Increase in aspirations, confidence and soft skills People achieving improved qualification levels People assisted into further volunteering (e.g. 2012 Games Makers) Improved access to Games related employment opportunities People assisted into employment/sustainable employment (2012 Games and non-Olympics related) People moved into other positive pathways Increased diversity of Games workforce More positive attitudes among businesses towards skills training, leading to additional investment in employee training Employee productivity gains and jobs safeguarded <i>Disabled people benefiting from all results above</i> Improved employer awareness and standards in relation to the employment of disabled people</p>	<p>Enhanced workforce skills and employability, including among disabled people, reflected in sustainable increases in employment levels, and productivity, earnings and GVA</p>
<p>Challenge There has tended to be a lack of suitable /accessible transport facilities and services for disabled people.</p> <p>Opportunity The 2012 Games can be a catalyst for improving access to transport.</p>	<p>Improving accessible transport facilities for disabled people – to enable access to economic, sporting, cultural and other opportunities</p>	<p>Transport Accessibility</p>	<p>Number of accessible transport improvements including underground, overground and DLR stations made accessible for 2012 and by 2015 Number of staff completing awareness training</p>	<p>Improved public transport accessibility to the Games and across London for disabled people Improved awareness of disability issues among transport staff</p>	<p>A legacy of accessible transport enabling disabled people to travel and access opportunities in the region and nationally</p>
<p>Challenge Recognition that as a society we need to make changes in order to live within the regenerative capacity of our planet.</p> <p>Opportunity Using the power of the Games to influence and engender behaviour change so people live more sustainably, such as through reducing waste and use of resources.</p>	<p>Growth in the Green Economy – showcasing the sustainability standards reached in the building and running of the Games, and the positive economic and financial benefits derived from taking a sustainable approach; to achieve a 50% reduction in carbon emissions from the built environment of the Olympic Park by 2013 (as part of delivering the ODA's Sustainability Strategy).</p>	<p>Sustainability</p>	<p>Performance in respect of energy, potable water and resource use, waste production, transport of materials, health and safety, sourcing, biodiversity and climate change adaptation measures. Good practice case studies/dissemination outputs linked to sustainability and 2012 Games</p>	<p>Achievement of environmental performance standards and awards Demonstration of clear economic benefits and the viability of sustainable approaches to business Increased awareness of sustainability considerations and benefits across relevant business sectors Transfer of sustainable methods/approaches to specific sites and events Wider behaviour change regarding design, construction, procurement and events practice across industry</p>	<p>Reduction in carbon footprint of 2012 Games Reductions in carbon emissions within the construction and events industries Growth in the green economy and supply chain (and associated gains in employment and GVA) Other sustainability outcomes (e.g. healthy living, biodiversity, reduction in waste) covered in the community engagement and East London themes</p>

5.5 Research questions

The following research questions will guide meta-evaluation activity within the Economic theme. They have been developed based upon the Government's legacy objectives and the theoretical framework of the logic model. The spatial and temporal scopes of each question are also specified.

Figure 5-2: Hierarchy of research questions for evaluation of economic legacy

Question	Spatial Scope	Temporal Scope
<p>Headline</p> <p>What have been the economic impacts of the Games, particularly in terms of employment and GVA?</p>	Nations and regions	To 2013 and post 2013
<p>Business access to 2012</p> <p>What has been the economic impact of contracts relating to the preparation and staging of the 2012 Games, in terms of employment and GVA?</p> <p>To what extent and in what ways have support interventions enabled UK businesses (across a range of sectors and including Small and Medium-sized Enterprises and minority-owned businesses) to compete for and secure London 2012 supply contracts?</p> <p>How has the delivery of 2012 Games-related contracts impacted on the long-term productivity and competitiveness of UK companies?</p> <p>To what extent have the 2012 Games been used as a vehicle to increase standards and access to business opportunities amongst disabled people?</p>	Nations, regions and host boroughs	To 2013 To 2013 and post 2013
<p>Promoting the UK as a place to invest</p> <p>To what extent have the Games encouraged foreign-owned businesses to invest in the UK (and create associated GVA and employment) through influencing their perceptions of the UK as a place to invest, either through specific programmes or through the exposure the Games has provided?</p> <p>To what extent have 2012 Games-related contracts helped to generate foreign direct investment (and associated GVA and employment) by encouraging foreign-owned companies to move their operations to and maintain their presence in the UK?</p>	Nations, regions and host boroughs	To 2013 and post 2013
<p>Export and trade promotion</p> <p>To what extent has hosting the 2012 Games enabled UK businesses to move into new export markets (including through export promotion in host and other nations, in support of development goals, and through the development of 'soft networks'), and what were the GVA and employment benefits?</p>	Nations and regions	To 2013 and post 2013
<p>Tourism</p> <p>What was the total impact of the 2012 Games on visitor numbers and spend (both domestic and overseas) across the UK?</p> <p>To what extent have 2012 Games-related marketing campaigns inspired more people from overseas to visit the UK (thereby increasing visitor spend and creating new jobs)?</p> <p>What has been the impact of 2012 Games-related cultural events on visitor numbers and spend (both domestic and overseas)?</p> <p>To what extent have the 2012 Games resulted in increased standards and accessibility for disabled tourists visiting the UK (and associated levels of satisfaction and disabled visitors)?</p> <p>To what extent and in what ways has the staging of the 2012 Games impacted on perceptions of the UK as a place to visit?</p>	Nations and regions	To 2013 To 2013 and post 2013

Figure 5-3: Summary data strategy for the evaluation of the economic legacy

Sub-theme	Data sources	Key issues
Headline	Oxford Economics modelling OGI study ONS Business Register and Employment Survey (BRES) NOMIS The UK Innovation Survey Advertising Association/Warc Expenditure Report Census 2011	No major issues.
Business access to 2012	CompeteFor evaluation ODA contract monitoring updates across the UK	No major issues.
Promoting the UK as a place to invest	UKTI Performance Impact Monitoring Survey (PIMS) ONS Inward Investment Statistics Advertising Association/Warc Expenditure Report	Additional surveys would be needed to address how far the Games have influenced investment decisions where companies are not supported directly.
Export and trade promotion	UKTI PIMS data ONS UKTI Barriers to UK Businesses in specified overseas markets	No surveys of impact of Games contracts on follow-on exporting is planned. Some high level and limited evidence will be available from the CompeteFor evaluation.
Tourism	Tourism marketing campaign conversion studies (London and wider UK) UK Tourism Survey Day Visit Survey (Visit England) International Passenger Survey London Visitor Survey UK Travel Survey Impact on Tourism ⁴²	Need to confirm the potential use of visitor surveys in assessing impacts of the Games on visits to London and the UK.
Employability and skills development	LDA 2012 Evaluation and other LDA evaluations National Employer Skills Survey for England LOCOG monitoring data of disabled workforce/volunteers Personal Best evaluation Survey/statistical data: percentages of disabled people in employment for regions and nations	The BIS skills legacy evaluation will not be commissioned and it is not yet known what evaluation the Skills Funding Agency will undertake. Detailed scoping of regional initiatives/evaluations required. LOCOG potentially producing post-Games report on effectiveness of diversity work in employment strategy/projects.
Transport accessibility	ODA monitoring data on accessible transport/venues strategy/progress across 13 modes of transport (KPIs)	Access agreed with ODA on data on transport accessibility against targets. ODA potentially producing feedback data (customer satisfaction) and final report looking at progress.
Sustainability	CSL reports ODA/LOCOG monitoring data ODA Learning Legacy outputs BS/ISO monitoring data Evidence from suppliers and trade/industry bodies Relevant datasets (DEFRA, DECC, etc)	CSL monitoring focused on outputs. Evidence of wider behavioural change likely to require some additional research.

⁴² 'The value of the London 2012 Olympic and Paralympic Games to UK tourism', Oxford Economics for Visit London and Visit Britain, 2007. Visit Britain may commission an update on the likely impact of the Olympics on the tourism economy.

(i) Data availability

Data relating to project and programme outputs will be available from project and programme monitoring activity, and will also be summarised in any evaluation reports. In the case of sustainability, CSL's cross-programme monitoring reports will provide the main source of information both in terms of progress towards targets and more qualitative evidence.

Data referring to results should also have been collected at the project level as part of work to assess whether each intervention is meeting its objectives. Whilst some of the indicators may not be picked up by standard monitoring processes, they might be explored as part of any evaluation. An assessment of the additionality of these results would also need to be explored within the context of an evaluation as they require questioning about prior behaviour/ circumstances (rather than merely observations of present actions). An assessment of outcomes and impacts should also be provided by project-level evaluations. However, there are a number of activities under this theme – inward investment, export promotion, tourism and transport – where robust evaluations are not currently planned.

At present, we are aware of the following major evaluation studies, relevant to the Economic Legacy theme, which the meta-evaluation will seek to draw upon:

- Evaluation of CompeteFor for the LDA and BIS: The evaluation assesses the impact of CompeteFor on UK businesses over a period of three years (2009-2012) covering value for money, process, output outcomes, impact and strategic added value;
- 2012 Games Legacy Impact Evaluation Study for the LDA (the 'LDA 2012 Evaluation'): this evaluation covers a number of legacy programmes which are relevant to the Economic theme including LEST, the Local Employment Training Framework (LETF), London Employer Accord and Relay London.

In addition to these, DCLG has commissioned a study to provide a baseline and framework for an evaluation of the regeneration legacy impacts of the 2012 Olympics, which will provide useful evidence for the meta-evaluation.⁴³ However, responsibility for future stages of this evaluation are uncertain and will need to reflect the outcome of the forthcoming machinery of government changes. Under current plans, DCLG's strategic responsibilities for regeneration in East London will be transferred to the new Mayoral Development Corporation (MDC) which will then report to the Mayor of London.

Given the nature of sustainability-related activity, formal evaluation work is likely to be limited for the sustainability sub-theme. The extent to which good practice is then transferred and adopted by others is likely to be difficult to measure (unless it can be linked to specific industry standards). Macro-level data can be used to show trends in environmental performance of the built environment and greenhouse gas emissions, but the 'Olympic effect' will be difficult to disentangle from other drivers.

(ii) Potential gaps

We have not identified any evaluations which are estimating the overall economic impact of the preparation and staging of the Games, therefore it is recommended that macroeconomic analysis is undertaken. This will help pull individual elements together and also trace through the demand-side effects of major areas of spend.

The assessment or evaluation of impacts on specific sectors of the economy is also limited. For example, the economic impact of the 2012 Games on advertising expenditure and the London advertising industry could be an important effect to identify and measure, but is currently not being researched. There are, however, robust statistical sources from the Advertising Association which can be used as a second best solution to quantifying additional impacts on advertising.⁴⁴

It is understood that the CompeteFor evaluation will examine longer-term impacts of Games-related contracts on the competitiveness of UK businesses through, for example, impacts on skills development, innovation and capacity-building.

⁴³ London 2012 Olympics Regeneration Legacy Evaluation, for DCLG.

⁴⁴ Advertising Association/Warc Expenditure Report, www.warc.com/expenditurereport

While UKTI collects monitoring data on businesses assisted through projects that use the Games as a hook to encourage exporting and inward investment, it is currently unclear if full and robust economic impact evaluations of Games-related activities in these areas are planned.

It is understood that the various LDA evaluations will provide data and analysis of the impact of employability and skills development interventions in London. As part of the detailed scoping work for the meta-evaluation, a mapping exercise is being undertaken to identify the scope of other regional initiatives that are using the Games to inspire people into training and volunteering. The results of this exercise will establish how far other evaluations are capturing the full extent of skills-related initiatives.

It will be crucial to understand whether evaluations are required to address disability legacy as part of their brief. This can be done in some cases on sight of initial evaluation outputs, and where evaluations are at an earlier stage there may be potential to influence content and design. As such, further targeted research via a separate study, or secondary analyses of existing data, may be required to explore these impacts in greater depth, otherwise impacts might be considered as nice to know but ultimately beyond the remit and resource of the meta-evaluation. These data sources will have the problem of attribution of any effect to the intervention in question.

The tourism sub-theme also gives rise to some uncertainty around available data and evaluation evidence. It is understood that all Visit Britain and Visit England marketing campaigns are subject to evaluation. However, there may be limitations to the survey approaches in terms of understanding the impact and attribution of Games-related initiatives. Moreover, at present it is not clear how the GLA (and its new London & Partners promotional agency) intends to assess the impacts of the Games on visitor spend. We are also not aware of any future plan to audit tourism accessibility in future or post Games. These issues are explored further in the section below.

Further interrogation of evaluation outputs will be needed to understand the extent to which existing evaluation activity is capturing lessons from the delivery of Games-related initiatives. However, it is anticipated that additional stakeholder interviews will be required to fully answer this question.

5.7 Emerging methodological issues and primary research

Key challenges for the meta-evaluation are establishing the full scope of national and regional initiatives that are using the 2012 Games and related activity to support the growth of the UK economy and to inspire people into training and volunteering, and how far these are currently included within the scope of existing evaluation plans.

Given the range of partners involved in delivering the economic legacy and the complex interrelationships between the different activities, an important issue is the need to avoid double-counting in assessing the overall impacts of the Games. An important consideration here is the approaches used by evaluations in attributing impacts to specific funding bodies. Similarly, it will be important to identify any duplication in the scope of the activities covered by the evaluations, as initial reviews of the studies' terms of reference suggest that some overlap might exist.

A further challenge for the meta-evaluation is ensuring that a consistent approach is adopted to estimating economic impacts, and in particular approaches adopted by evaluations in measuring net additionality factors including displacement, multipliers, and substitution effects.

Another challenge relates to the issues raised above concerning the role of the Games in influencing numbers of visits and visitor spend. The issues here are analogous to the assessment of investment promotion agencies' activities that are using the Games as a hook to promote foreign direct investment. In respect of tourism and inward investment, the impact of the Games can be determined at a number of levels although, again, double counting may be an issue:

- The impact of Olympic-related marketing campaigns. A survey approach would only include those who have responded to a given campaign by providing their contact details. It

therefore excludes those who have been exposed (and potentially influenced) by activity such as websites, print advertising or posters but not felt it necessary to make contact with the agency concerned;

- The indirect impacts of London's staging of the Games. As noted, there is potential to influence wider visitor and business surveys to ask questions about the importance of the Games in influencing people to stay or businesses to invest in the UK, although careful design of questions would be required to produce a robust assessment of the impact of the Games on visitor numbers and investment decisions (including that of disabled visitors).

It will need to be decided whether adjustments can be made to business surveys to provide evidence of the impact of the Games in both promoting the UK as a place to invest and in encouraging UK businesses to enter new export markets.

It will also need to be decided whether adjustments can be made to future visitor surveys (in consultation with Visit Britain and Visit England) to explore the role of the 2012 Games in influencing people to visit London and the UK. Surveys which the meta-evaluation could potentially utilise or influence include:

- International Passenger Survey: Visit Britain plan to sponsor a question in 2012 covering whether respondents have attended a sporting event. It is anticipated that a filter will be applied to check if the sporting event is Games-related;
- UK Tourism (Overnight) and Day Visit Surveys: Visit England will include questions on whether respondents have attended a Games-related event;
- London Visitor Survey: it will need to be confirmed whether it will be possible to include Games-related questions;
- National Brand Index Survey: an international survey which could be used to assess the impacts of the Games on international perceptions of London and the UK;
- 2012 Games Visitor Experience Survey: although not confirmed, we understand that Visit London or LOCOG plan to conduct a visitor experience survey to examine perceptions of London and the UK in 2012.

At this stage it is also anticipated that additional primary research will be needed to capture lessons from the delivery of specific initiatives, although further interrogation of evaluation outputs is required.

In respect of sustainability effects, there will be a need to undertake some primary research to explore the transfer of good practice. This is likely to involve consultation with industry stakeholders and technical bodies.

As noted above, there is also an issue around attribution of wider effects, particularly the wider effect on the environmental performance of the built environment and the extent of behavioural change. Existing datasets can be used to illustrate the direction of change for a range of indicators (eg greenhouse gas emissions from industrial sources), but a more robust assessment requires consideration of the extent to which any observed effect is attributable to the 2012 Games and its sustainability legacy.

6 Promoting community engagement & participation

6.1 Legacy strategy

The aim of this theme of the Games' legacy is to promote community engagement and participation in communities-based activities, including voluntary work, across all groups in society. There is an emphasis on the work of individuals, community groups and the voluntary and community sector (VCS) to encourage participation, volunteering and locally organised events.

The Government's ambition is to help empower and embolden communities to achieve what they want to do in their area, leading to more cohesive and proactive communities and supporting the creation of the Big Society. Key objectives within this theme are:

- Encouraging and enabling people to play a more active part in society: increasing opportunities for volunteering and encouraging social action brings direct benefits to people and society which can then lead onto education, skills development and employment and, in turn, to wider business and economic benefits;
- Engaging and inspiring the next generation of performers and audiences: providing an opportunity for everyone to celebrate London 2012 and leaving a lasting legacy for culture and the arts in the UK;
- Engaging children and young people: using the Games to enhance the education of children and young people and to promote social inclusion;
- Promoting sustainable living: encouraging people to live within the resources available to us, such as by reducing their carbon footprint, being energy efficient, making more sustainable travel choices and increasing recycling;
- Influencing attitudes towards and perceptions of disabled people: using the Games to change attitudes and perceptions around disability, and encouraging social action around the Games by disabled people.

The previous Government set out its vision in the Legacy Action Plan and social legacy strategy. It aimed to inspire the whole nation through the Olympic and Paralympic values, to engage millions of people to take part in Games-inspired activities, and to enable thousands to set up their own Games-inspired activities. This vision was underpinned by six main promises:

- To get more young people giving time to their local communities as a result of the 2012 Games;
- To get young people participating in cultural activities as a result of the 2012 Games;
- To support schools, colleges, universities and other learning providers in inspiring young people through the Olympic and Paralympic values and engaging young people with London 2012-related activity;
- To encourage people to live more sustainably as a result of the 2012 Games, such as by reducing waste and consuming fewer resources;
- To inspire the whole nation, to engage millions of people to take part in Games-inspired activities, and to enable thousands to set up their own Games-inspired activities;
- To use the 2012 Games to transform the lives of hard-to-reach young people through culture, media and sport.

The previous Government had also outlined distinct strategies for sustainability and disability. The new Government's objectives relating to sustainable living and attitudes towards and perceptions of disabled are people set out above.

6.2 Public sector legacy initiatives

The key strands of activity to deliver the legacy objectives have been grouped under the following sub-themes: volunteering and social action, culture, education and social inclusion, sustainable living and perceptions of disability. Cutting across these sub-themes are the wider commitments around equality, inclusion and diversity being driven by the London 2012 Equality and Diversity Forum.

(i) Volunteering and social action

Activities in place to help deliver a volunteering and social action legacy includes:

- The Inspire programme: the London 2012 Inspire programme enables non-commercial organisations across the UK to link their events and projects to the 2012 Games in an official scope. Projects and events inspired by the Games can apply to be awarded 2012 branding rights in the form of the Inspire mark. Over 1,300 projects, covering sport, culture, education, sustainability, volunteering and business, have now been awarded the Inspire mark and delivered. Projects in the Sports theme include, for example, Sportivate and NHS Challenge (see Chapter 4). The programme does not grant funding to projects, so the £650,000 that supports the programme (2009/10 and 2010/11) is for administration only, including funding Inspire programmes in each nation and region. LOCOG leads delivery of the programme which is jointly funded by DCMS and LOCOG;
- Games Maker: LOCOG is recruiting 70,000 volunteers (called Games Makers) to assist with putting on the Games. Games Makers will take on a variety of roles in different venues and locations. Each volunteer will be required to commit to three days of training and a minimum of 10 days volunteering for either the Olympic or Paralympic Games. Individuals interested in being a Games Maker are also being signposted to other volunteering opportunities through initiatives such as the Games Maker road-show;
- Youthnet: Youthnet is leading a project funded by the Office for Civil Society, to develop a sustainable, efficient and effective volunteering infrastructure, which will be done by expanding and upgrading the existing National Volunteering Database. As part of this, a team at Volunteering England is providing advice and guidance to organisations on developing opportunities to volunteer inspired by the Games. Funding for the project will end in March 2011;
- Community Organisers: People taking part in the Games Maker programme will be given the opportunity to become part of the Cabinet Office's Community Organisers programme, which is a wider initiative to train 5,000 community organisers over the life of this parliament and forming part of the Government's Big Society activities;
- vInspired: the youth volunteering organisation v is leading a campaign to involve young people to deliver Games-inspired youth volunteering projects across England. This is supported by funding from the Office for Civil Society, which is used to provide grants. v has also setup a match fund, where money raised from the private sector is match funded by HMT, which has raised over £50 million from the corporate sector;
- vCashpoint grants: this programme is a fund for 16-25 year olds in England to run their own volunteering project to benefit a chosen community. Young people can apply for grants of up to £2,500 to design, lead and deliver volunteering projects inspired by the 2012 Games. At the end of June 2010, 49 young people had been awarded grants to run projects inspired by themes and values of the 2012 Games. Forty-seven of these projects had also been awarded the LOCOG Inspire mark;
- London 2012 Young Leaders: BP is working with v to fund and support the delivery of this programme. This is designed to give a group of disadvantaged young people opportunities to change their prospects through mentoring and volunteering. Volunteers receive coaching support and guidance from BP employees and a number of high profile athlete mentors.

The programme will take place between April 2010 and the end of the Games in September 2012;

- Personal Best: helps people furthest from the labour market gain skills for work through volunteering. It is covered in more detail in Chapter 5, which considers the economic legacy but also contributes to the volunteering legacy;
- Mygames grants: vinspired has awarded around £3 million of grants to twenty charities across England to deliver Olympic and Paralympic-inspired projects as part of the My 2012 programme. The projects launched on 1 July 2010 will engage young people in a wide range of initiatives linked to the Olympic and Paralympic values. All projects have also applied for the LOCOG Inspire mark;⁴⁵
- Volunteering Toolkit: the Government Olympic Executive (GOE) has produced a volunteering toolkit in order to disseminate information and lessons learned from the London volunteering schemes. There is no central funding for schemes similar to London Ambassadors in the other cities hosting Games events, but local authorities can use the guidance to help set up volunteering schemes in any venue cities. Indicative numbers suggest there will be around 3,000 volunteers across the venue cities, although funding for such schemes has not been confirmed;
- Lifetime Alliance UK: bringing together key volunteering agencies and chaired by Volunteering England, the Alliance is working with LOCOG on London schemes to develop existing networks and maximise the benefits of Games-delivery volunteering.

(ii) Culture

In the second area of culture and the arts, the most significant initiative is the Cultural Olympiad. Launched in September 2008 and spread over four years, the Cultural Olympiad is designed to give everyone in the UK a chance to be part of London 2012 and inspire creativity across all forms of culture, especially among young people. The Cultural Olympiad brings together many of the key organising bodies and legacy activities being undertaken as part of this theme. These include Legacy Trust UK, which is a key funder of the Cultural Olympiad, and the Inspire programme, where the Cultural Olympiad Creative programmers are helping to identify where initiatives are eligible to be awarded the Inspire mark.

Funding comes from a number of sources, with key contributions from the Arts Council England (£31 million) and the Olympic Lottery Distribution Fund (£112 million) in addition to official 2012 Games sponsors. To date, over 11 million people all over the UK have participated in or attended events as part of the Cultural Olympiad programme. The events which make up the Cultural Olympiad will be in one of three tiers:

- Tier One: the mandatory cultural elements of the Games, such as the opening and closing ceremonies and the handover celebrations. This tier also includes Festival 2012, a programme of commissions including artists from all over the world running in the 12 weeks immediately preceding and during the Games;
- Tier Two: major national projects, aimed at engaging the whole of the UK in Olympic and Paralympic-inspired cultural activity. These include Artists Taking the Lead, Stories of the World, Unlimited, Film Nation, Music, Discovering Places, World Shakespeare Festival, Outdoor Arts and Somewhere to;
- Tier Three: a nationwide cultural festival, consisting of hundreds and hundreds of local projects and initiatives.

The cultural legacy of the Games is also supported by work funded by the Legacy Trust UK. Legacy Trust UK is an independent charitable trust endowed with £40 million from the Big Lottery Fund (£29 million), DCMS (£6 million) and Arts Council England (£5 million). The charity is set up to use the 2012 Games as a catalyst to fund projects which enable communities from across the UK to take part in cultural and sporting activity in the build up to 2012. It has allocated funding to twelve regional and four national programmes, many of which form part

⁴⁵ It may be that this funding is outside of Government's wider commitment to vinspired and so has been included as a separate programme, although this is yet to be confirmed.

of the Cultural Olympiad. A full list of national and regional projects underway as part of this initiative can be found in Chapter 8.

(iii) Engaging children and young people

In the third area of engaging children and young people, key activities in place include:

- Get Set: this is the official London 2012 education programme for schools, college and local authority education providers across the UK. It has been developed by LOCOG with support from DfE and other London 2012 sponsors and aims to:
 - Enhance young people's learning right across the curriculum – through sport, culture and education
 - Support and drive existing educational priorities and agendas
 - Involve as many children and young people as possible in the excitement of the 2012 Games
 - Take the magic and inspiration of the 2012 Games out to classrooms, playgrounds and into the lives of young people across the UK
 - Support children and young people across the UK in the development of their leadership, personal, thinking and life skills.

The Get Set website is the main vehicle for delivering these aims. It provides projects and support materials built around the Olympic and Paralympic values. Schools and colleges demonstrating a commitment to the values and using the Games to inspire learners to get involved in values-based projects and activities can become a member of the Get Set network enabling them to receive rewards and recognition from London 2012.

In addition, Get Set+ supports learning across a whole range of subjects and topics. LOCOG works with partners including Government departments, sponsors and non-commercial public bodies to deliver Get Set+ programmes which support learning linked to the Olympic and Paralympic values and Games through specific themes and topics. (Examples of programmes delivered by sponsors as part of Get Set + are provided in private sector section below.)

In September 2011, LOCOG will also launch a new strand of Get Set called Get Set goes global. Through this strand, LOCOG will encourage young people to learn about the athletes and cultures of other competing nations, to link up with young people in these nations and to help welcome the athletes, media and spectators of the world to the UK in 2012.

- Young Ambassadors: This Inspire mark project was launched in 2006, and forms a strand of Get Set. The programme aims to have 8,000 fully trained Young Ambassador volunteers by Games time, selected for their sporting talent, who will work to increase participation in school sport and PE and make people aware of the core Olympic and Paralympic values. The Government has also committed to expand the Young Ambassadors programme so that every secondary school, and some primary schools too, can appoint ambassadors in the run up to London 2012. The programme is being led by the Youth Sport Trust, delivered in partnership with adidas, LOCOG, DCMS, DfE and across the nations and regions in partnership with Sport Wales; Sport Scotland; and Department for Culture, Arts and Leisure in Northern Ireland;
- Higher Education Funding Council for England (HEFCE) has supported a number of higher education projects that enhance the sector's contribution to the 2012 Games through the Strategic Development Fund. These include:
 - PODIUM: A nationwide unit covering further education and higher education for the 2012 Games. The unit has objectives around communicating how further education colleges and higher education institutions can support the 2012 Games, facilitating collaboration to maximise the benefits of the 2012 Games and working with institutions to use the Games as a catalyst to improve existing activities. PODIUM is hosted by London Higher, and as well as being funded by HEFCE it is also supported by the Skills Funding Agency and the Higher Education Funding Council of Wales.

- Creative Campus: led by a consortium of 13 universities in the South East, the programme aims to create a lasting legacy of social, economic and cultural collaboration within higher education by bringing young people together from diverse cultural backgrounds in the production of new and innovative forms of creative and performing arts. The first phase culminated in a series of university commissions in the summer of 2012, and the activities will end as a precursor to the opening of the Games in 2012.
- Tackling Social Inclusion issues: identified as a Games legacy project by HEFCE, this is led by Sports Universities in North East England and aims to enable the universities to make a step change in the way in which their community engagement and outreach activities contribute to tackling social inclusion issues. This is a three-year project with a budget of £30,000.
- Pass it On: This is the Games initiative within the wider programme, Playing for Success (PFS). The PFS scheme has created study support centres within sports clubs' grounds and sporting venues, run out of school hours targeting 10 to 14 year olds who are at risk of underachieving. Students at the centres develop their literacy, numeracy and ICT skills using sport to motivate them. Pass it On engages with the PFS centres in activities around the Games through a national competition and a resource exchange across regions and has received the Inspire mark. The PFS programme is funded by the Department for Education, local authorities and host sports clubs, including the Premier and Football Leagues and their clubs. Additional funding is also received from local business sponsors. The programme has a total annual budget of £150,000, which has been ring fenced until March 2011;
- Opportunity 'inspired by' London 2012: a project which aims to use the opportunity provided by the 2012 Games to offer 250 disadvantaged young people (aged 14 to 25) the opportunity to take part in and shape a scheme of activity that will see them learn new skills, volunteer in their communities, take part in sporting or cultural events, and make a lasting positive change to their lives. Successful participants will have their efforts and commitments recognised with accreditation and a 2012 related reward (which could include volunteering at events, supporting the torch relay or taking part in the Cultural Olympiad). The scheme will be delivered by the Prince's Trust;
- National Citizen Service: This scheme provides a non-military national service involving both residential and at-home components, delivered by independent charities, social enterprises and businesses. It will be piloted by 12 providers in the summer of 2011, delivering places for over 10,000 16 year olds from different backgrounds. Activities will involve community volunteering and outdoor pursuits which will be closely linked to the Games legacy.

(iv) Sustainable living

Activity underway which will contribute to sustainable living includes:

- Inspiring Sustainable Living fund: DEFRA provided seed funding (in 2010/11) for four projects delivered by third sector organisations designed to encourage and enable individuals and communities to adopt more sustainable behaviours to 2012 and beyond – using the 2012 Games as a way to engage people, especially hard-to-engage groups.⁴⁶ The four projects awarded funding from DEFRA are:
 - One Planet Experience: The programme consists of two key elements. First, an interactive visitor experience designed to trigger behavioural change by encouraging people to make pledges. Second, keeping in touch with visitors to continue the dialogue with those who make pledges to help them implement them. BioRegional will help people follow through their pledge through meetings, emails and free materials post-Games
 - Inspired to Sustainable Living: Providing practical advice and assistance to social housing tenants to increase recycling rates and develop better understanding of

⁴⁶ Such as active travel (promotion of walking and cycling), saving energy, creating green space/community gardens, efficient resource use and recycling.

nutrition for disadvantaged young people. This project is being delivered by East Potential

- Transform Project: Transforming 20 areas of derelict land into local green spaces or community gardens, as well as improving local recycling rates and empowering people to lead more sustainable lifestyles and engage in environmental volunteering. This project is being delivered by Groundwork London as part of the London 2012 Changing Places programme
- Active Travel Champions: Providing training and support to volunteers so that they can encourage people in workplaces, schools, universities and communities to make healthier and more environmentally-friendly long-term transport choices. This project is being delivered by Sustrans.

(v) Influencing attitudes towards disabled people

As in previous chapters, much of the activity relating to the Government's disability objectives is integrated into activity in other areas, for example:

- The Cultural Olympiad: includes Unlimited, the largest ever celebration of disability arts, culture and sport in the UK;
- The Inspire programme: includes a number of projects focusing on disability such as Five Star Disability Sports Challenge, which aims to increase children's awareness and understanding of disability and deafPLUS inspiration 32, which will provide volunteering training in British Sign Language for 32 deaf individuals across London;
- Get Set: schools can use Get Set's resources to help young people learn more about the Paralympic Games and to explore the Paralympic Values. Get Set was launched on Paralympic Handover day in 2008, on which approximately 5,000 schools engaged in activity inspired by the Paralympic Games and supported by materials provided by LOCOG;
- mygames: includes a project that will offer 42 young disabled volunteers aged 16-25 from across the country the opportunity to volunteer at aquatic events and gain valuable experience.

There is also a commitment to ensure that the Paralympic Games will receive comprehensive media coverage through the official 2012 Paralympic Games broadcaster, Channel 4, and also the wider press, in order to influence attitudes and perceptions and encourage more disabled people to get involved in activities and volunteering around the Games.

In addition to the legacy initiatives set in this section, there is also a whole host of activity underway at the local level. Further details are summarised in Chapter 8 and in Appendix B, and additional information will also be collected during the Interim Evaluation (Report 4).

6.3 Previous public sector legacy initiatives

Activities that may have contributed to legacy which have now ceased include the Access to Volunteering fund which was a £2 million fund to increase access to volunteering options for disabled people in the period before 2012. This was piloted across 400 projects with grants of up to £5,000. The project was jointly run by OCS, Funding Central, Volunteering England and the Volunteer Fund in Social and Health Care. This project has now ended.

6.4 Private and voluntary sector legacy initiatives

The following activities were identified through a combination of desk research and evidence gathered through consultation with strategic stakeholders. This does not provide an exhaustive list of activity, but provides an indication of activity being undertaken by the private sector. Examples include:

- Enterprise Trading Game & Trading Challenge Roadshow: sponsored by BP, it is an online resource and roadshow challenging students to put enterprise skills into action;
- British Airways £500,000 Bursary scheme: this scheme gives flights to individuals who demonstrate the values associated with Olympic and Paralympic Games and who strive to

be the best that they can be, be their passion in sport, music, fashion, performing arts, art and design, innovation, or community, allowing them to realise their dreams. BA has committed to up to 180 flights a year until 2012;

- Film Nation-Shorts programme: Panasonic is the Cultural Olympiad Partner for Film Nation, a programme engaging young people in the art of film making. This will also be supported by LOCOG, the UK Film Council and its partners;
- The Deloitte Business Competition: providing university students in the UK with an opportunity to make their impact on the 2012 Games. Participants will be responding to annual business challenges, receiving two weeks of paid work experience with the Deloitte London 2012 team;
- BT Live Sites: these are semi-permanent big screens and event spaces which are being created in urban centres in order to keep communities up to date with local news and 2012 updates. There are 18 big screens already operating at locations across the UK, and will feature a range of national and local content, including events and partnerships with community, arts and media organisations;
- EDF Energy is sponsoring a number of initiatives as part of their role as the sustainability partner for the Games. Their Games legacy initiatives include:
 - Team Green Britain: Working through inspiration from the Olympic spirit of togetherness, Team Green Britain aims to help people work together to reduce their carbon footprint and to promote more sustainable lifestyles. Delivered through a partnership between EDF, Paralympic GB, Global Action Plan and the Eden Project
 - EDF Energy's Green Britain Day (a Team Green Britain initiative): EDF Energy together with Eco-Schools, London 2012, the Eden Project and Global Action Plan, held the first annual Green Britain Day on 10 July 2009
 - 2012 Carbon Challenge to reduce everyone's footprint by 15%
 - The Pod: A website including games, videos, images and other resources, designed to teach schools and schoolchildren how to live more sustainably
 - EDF Energy Green Fund: Schools will be able to apply for funding for sustainable equipment.
- Coca-Cola's initiatives include:
 - National Union of Students and Coca-Cola: the project aims to establish Student Ambassadors at every NUS-affiliated university in England. The network of students and student unions will be provided with the necessary tools to engage with all aspects of the Games
 - the installation of 260 new recycling bins across London to help recycle the 11,000 tonnes of waste that gets thrown away in the capital every day
 - the Coca-Cola System also has 44 Recycle Zones in shopping centres, theme parks, transport hubs and universities across the country and has plans to almost double this number by the time the 2012 Games.

Voluntary sector legacy activities for this theme will be identified through a survey of local authorities which will be conducted as part of the Interim Evaluation (Report 4). Further voluntary sector legacy activities as part of this theme are also underway at regional and local levels. Details of activity in East London can be found in Appendix B. For example, the East London Business Alliance (ELBA) transformers grants programme is tasked with funding projects that make a real difference to people's lives in the communities of the host boroughs.

6.5 Logic model

The following summary logic model outlines how the 2012 Games, and specifically the legacy activities within the Community Engagement theme, aim to deliver a positive impact for London and the rest of the UK, via a range of outputs, results and outcomes. The full logic model can be found in Appendix A.

Figure 6-1: Community engagement and participation summary logic model

Rationale	Objectives	Activity	Outputs	Results	Outcomes/Impacts
<p>Market Failure Interventions focussed on building community cohesion provide improvements in social and human capital which are positive externalities that benefit individuals and society more broadly.</p> <p>Challenge There are significant levels of inequality within the UK in terms of educational attainment, employment and income levels; social exclusion and issues of cohesion also exist in some communities.</p> <p>There are varying rates of participation in volunteering and culture, influenced by a range of factors such as age, disability and access to opportunities, and varying levels of uptake of more sustainable behaviours.</p> <p>Opportunity The 2012 Games provides a unique opportunity to create a lasting legacy of community benefits (and improved well-being) in London and the rest of the UK. This includes community cohesion, social inclusion, education, learning, building active and more sustainable communities and improved attitudes towards disabled people.</p>	<p>To get people setting up their own Games-inspired activities and more people giving time to their communities. Also to create new volunteering opportunities</p>	<p>Volunteering and Community Action</p>	<p>New volunteering opportunities created</p> <p>Volunteers recruited (including young people and hard to reach groups such as low income, BME and disabled)</p> <p>Volunteers accessing training</p> <p>2012-inspired community activities held and participants involved</p>	<p>More organisations, groups and people set up community activities/offer volunteering opportunities</p> <p>Increased opportunities to volunteer (including in the staging of the 2012 Games, and more widely in the community, sports and arts sector), especially for hard to reach groups including disabled people</p> <p>More people volunteer their time</p> <p>Volunteers gain accreditation as a result of completing training</p> <p>Volunteers gain non-accredited skills (communication, team working, organisational etc) and softer outcomes (confidence, self-esteem, feelings of social inclusion)</p> <p>Increased awareness of 2012 Games and its legacy amongst volunteers and the general public (and sense of pride and belonging)</p> <p>Development of improved volunteering infrastructure (facilitating the matching of demand and supply of volunteer time), community infrastructure (e.g. new groups sustained), and sustainable networks</p> <p>Increased public visibility of disabled people undertaking positive activities</p>	<p>Increased participation in volunteering and involvement in community activity, especially amongst hard to reach groups including disabled people</p> <p>Increased happiness/subjective well-being</p> <p>Increased satisfaction with neighbourhoods/local area</p> <p>More cohesive and inclusive communities</p>
	<p>To get more people taking part in cultural activities, including increasing disabled people's participation in culture and removing barriers</p>	<p>Culture</p>	<p>Cultural events, commissions and projects</p> <p>People attending/actively participating in cultural activities (including young people and hard to reach groups such as low income, BME and disabled)</p> <p>Case studies/dissemination outputs celebrating disabled people's arts and cultural achievements</p>	<p>Cultural and creative organisations accessing new commissions/contracts</p> <p>Increased access to cultural opportunities, especially for hard to reach groups including disabled people</p> <p>Increased awareness of 2012 Games and its legacy amongst participants/audiences (and pride and belonging)</p> <p>Increased skills, confidence and self-esteem among participants, including disabled participants</p> <p>Increased aspirations/access to employment opportunities within the cultural sector for participants</p> <p>Increased awareness and appreciation of disabled people's arts and cultural achievements</p> <p>Increased interest in (and demand for) future cultural activity</p>	<p>Increased participation in cultural activity across the UK, including for disabled people</p> <p>Increased happiness/subjective well-being</p> <p>Increased satisfaction with neighbourhoods/local area</p> <p>More cohesive and inclusive communities</p> <p>Growth of cultural and creative sectors (through creation and safeguarding of jobs and GVA)</p>
	<p>To inspire children and young people to aim higher and achieve better outcomes through initiatives inspired by the 2012 Games and the Olympic and Paralympic values</p>	<p>Engaging Children and Young People</p>	<p>Schools and pupils engaged</p> <p>FE/HE sector institutions engaged</p> <p>Development and sharing of resources</p> <p>Scholarships/mentoring provided to hard to reach young people</p>	<p>Increased interest in school/improved attendance/reduced exclusions amongst participants</p> <p>Higher aspirations and increased commitment to education or employment amongst participants</p> <p>Increased self-esteem and development of other soft skills amongst participants</p> <p>Increased awareness of the 2012 Games and its values amongst participants</p> <p>Increased access to opportunities (such as positive educational/career pathways) for participants</p> <p>Participants entering employment/further education/training</p>	<p>Improved social and economic outcomes for children and young people</p> <p>Improved educational attainment</p> <p>Reduced truancy/absenteeism</p> <p>Increased participation in sport/culture amongst children and young people</p> <p>More cohesive and inclusive communities</p>
	<p>To encourage people to live more sustainably as a result of 2012 Games-inspired activity</p>	<p>Sustainable Living</p>	<p>People engaged with projects</p> <p>Production of resources, tools and events.</p>	<p>Behavioural change amongst participants resulting in reductions in individual resource and energy use and/or development of more sustainable travel patterns</p> <p>Increased awareness of environmental impacts and how to live more sustainably</p>	<p>Reduced energy and resource use by households</p> <p>Reduced household waste production and increased recycling</p> <p>Increased uptake of walking and cycling</p>
	<p>To influence and change attitudes and perceptions of disabled people among the general public, as well as amongst disabled people themselves</p>	<p>Influencing Attitudes Towards Disabled People</p>	<p>Paralympic Games Coverage</p> <p>Spectators attending Paralympic events</p> <p>Positive media articles about Paralympic activity and the involvement of disabled people in the 2012 Games (e.g. in sport, employment, culture, and volunteering)</p> <p>Case studies/guidance/dissemination of disabled people's achievements</p>	<p>Increased audiences for Paralympic events (spectators and viewers)</p> <p>Increase in the accuracy and positivity of reflections on disabled people's experiences and achievements in the media</p> <p>Increased awareness of Paralympics, disability sport and other 2012 activities involving disabled people and their achievements</p>	<p>Increased feelings of pride and well-being amongst disabled people</p> <p>Improvement in attitudes towards disability among the general public</p> <p>Reductions in the barriers to participation in society and the economy for disabled people</p> <p>More cohesive and inclusive communities</p>

6.6 Research questions

The following research questions will guide meta-evaluation activity within the Community Engagement theme. They have been developed based upon Government's legacy plans and the theoretical framework of the logic model. The spatial and temporal scopes of each question are also specified.

Figure 6-2: Hierarchy of research questions for evaluation of the community engagement and participation legacy

Question	Spatial Scope	Temporal Scope
<p>Headline</p> <p>What have been the social impacts of the Games, particularly in terms of volunteering, the cultural sector and community engagement?</p>	Nations, regions and host boroughs	To 2013 and post 2013
<p>Volunteering and social action</p> <p>To what extent and how have the 2012 Games resulted in more active, cohesive and successful communities, including through:</p> <ul style="list-style-type: none"> • Inspiring more organisations to offer volunteering opportunities and building the capacity of the sector? • Inspiring more people (and especially young people and disabled people) to volunteer their time, and tackling the barriers to participation? • Inspiring people to set up their own 2012 Games-related activities, which engage people across the UK in the Games? <p>To what extent have any impacts been sustained, supporting the development of the Big Society?</p>	Nations, regions and host boroughs	To 2013 Post 2013
<p>Culture</p> <p>To what extent have the 2012 Games resulted in more active, cohesive and successful communities through inspiring more people (and especially young people) to take part in cultural activities, and how?</p> <p>To what extent have the 2012 Games resulted in improved access to and participation in cultural activity amongst disabled people?</p> <p>To what extent has Cultural Olympiad activity resulted in wider economic benefits, including through skills development, enterprise support and attracting visitors to London and the UK?</p> <p>To what extent have any impacts been sustained (including through raising cultural investment and the profile of the arts, building sustainable partnerships, and inspiring future artists and audiences)?</p>	Nations, regions and host boroughs	To 2013 Post 2013
<p>Engaging children and young people</p> <p>To what extent, and in what ways, have the 2012 Games positively affected the aspirations and pride of children and young people, including through educational activity to promote Olympic and Paralympic values?</p> <p>What indications are there that relevant legacy interventions improved social and economic life opportunities for participating children and young people, and particularly hard-to-reach participants, and how was this achieved?</p> <p>To what extent have any impacts been sustained?</p>	Nations, regions and host boroughs	To 2013 Post 2013

Figure 6-2 (cont.): Hierarchy of research questions for evaluation of the community engagement and participation legacy

Question	Spatial Scope	Temporal Scope
<p>Sustainable living</p> <p>To what extent and in what ways did the Games inspire people to live more sustainably, and what were the benefits of this?</p> <p>To what extent have any impacts been sustained?</p>	<p>Nations, regions and host boroughs</p>	<p>To 2013</p> <p>Post 2013</p>
<p>Influencing attitudes towards disabled people</p> <p>To what extent have the 2012 Games increased levels of awareness and understanding of disability amongst young people and the general public (including through influencing media coverage and education legacy work at home and abroad)?</p> <p>To what extent have the 2012 Games increased positive perceptions of and pride in the talents of disabled people (amongst both disabled and non-disabled people), through the work of UK broadcasters and through supporting and celebrating sporting, cultural and community achievements across the UK?</p> <p>To what extent have these impacts been sustained?</p>	<p>Nations</p> <p>Nations, regions and host boroughs</p>	<p>To 2013</p> <p>To 2013</p> <p>Post 2013</p>
<p>Lessons learnt</p> <p>What lessons can be learned by host cities and countries about how to maximise the Community Engagement legacy benefits (including cultural, educational and civic benefits) from mega-events? For example in terms of:</p> <ul style="list-style-type: none"> • Developing a powerful brand identity for the host city and country. • National co-ordination and communication. • Strengthening (national and local) delivery infrastructure, including in communities and schools. • Sustaining involvement and cohesion benefits (including amongst disabled people). 	<p>Nations, regions and host boroughs</p>	<p>To 2013 and post 2013</p>

6.7 Data sources and issues

The following table summarises the key data sources that the meta-evaluation will draw upon in order to gather evidence of the outputs, results and outcomes of the Community Engagement legacy theme and answer the research questions. It also provides a summary rating of our current confidence in the availability of this data, and associated issues. The findings of this scoping exercise are then summarised.

Figure 6-3: Summary data strategy for evaluation of the community engagement and participation legacy

Sub-theme	Data sources	Key issues
Headline	<p>OGI study (focusing on the host city)</p> <p>Citizenship Survey/LA resident surveys</p> <p>Understanding Society</p> <p>Integrated Household Survey (UK-wide with questions on well-being to be included from 2011/12)</p> <p>ESRC study on well-being</p> <p>Census 2011</p>	<p>Citizenship Survey can only be used for historical data as it has been cancelled. However, it is likely that an existing survey (perhaps Taking Part) will incorporate some questions on cohesion in the future.</p> <p>Use of local authority surveys will raise issues of coverage and consistency, but have potential to be used in relation to lower spatial levels of analysis.</p> <p>Indicators for measuring well-being still in development by ONS.</p>
Volunteering and social action	<p>Monitoring and evaluation related to Games Maker, Inspire mark, Personal Best and LOCOG's community engagement programme</p> <p>Evidence provided by GLA, Youthnet and v</p> <p>Citizenship survey/LA resident surveys</p> <p>Active People; Taking Part in England</p> <p>Understanding Society</p> <p>London 2012 Legacy Research Tracker (sample of 665 disabled people)</p>	<p>Evidence from evaluation of volunteering projects will be limited, but potential to use LOCOG database to provide further data and undertake participant research.</p> <p>Comments on Citizenship Survey as above.</p> <p>Some but not all national survey datasets will be available, broken down by disability.</p> <p>There are no plans to reinstate the legacy research tracker, but Taking Part provides an alternative source of data for much of the required content.</p>
Culture	<p>Monitoring and evaluation related to the Cultural Olympiad and Inspire Mark (including evidence provided by the Legacy Trust and Arts Council)</p> <p>Citizenship survey/LA resident surveys</p> <p>Active People; Taking Part</p> <p>Annual Business Survey</p> <p>International Passenger Survey/UK Tourism Survey</p>	<p>Scope and approach to evaluation of Cultural Olympiad and Inspire mark not yet clear.</p> <p>Comments on Citizenship Survey as above.</p>
Engaging children and young people	<p>Monitoring and evaluation related to Get Set, Podium activity and Opportunity Inspired by 2012</p> <p>Data on educational attainment, attendance and participation (produced by DfE)⁴⁷</p> <p>Active People; Taking Part</p> <p>Citizenship survey/LA resident surveys</p>	<p>Timing of data around LOCOG's Get Set evaluation being available post Games may limit the incorporation of findings for Report 4.</p> <p>Scope and approach to evaluation of Opportunity Inspired by London 2012 not yet finalised (to be discussed with the Prince's Trust).</p> <p>Comments on Citizenship Survey as above.</p>

⁴⁷ Data on participation are available for up to 2009/10 academic year.

Sustainable living	<p>Monitoring and evaluation related to DEFRA's Inspiring Sustainable Living programme</p> <p>Data on residential energy use, waste production, recycling, water use (produced by DECC and DEFRA). Survey findings on attitudes and behaviours (DEFRA and Understanding Society)</p> <p>London Travel Survey (TfL); other monitoring of use of transport modes (eg route counters and DfT surveys)</p>	<p>DEFRA's Public Attitudes and Behaviours survey can only be used for historical data as it has been cancelled. However, questions on environment-related behaviours will be included in waves 1 and 4 of Understanding Society.</p>
Influencing attitudes towards disability	<p>Media monitoring data from broadcasters</p> <p>Attendance figures from event organisers, including breakdown by disabled visitors</p> <p>Life Opportunities Survey by the Office for Disability Issues (ODI) and other ad-hoc research on attitudes towards disability (eg British Social Attitudes Survey and research commission by London Councils)</p>	<p>Evaluation may need to focus on quantity/volume issues around media coverage and awareness and less on quality/content, due to lack of evaluative data in this aspect</p> <p>Given the ad-hoc nature of some of the research into attitudes, it is unclear if and when this will be repeated in the future.</p>

(i) Data availability

Overall, there is still a lack of clarity around the scope of evaluation of some of the key legacy interventions in this area, resulting in some uncertainty about the extent to which evaluations will include a robust assessment of results and outcomes/impacts. Volunteering and social action account for the largest proportion of activity within this theme. However, evaluation activity appears to be limited.

Further evidence of more macro-level change (and also the baseline position) can be sourced from secondary sources of evidence, such as the national datasets and survey findings detailed in the table. Although it is important to note that use of such secondary sources have limitations in terms of understanding the impact which is attributable to interventions, there is potential for adjustments to be made to some existing surveys (eg Taking Part) to explore the extent and nature of the 'Olympic effect' which would generate a very valuable source of evidence for the meta-evaluation.

Another data priority for the Community Engagement legacy theme is accessing data on indicators of community cohesion, which in recent years has been provided by the Place Survey and the Citizenship Survey, perhaps supplemented by resident surveys undertaken by individual local authorities. However, the Place Survey and Citizenship Survey have been cancelled. Although a final decision has not yet been made it appears likely that going forward some questions on cohesion will be included in other existing surveys (eg Taking Part) to ensure that evidence is still available in this area, albeit to a lesser extent than previously.

It would also be expected that the hosting of the Games, along with associated activity to engage and inspire communities, would contribute to happiness and well-being. Well-being is a multi-faceted concept which, in aggregate measures, incorporates elements such as health and quality of life as well as community cohesion, and measurement of this concept is still a developing area. However, from 2011/12 the Integrated Household Survey will include questions which are intended to provide a measure of well-being and these findings will be reported in the meta-evaluation, although it will not be possible to fully unpick the contribution of the Games to the reported levels.

(ii) Potential gaps

A key issue for the meta-evaluation is the extent to which the 'Olympic effect' is responsible for any observed changes in social attitudes towards disabled people among the general public and among disabled people, and how this would be extracted from other influencers on public opinion (eg any other national or charitable change campaigns taking place at the time). We understand DWP has recently undertaken cognitive testing on questions around attitudes to disability and would seek to clarify which national public surveys may incorporate this angle in coming years (eg British Social Attitudes). DCMS is considering adjustments to the Taking Part survey going forward to allow further exploration of Olympic and Paralympic effects, for example on cultural participation, which, if it can be disaggregated by disability, would generate a very valuable source of evidence for the meta-evaluation. It would also be worth exploring whether existing volunteering survey data could be disaggregated to include disability and attributed to an Olympic or Paralympic influence.

Further evidence of more macro-level change (and also the baseline position in relation to public attitudes) can be sourced from secondary sources of evidence, such as the national datasets (such as public attitude surveys and the disabled sub-sample within the legacy surveys) and other survey findings detailed in the table. However, attribution remains a key issue with these datasets. The future plans for these surveys are being monitored.

In specific terms, there is a current gap around Games Maker, although the existence of a comprehensive database of applicants offers the potential for some analysis and research to be undertaken.

There also remain gaps in our knowledge around what evaluation or monitoring data will be available for media monitoring. We will need to establish who holds responsibility for media coverage monitoring and quality at Channel 4 and whether this will be independently reviewed (ie outside of the broadcasters). We will seek clarification on what kind of media monitoring activity is planned, and whether this will include an assessment of quantity and quality of the coverage of disabled people and disabled sports arts and cultural activities.

6.8 Emerging methodological issues and the need for primary research

As with Sport, understanding the effects of the 2012 Games on the creation of a wider Community Engagement legacy (ie those which accrue to the general population, rather than to direct participants) is a key challenge. To some extent this can be explored over time by looking at trends in key indicators provided by existing national datasets and surveys. However, a more robust assessment requires consideration of the extent to which any observed effects are attributable to the 2012 Games and its Community Engagement legacy interventions.

Adjustments to existing surveys (as discussed above) will help to address this issue for some of the indicators, but over time other solutions may need to be considered, such as focused primary research which looks more closely at specific impact areas, and longitudinal research which considers how any changes are sustained through time. A key methodological issue for the disability elements identified within this theme is the extent to which existing data sets and planned evaluation activities will incorporate disability or be available to be disaggregated to explore disability in greater depth.

The cancellation of DEFRA's Public Attitudes and Behaviours Survey leaves a gap regarding the extent to which the 2012 Games has influenced the environmental behaviour of households on a wider scale. However, a module on environment-related behaviours will be included in waves 1 and 4 of Understanding Society.

Government is in discussion with LOCOG about possible use of the Games Maker database for analysis and survey work. The Citizenship Survey has previously been very useful in providing evidence on measures of community cohesion but this has now been cancelled. Discussions are underway about incorporating questions on cohesion in existing surveys such as Taking Part.

7 Driving the regeneration of East London

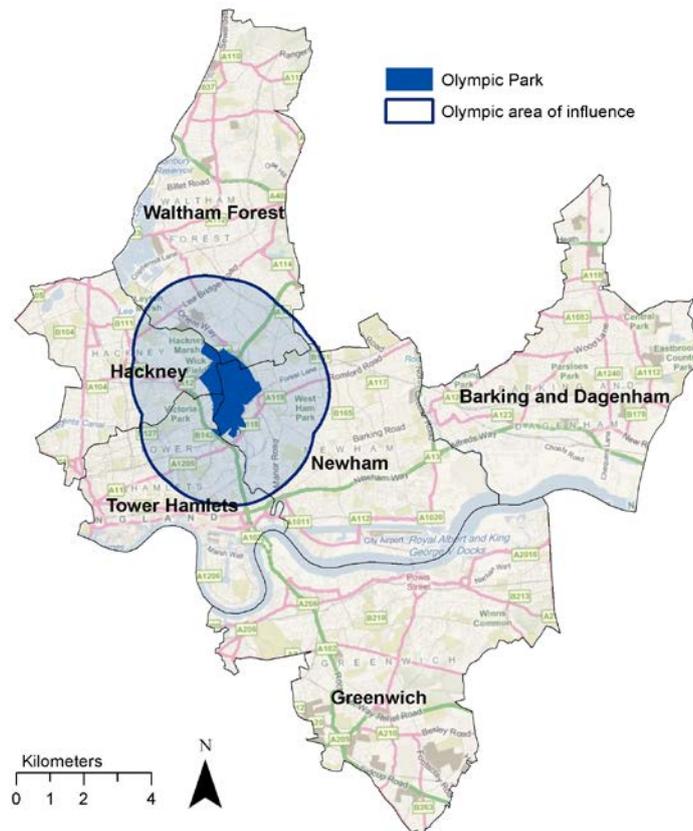
7.1 Legacy strategy

Accelerating regeneration in East London was a clear driver for bidding for the Games. In his first speech as Prime Minister, David Cameron reiterated this ambition, saying "*let's make sure the Olympics legacy lifts East London from being one of the poorest parts of the country to one that shares fully in the capital's growth and prosperity*".

The Government is committed to ensuring that the Olympic Park (see Figure 7-1 & Figure 7-3) can be developed after the Games as one of the principal drivers of regeneration in East London. The major investment in venues, infrastructure, utilities and the environment will benefit the area not only in 2012 but beyond.

In addition, the host boroughs of Greenwich, Hackney, Newham, Tower Hamlets, Waltham Forest, and Barking and Dagenham are leading efforts to secure a socio-economic legacy from the Games, based around their ambition of convergence. Their vision is that "*within 20 years, the communities which host the 2012 Olympic and Paralympic Games will enjoy the same social and economic chances as their neighbours across London*".⁴⁸ A map of the host boroughs in relation to the Olympic Park is shown below.

Figure 7-1: The Olympic Park and host boroughs⁴⁹



Historically, Olympic host boroughs have been sites of longstanding socio-economic challenges, which have put them at a disadvantage in relation to neighbouring London boroughs, including:

⁴⁸ Convergence, Strategic Regeneration Framework, An Olympic legacy for the host boroughs (October 2009).

⁴⁹ The area of influence is defined as 2km around the Olympic Park boundary and is the area where it is anticipated the main impacts of schemes related to hosting the Games will be felt. It is based on the definition used in the DCLG Evaluation Framework.

- Problems of multiple deprivation in the communities of the six host boroughs, for example:
 - all six host boroughs are within the top 10% most deprived boroughs in England (Index of Multiple Deprivation 2007), and within the top ten most deprived London boroughs (See Figure 7-2);
 - in educational terms, all six host boroughs are below the London average at Key Stage 2 and GCSE, and the proportion of people with no qualifications is greater than the London average;
 - there is severe income deprivation, with some areas being amongst the 5% most deprived in England;
 - there is also noticeable health deprivation, with some areas amongst the 20% most deprived;
 - levels of overcrowding in households at between 18% and 38% are significantly higher than the London average of 7%;
- Some areas displaying consistently higher crime rates than the London and national average;
- The need to address a legacy of brownfield and contaminated sites;
- The need to catalyse private and public sector investment to support convergence and wider regeneration priorities in East London.

The physical transformation of the area as a result of the Games and legacy initiatives underway to secure a positive legacy for the area present a unique opportunity to tackle these local challenges.

Figure 7-2: Index of multiple deprivation in London and the host boroughs, 2007

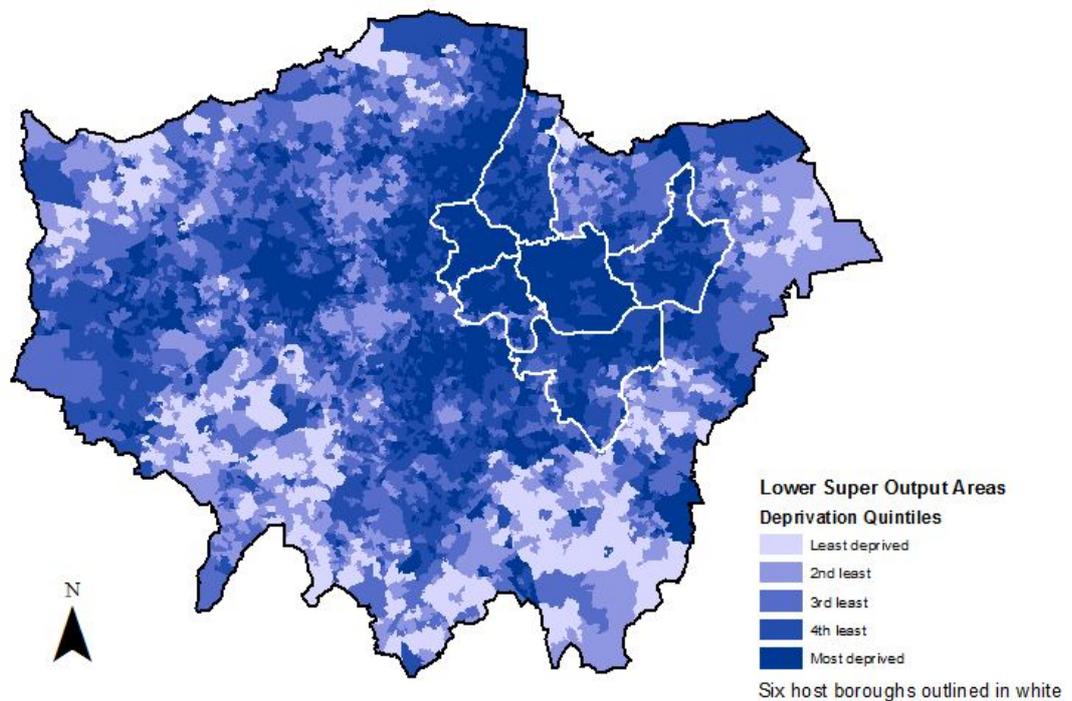


Figure 7-3: Indicative map of the Queen Elizabeth Olympic Park in 2030⁵⁰



⁵⁰ The Olympic Park will be renamed the Queen Elizabeth Olympic Park in 2013. This map is correct as of March 2011 and is indicative of the future Queen Elizabeth Olympic Park in 2030. (c) OPLC

The regeneration strategy in East London is delivered and supported by the:

- LDA: the LDA undertook the initial land assembly of the Olympic Park site which was then handed over to the ODA. This included the acquisition of land and property interests and support for businesses which were being relocated. The ODA's delivery of the elements of the Games-time infrastructure on the Olympic Park site which will be retained after the Games (eg sporting venues, Athletes Village, IBC/MPC, utilities and parkland) together with the employment opportunities for local residents resulting from this work programme;
- OPLC: the role of the OPLC is to secure the timely planning, development, management and maintenance of the Olympic Park (which will be called Queen Elizabeth Olympic Park from 2013) and its facilities after the Games and attract private sector investment. The Government is in the process of legislating to give the Mayor of London powers to establish a MDC based on the OPLC, with greater planning powers and control over all the relevant land;
- DCLG: the primary departmental funder of the 2012 Games is DCLG, contributing £2.8 billion of the overall £9.3 billion funding package. DCLG is committed to working with the Mayor of London and host boroughs to enable East London to maximise legacy benefits. As part of the Mayor of London's proposed new settlement for London, DCLG is working with the Mayor of London to establish the MDC to take forward the Olympic Legacy;
- host boroughs: the six local authorities are responsible for developing masterplans for the physical regeneration of areas surrounding the Park site (so-called 'fringe' masterplans). The host boroughs are also leading on coordination of delivery of improved socio-economic benefits for the area, and have an ambitious target of bringing the socio-economic standards of East Londoners up to the average for the rest of London (convergence);
- DfT and TfL: investment in transport includes improvements in the surrounding area such as increasing capacity at Stratford Regional station and upgrades to the DLR and North London line.

In addition, there are currently a number of other organisations which have a regeneration role, including the London Thames Gateway Development Corporation (LTGDC) and Lee Valley Regional Park Authority (LVRPA). The latter, for example, currently owns approximately 35% of the Olympic Park site, including the VeloPark and the Eton Manor venues, together with the Lee Valley White Water Centre outside the Park site, which they will also operate and fund in legacy. It is expected that OPLC and relevant LTGDC assets will transfer to a MDC which will lead and coordinate regeneration in and around the Olympic Park.

The private sector also has a significant role to play in regenerating the area, most notably through the Westfield Stratford City development due to open Autumn 2011, and the work of the East London Business Alliance (ELBA).

The Legacy Action Plan published by the previous Government, grouped this regeneration activity around three headings:

- Transforming place: through the creation of a well-planned and well-managed environment in and around the Olympic Park which will attract business investment and promote recreational and cultural use for years to come;
- Transforming communities: through the construction of new homes, a large proportion of which are to be affordable, and provision of new sport, leisure, education and health facilities which meet the needs of residents, business and elite sport;
- Transforming prospects: by helping thousands of workless Londoners from the six host boroughs into permanent employment by 2012, and the creation of new job opportunities in the area of the Park post-Games.

7.2 Public sector legacy initiatives

The key strands of activity to deliver the legacy objectives have been grouped under the following sub-themes: transforming place, transforming communities, transforming prospects and convergence. Cutting across these sub-themes are the disability and sustainability strategies and the wider commitments around equality, inclusion and diversity being driven by the London 2012 Equality and Diversity Forum.

(i) Transforming place

This sub-theme relates to the physical development and regeneration of East London and the process of placemaking. Key activities related to the first sub-theme of transforming place in East London include:

- Remediation of the land making up the Olympic Park site, including excavating and cleaning over a million cubic metres of soil. This remediation is the foundation for the transformation of the whole of the Stratford City site. Without a co-ordinated remediation exercise, it is likely the land use and character of this site would not have changed as significantly as it has, given the programme initiated. Land use changes lead to changes in character, which when coupled with the investment in public realm and transport, impart a sense of place which attracts residents and investment, leading to an uplift in land value;
- Building and post-Games transformation of the sporting venues. This includes the following:
 - the Stadium: expected to reopen in 2014/15. The Government and the Mayor of London recently approved the OPLC's recommendation for West Ham United and the London Borough of Newham as the preferred bidder for the long-term lease of the Stadium after the Games (although this is currently subject to legal challenge);
 - the Aquatics Centre: to reopen in 2014 (containing two 50m pools and a diving pool for community and competition training use);
 - the VeloPark: to reopen in 2013 (comprising an indoor 6,000 sweater Velodrome, external BMX track, 6 km mountain bike trails and 1 mile road circuit);
 - the Handball Arena: to reopen in 2013/14 as a 6,000-7,500 seater multi-use sports centre;
 - Eton Manor: to reopen in 2013/14 as a community facility with a 3,000-seat hockey centre, four indoor and six outdoor tennis courts, and five-a-side football pitches;
 - the International Broadcast Centre & Main Press Centre: which will provide over 38,000 square metres of office space and over 53,000 square metres of commercial space after the Games, and is intended to play a key role in the delivery of the Tech City vision.⁵¹ The ambition is for East London to become a thriving business district and location for digital and creative high-tech firms;
- Other developments on the site include ArcelorMittal Orbit, a 114m high sculpture which includes a platform with views over the Olympic Park and London;
- The Games have generated direct investment, including a £125 million project to double capacity at Stratford Regional station and the West Ham upgrade. It has also accelerated existing projects and extended the scope of others, such as the £80m upgrade to the DLR which wouldn't have been as significant without 2012 funding. ODA, DfT and TfL are providing considerable investment into transport improvements in the area surrounding the Park and a £326 million upgrade for the North London Line. Within the Park site, there are 30 new pedestrian, highway and land bridges, 14km of new roads, and 35km of new cycle tracks and footpaths. TfL committed to a number of schemes as part of the bid, including ODA-funded schemes totalling £547.6 million. These include:
 - The conversion of the North London Line (NEL) to DLR operation, including four new stations and the extension to Stratford International station (over £29 million invested by ODA out of £182.6 million total for the period 2005-2011);

⁵¹ 29,000 square metres of sustainable business space over five floors in the Press Centre and 9,000 square metres of offices over five floors and 53,000 square metres of studio space within the Broadcast Centre.

- Signalling and infrastructure works for NELL 2007-2010 (£106.9 million invested by ODA, out of a total £240 million);
- 22 additional railcars to provide an increased service for the 2012 Games on the converted NLL, and service for the Games to Woolwich Arsenal (£44 million total, 50% ODA);
- Infrastructure upgrade at Blackwall and East India stations and modifications between Poplar and Woolwich Arsenal (£13 million invested by ODA);
- Upgrade of West Ham London Underground station to increase capacity (£13.2 million invested by ODA);
- LOCOG has invested in enhancing access to the Olympic site via networks of upgraded and extended cycleways and footpaths;
- In addition, there was a total of £94.1 million invested into projects funded by ODA which TfL has committed to deliver.

Additional benefits of the Games include improved operating protocols between various parties in a traditionally fragmented rail industry.

There are also a number of ongoing transport improvements which are not specifically 2012 Games legacy related, but will need to be taken into account. These include:

- Crossrail: services due to start on the central section in 2018 will improve connectivity between Stratford and the City, the West End and Heathrow;
- There will be capacity enhancements to the national rail service through £10 billion investment from 2009-2014;
- Investment into the Access for All programme will include the provision of new lifts at Hackney Central, improved travel information for disabled people and increased training on disability awareness for transport staff;
- Community Infrastructure Fund projects joint funded by DfT and DCLG from 2010-11 to help unlock housing development and promote sustainable growth. These include two East London schemes; the East London Transit Phase 1b, awarded £18.5 million in 2008 to fund a bus-based transit system running through new housing developments in Barking and Dagenham; the Canning Town Roundabout, improvements and streetscape management to be funded in order to support the significant developments underway in the town centre.

(ii) Transforming communities

Key activities related to the second sub-theme of transforming communities include:

- Housing and social infrastructure: The OPLC's vision for the Park estimates that the site could deliver up to 11,000 new homes, including over 2,800 from the conversion of the Athletes Village. The intention is to provide 35% affordable housing, with 40% of housing on the Park being family housing. The housing will be supported by new social infrastructure, including eight nurseries, two primary schools, one secondary school and three health centres;
- Public realm improvements: Within the Park site, there will be over a hundred hectares of new open space after the Games, as well as 3km of rejuvenated waterways. Outside the Park, DCLG, the LDA and other funders are putting over £100 million into public realm improvements in the host boroughs, including important regional open spaces including Hackney Marshes and Victoria Park;
- High Street 2012: a major project aiming to deliver public realm improvements to a major high street running through London, connecting the City and Stratford.

In addition, there are a number of local legacy projects underway in the area of culture and the arts. The Olympic Park Arts and Creative Design initiative is where local artists have been commissioned by the ODA to create new art in the public realm within the Olympic Park. The commissions comprise projects such as water features, gateways and entrances, light pieces and pavilions. The aim is to make the Olympic Park a destination for both local and domestic

visitors, generating tourism spends for the area. The project will run from 2009/2010 to 2010/2011 and has received funding from a number of bodies, including the ODA, LDA and some private sector sources.

(iii) Transforming prospects

The third sub-theme of transforming prospects covers Games activities which are directly creating employment, in addition to wider initiatives designed to tackle worklessness and maximise employment generated by the Games legacy venues. It has close links with the employability and skills development sub-theme covered in the Economic legacy theme (chapter 5). Key activities specific to east London include:

- Local Employment Training Framework: an employment and skills project, allocated £9.6 million of LDA funding up to December 2009 to develop skills and access work and support businesses in the six host boroughs, particularly in construction roles on the Olympic Park. To date, work on the Olympic Park and Athletes Village has provided employment for over 20,000 people, nearly 20% of whom came from the host boroughs. The project started in January 2006 and the end date was extended from December 2009 to March 2010;
- The host boroughs: 2012 Games-related work conducted across the East London host boroughs to tackle worklessness and skills is being coordinated through the Strategic Regeneration Framework (SRF) and its convergence target. Activities will include tackling barriers to educational achievement by using the opportunities created by the Games to build pupils' aspirations and confidence;
- The East and South East London City Strategy: a pilot scheme aiming to tackle worklessness and child poverty by engaging employers and also relevant agencies such as the LDA and Jobcentre Plus. It covers the host boroughs of Greenwich, Hackney, Tower Hamlets and Waltham Forest;
- Legacy uses: OPLC estimates that the Park site could create between 8,000 and 10,000 new employment opportunities, mostly from conversion of the IBC/MPC into an employment hub focusing on high-tech and creative industries.

(iv) Convergence

All the activities set out will contribute towards the fourth sub-theme of reaching socio-economic convergence for the host boroughs with the rest of London. The private sector projects planned demonstrate that the commitment to the area is already catalysing future activity.

Further rounds of growth are expected as the resource-funded projects listed exhaust the available support, and capital-funded projects are complete. At this stage and in future years, the impacts of these projects will be fully realised and multiplier effects are expected. Commitments such as the conversion of venues to legacy uses, phase 2 of Stratford City which sees the Athletes Village being converted to homes, and the opening of community facilities.

The cumulative consequences of the projects are likely to add further rounds of growth as the process of change in East London is long term. This change will continue to contribute to the host boroughs' convergence objectives beyond the scope of this study.

The process of change involves bringing together partners, and the Games are likely to have catalysed the process of change given that certain regeneration initiatives need to be completed by a fixed date. This coordinating of activities, ie strategic added value (SAV), has also been a consequence of the Games and this will be assessed in the meta-evaluation. The expected LDA 2012 Evaluation will assess the SAV delivered by the LDA and contribute to our overall assessment of SAV.

7.3 Private and voluntary sector legacy initiatives

This section focuses on legacy activities which involve the deployment of resources by the private sector. This section deals primarily with the human legacy of the Games and its impact on local communities. Section 7.4 then covers private sector investment which will have an impact on the physical legacy of East London. Examples of private sector legacy initiatives include:

- Westfield: in addition to the retail development in Stratford (see Section 7.4), the company has created a number of initiatives as part of their investment into the regeneration of East London. These include:
 - Westfield Community Grants: every three months Westfield provides £1,000 grants to a number of community organisations or projects in the London Borough of Newham
 - The Story of Stratford: this is a two-year artist commission with schools to document the progress of the Stratford City development, supported by Westfield and managed by A New Direction;
 - East London Dance: Dancing Portraits is a two-year community public art project created in partnership with East London Dance. The project aims to work with dancers from the Newham community and capture their work through a series of striking imagery;
- London Legacy 2020: The East London Business Alliance (ELBA):
 - this initiative will be delivered in partnership with the Broadcast Centre Legacy Group, a group of digital media and broadcast companies which have offered to support the OPLC create a lasting legacy for the Olympic Broadcast Centre;
 - legacy project intended to promote East London as a place to do business. ELBA is facilitating the East London People's House, which during Games time will be a place to welcome corporate, civic and other potential partners;
 - is investing in the human legacy of the Games, developing GEcircle, a new social networking platform to support the voluntary sector;
 - encouraging companies looking to support the arts to invest in (through sponsorship and volunteering) the CREATE festival, an annual summer festival in the six host boroughs;
- East London CVS Network: A partnership bringing together the ten Councils for Voluntary Service in East London. It has appointed a 2012 Volunteering Legacy Officer to increase awareness of the 2012 Volunteering Strategy and act as a broker of sports and cultural events leading up to the Games.

7.4 Interface with private sector urban developments

The following activities were identified through a combination of desk research and evidence gathered through consultation with strategic stakeholders, and although not comprehensive is illustrative of activity in the area.

The extent to which the private sector urban regeneration schemes set out in this section would have taken place without the 2012 Games will need to be determined in subsequent phases of this research. Some of these will have been enhanced or modified as a result of the 2012 Games, but it is likely that the majority are not specifically Games legacy activity. However, they are nonetheless important to the evaluation as they will have an impact on the regeneration of East London – creating employment opportunities in both the long and the short terms. It will therefore be important to disentangle the outputs and outcomes which arise from these developments with those which arise from specific legacy activity.

It is expected that there will be physical developments completed that were not dependent on the Games but more on the long-term regeneration plans that have been in place for at least 10 years in the area. Also in the short term, there will be physical developments dependent on the Games, such as the venues themselves and hotel developments by Holiday Inn and Travelodge. In the medium to longer term, there are likely to be more physical developments, such as the office development committed by Lend Lease.

The key private sector investments delivered or being delivered within the Olympic Park prior to the Games in East London include:

- Westfield, Stratford City: this £1.5 billion development will provide a new retail landmark in Stratford. The Legacy masterplan includes provision for 1.9 million square feet retail and leisure space. It will be Europe's largest urban shopping centre and will include a mixture of over 300 brands anchored by John Lewis, Waitrose, Marks & Spencer and a 14-screen Vue cinema. It is expected to attract a 4.1 million catchment population with a £3.24 billion weighted spend.
- ArcelorMittal Orbit: Although this is technically classified as an Olympic venue, the majority of its funding is being provided by ArcelorMittal – £16 million of the £19.1 million project will be funded by the developer;
- Hotel investment: developments include Holiday Inn and Staybridge Suites close to the Westfield development (providing 350 rooms), Travelodge (providing 350 rooms) and Premier Inn (providing 267 rooms). It is anticipated that these developments will open prior to the 2012 Games.

As a result of the transformation in East London, including with the opening of Crossrail in 2018, it is expected that there will be subsequent 'rounds' of investment within the Olympic Park, including, but not limited to:

- Stratford City Phase 2: This will involve the refurbishment of Athletes Village, and the development of a further 500,000 square metres of space; the opening of Chobham Academy, a school providing 1,800 places for pupils aged 3-19; a health centre offering GP and community health services; and a locally owned and run community centre. This phase will begin after the Games and is expected to be completed by 2020;
- Lend Lease: The International Quarter will provide four million square feet of office space in Stratford. Work on the £1.3 billion scheme will start in 2013, following the completion of the 2012 Games, with the first plots ready for new occupants from the end of 2014.

A further category of projects is the regeneration schemes that will be delivered outside of the Olympic Park in partnership between the public and private sectors. These are particularly sensitive to wider economic conditions, and the recession may have had an effect on the size and speed of these developments. A sample of such projects is given below:

- Inter Ikea Stratford Site: the Southern Housing Group and East Thames Group have partnered with development company Landprop (Inter Ikea's development arm) to bring forward plans to build around 1,400 new homes on the 13-acre site opposite the Olympic Park site;
- Canning Town Regeneration: £3.7 billion will be invested into the Canning Town area over the next 15 to 20 years. Major projects include a £500 million scheme to develop a regenerated town centre on a 16-acre site in Canning Town which will provide 1,100 new homes, 60,000 square metres of retail, offices, leisure facilities, a new supermarket and, for the wider 10-year construction phase, up to 500 jobs. This investment is being undertaken by Bouygues Developments in partnership with One Housing. Development is also planned for the regeneration of Fife Road, to be developed by Newham Council in partnership with Countryside Properties and Affinity Sutton. Planning approval was granted in 2008 for the construction of 649 new homes, a new primary school and new public spaces;
- Royal Docks, Newham: the site is 125 hectares of development land adjacent to City Airport, and in March 2011 the area was granted Enterprise Zone status. The LDA, working in partnership with the GLA and Newham Council, plans to develop the site into a mixed use waterfront development for business and leisure uses;
- Ocean Estate, Stepney, Tower Hamlets: the Council is consulting on, and developing a masterplan for regeneration which will be carried out over the next eight years;

- Barking Riverside, Barking and Dagenham: This £3.5 billion mixed use development project will include up to 11,000 homes and is being delivered by Barking Riverside Ltd, a Joint Venture company between the Homes & Communities Agency and Bellway Homes plc;
- South Dagenham Green Village, Barking and Dagenham: A new, sustainable community will be created on land released by Ford. This development will involve over 4,000 new homes, a new high street and community facilities, and new sustainable industries. It is located near to Dagenham Dock, near the Sustainable Industries Park;
- Royal Arsenal, Greenwich: This is a flagship mixed use development underway on the Greenwich waterfront and includes a new DLR station, Crossrail links, the development of over 1000 new homes, a heritage quarter, Woolwich Pier and a new park;
- Thamesmead, Greenwich: Plans at Thamesmead involve new mixed use developments including Gallions Reach Ecopark and Tripcock Point. Gallions Reach urban village has been completed and includes 1,500 new homes, shops and a school arranged around an Ecopark which was funded through Section 106. Tripcock Point was granted planning permission in 2003 for a mixed use development including 2,000 homes;
- St Andrews Hospital, Bromley-by-Bow: this major residential development is being undertaken by developer Barratt Homes in a joint venture with the LDA (as landowners). The site is expected to generate a socially sustainable development featuring up to 964 new homes, 70% of which will be socially rented accommodation and 30% shared ownership, and a low-carbon development with a combined heat and power system and new health facilities. Planning gain Section 106 benefits have also been secured to upgrade local schools and public transport;
- Leamouth Peninsula: the developers Ballymore plan to transform an 11-acre site on Leamouth Peninsula, formerly home to the Pura foods factory. It will create up to 3,000 homes, 20,000 square metres of office space, new community facilities, an arts centre, a primary school with places for up to 371 children, nursery provisions and a new pedestrian bridge connecting to Canning Town. The scheme also includes a contribution in excess of £9 million towards community benefits. Construction started late 2007;
- Dalston Square: Barratt Homes is developing this site (TfL/LDA landowners), adjacent to the new station at Dalston Junction, at a cost of around £160 million. 2009 saw the first set of completions, with all construction expected to finish in 2012. The scheme will create up to 500 homes, a new library and public archive, a new public square and extensive new shopping amenities.

As the study progresses, developments in places and sites such as University of East London, ExCeL, Greenwich Park, O2 and City Airport will also be considered in as far as the Games may have catalysed delivery of extensions or expansions of activity. While the study considers legacy in a broad sense, the private sector developments that can be considered a direct legacy of the Games, or changed in scope or scale, will only be known following the Games. It is expected that these places will benefit from the 2012 Games legacy through the enhanced brand and reputation of the sub-region, as well as influencing the success of the individual legacy initiatives, and this will be assessed at a later stage of the study.

7.5 Logic model

The following summary logic model outlines how the 2012 Games, and specifically the legacy activities within the East London Regeneration theme, aim to deliver a positive impact for London and the rest of the UK, via a range of outputs, results and outcomes.

A challenge in formulating the logic model for the East London theme is presented by the inter-linkages between sub-themes. For example, while the outcomes of the transforming place sub-theme are largely at the level of Olympic Park development and legacy uses, these will influence the outcomes of all of the other sub-themes. Similarly, the specific outcomes of the first three sub-themes will all contribute to outcomes under the sub-theme of convergence. Specific linkages are highlighted in the full logic model which can be found in Appendix A.

Figure 7-4: East London regeneration summary logic model

Rationale	Objectives	Activities	Outputs	Results	Outcomes/Impacts	
<p>Market Failures Private market/ infrastructure/ institutional capacity constraints in taking forward sites in regeneration areas.</p> <p>Private sector unable to internalise wider benefits of development.</p> <p>Market failures may also exist where individuals do not have access to sufficient information on both the employment opportunities available and the specific skills and qualification requirements.</p> <p>Public good argument for regeneration agencies to take control of the site development process in order to meet wider strategic objectives, and deliver social benefits from support to key groups in the labour market.</p> <p>Challenge Local unemployment and problems of multiple deprivation and social exclusion in the East London area.</p> <p>Large volumes of brownfield and derelict land on former employment sites.</p> <p>Opportunity Olympic Park is located in close proximity to Stratford, a key strategic location of the Lower Lea Valley regeneration area and wider Thames Gateway regeneration area.</p> <p>Opportunity to support more sustainable and balanced development of housing and employment in the wider South East region.</p> <p>Top regeneration priority of Mayor's London Plan (draft replacement) and draft Supplementary Guidance.</p> <p>Skilled employment is recognised as one of the primary routes out of deprivation, and Government intervention can help to improve the co-ordination of information and activity in relation to support for individuals in accessing Games-related employment.</p>	<p>Transforming place: create a well-planned and well-managed environment in and around the Olympic Park which will attract business investment and promote recreational and cultural use for years to come.</p> <p>Transforming communities: build over 9,000 new homes, a large proportion of which to be affordable; and provide new sport, leisure, education and health facilities that meet the needs of residents, business and elite sport.</p> <p>Transforming prospects: help 20,000 workless Londoners from the six host boroughs into permanent employment by 2012; and create 8,000 -10,000 job opportunities in the area of the Park post-Games.</p> <p>Convergence: coordination and delivery of long-term socio-economic interventions in the six host boroughs linked to the Games legacy.</p>	<p>Land remediation and site preparation</p> <p>Construction of Games-time facilities</p> <p>Planning for legacy uses</p>	<p>Derelict land reclaimed</p> <p>Games-time venues and facilities completed</p> <p>Delivery plans, master plans and strategies completed</p> <p>(Positive) media articles about East London hosting the 2012 Games</p> <p>Venues and facilities meeting accessibility standards</p>	<p>Successful staging of the 2012 Games</p> <p>Long-term plans, funding and management arrangements in place for after 2012</p> <p>Improved image of East London</p> <p>New residents, businesses and visitors attracted to East London</p> <p>More opportunities for disabled people to participate in the Games</p>	<p>Increased local pride in East London/well-being</p> <p>Increased inward investment, local expenditure and demographic change, leading to increases in employment, GVA and employment levels</p> <p>Increase in property values</p> <p>Delivery of the first fully accessible Games and increased feelings of social inclusion</p> <p><i>Catalytic effect on further activities, leading to social and economic outcomes outlined below</i></p>	
		<p>Delivery of transport infrastructure</p>	<p>Transport upgrades (new and improved stations; increases in line capacity/services; new cycle tracks; new footpaths)</p>	<p>Increased/more reliable access to employment and leisure opportunities for local residents</p> <p>Improved access to the labour force for businesses</p> <p>New residents, businesses and visitors attracted to East London</p>	<p>Increased satisfaction with local area/well-being</p> <p>Increased labour market efficiency and demographic change, leading to increased employment levels, productivity and earnings</p> <p>Increased inward investment and expenditure from tourists and new residents, leading to sustainable increases in employment and GVA</p>	
		<p>Queen Elizabeth Olympic Park</p>	<p>Waterways improved</p> <p>New parkland developed</p> <p>Natural habitats created/protected (e.g. wetlands)</p> <p>Public/cultural spaces created</p> <p>Park meets accessibility standards</p>	<p>Improved access to green space and cultural activity (particularly for young and disabled residents)</p> <p>Preservation of species/biodiversity</p> <p>New residents, businesses and visitors attracted to local area</p>	<p>Increased satisfaction with local area/well-being</p> <p>Increased participation in physical activity and culture (and health and well-being improvements)</p> <p>Increased awareness of environmental issues</p> <p>Increased inward investment, local expenditure and demographic change, leading to increases in employment, GVA and employment levels</p>	
		<p>Community engagement</p>	<p>Consultation events</p> <p>Residents, groups and businesses consulted</p> <p>New bridges/gateways to surrounding communities</p>	<p>Legacy plans and outcomes reflect aspirations of local people</p> <p>Satisfaction with the consultation process for the legacy plans/sense of local ownership</p>	<p>Increased satisfaction with local area/well-being</p> <p>Increased sense of empowerment</p> <p>Cohesive communities (increases in belonging, people from different backgrounds getting on well, and safety)</p>	
		<p>Accessible housing and social infrastructure</p>	<p>Homes provided (by tenure, size and level of affordability) at the Olympic Village and Park site</p> <p>New sport, health, education and other community facilities secured (Olympic Park and pre-Games training camps)</p>	<p>More high quality family and affordable housing in East London</p> <p>Increased access to high quality sports facilities for residents</p> <p>Community facilities meet local need and demand</p> <p>New residents, businesses and visitors attracted to East London</p> <p>Increased capacity and potential to attract further major events</p>	<p>Increased satisfaction with local area/well-being</p> <p>Increased participation in physical activity and culture (and associated health/well-being improvements) in East London</p> <p>Cohesive communities (people from different backgrounds getting on together)</p> <p>Increased inward investment, local expenditure and demographic change, leading to increases in employment, GVA, and employment levels</p> <p>Additional major events attracted</p>	
		<p>Skills and employment initiatives</p>	<p>Local people assisted in skills development (basic skills, Level 2 and 3+ qualifications)</p> <p>Local people supported to improve their general employability</p> <p>Local people receiving employment brokerage</p> <p>Local Apprenticeships provided</p> <p>Local work placements/focused volunteering opportunities provided</p>	<p>Increase in aspirations, confidence and soft skills</p> <p>People improving qualifications</p> <p>Assistance into further volunteering</p> <p>Improved access to Games jobs</p> <p>People assisted into employment and sustainable employment (2012 Games and non-Olympics related)</p> <p>Progression to positive pathways</p> <p>Businesses improving performance</p>	<p>Enhanced skills and employability among local people, reflected in sustainable increases in employment levels and productivity, earnings and GVA</p>	
		<p>Conversion of Park and legacy venues for employment uses</p>	<p>Master plans published/promotional outputs</p> <p>Commercial floor space developed (Positive) media articles about East London as a place to invest</p>	<p>Enhanced perceptions of East London as a place to invest</p> <p>Increase in leads/enquiries from prospective inward investors</p> <p>New businesses attracted (including from high-tech, tourism, sport and creative industries) to the local area</p> <p>Clustering and other catalytic effects</p>	<p>Increased inward investment, leading to a diversified local economic structure and sustainable increases in local employment and gains in GVA</p>	
		<p>Ongoing catalytic/demonstration effects of the Olympic Park and Strategic Regeneration Framework (SRF)</p>	<p>Framework and investment plan, fringe master plans and Area Action Plans completed/updated</p> <p>Additional public and private sector investment levered in Joint strategies for convergence themes (e.g. youth crime strategy) completed</p> <p>Economic and employment forecast completed</p> <p>New partnerships established across boroughs and services</p> <p>New collaborative interventions led by Host Boroughs</p> <p>Programmes to share good practice, in particular in schools improvement</p>	<p>Regeneration accelerated/integrated</p> <p>More land and commercial floor space developed</p> <p>New community facilities (including education, training, and health)</p> <p>New residents and businesses attracted to East London</p> <p>New public spaces created/enhanced public realm</p> <p>Enhanced employment and skills services (and employer dialogue)</p> <p>Local workless people assisted into employment, particularly via major regeneration projects</p> <p>Improvements in school attainment and pupil aspirations</p> <p>More people engaged and inspired by the Games and sport</p> <p>New homes provided (by tenure/size/affordability)/homes improved</p> <p>Increased information/take up of healthier lifestyles</p> <p>Reductions in youth crime</p>	<p>Increase in house prices and commercial property values</p> <p>Increased delivery/supply of affordable housing (leading to reduced overcrowding, homelessness and waiting lists)</p> <p>Improved housing quality</p> <p>Within 20 years, convergence towards the London average across a range of socio-economic outcomes:</p> <ul style="list-style-type: none"> - Satisfaction with the local area/local services - Fear of crime/anti-social behaviour - Violent crime, burglaries and robberies - Mean income (bottom two-fifths of earners) - Levels of employment and unemployment - Child poverty, reflected in benefit dependency - Educational attainment (Key Stage 2 and 4) - Skill levels (no qualifications, NVQ3 and 4) - Participation in sport and physical activity - Health improvements (well-being, obesity, life expectancy, circulatory disease and mortality) 	
		<p>Host borough integrated investment and development framework – coordinating investment in jobs, housing, transport, public realm and public services around an agreed vision and set of priorities</p>				

7.6 Research questions

The following research questions will guide meta-evaluation activity within the East London Regeneration theme. They have been developed based upon the Government's legacy objectives and the analytical framework presented in the logic model. The spatial and temporal scopes of each question are also specified.

Figure 7-5: Hierarchy of research questions for evaluation of the East London legacy

Question	Spatial Scope	Temporal Scope
<p>Headline</p> <p>What have been the impacts of the Games on East London, and in particular socio-economic and organisational change?</p>	Host boroughs	To 2013 and post 2013
<p>Transforming place</p> <p>What have been the key lessons from the preparation of the site for the Olympic Park and Village?</p> <p>How and to what extent has the rate and range of development activity and long-term management of the Olympic Park (and its venues and neighbourhoods) been secured?</p> <p>What new transport links and accessibility improvements have been implemented in support of the Games and Olympic Park (and what benefits have these delivered for current and future residents and visitors)?</p>	Olympic Park and surrounding area	To 2013 To 2013 and post 2013
<p>Transforming communities</p> <p>How were the plans for the Olympic Park and the surrounding area (including the Legacy Masterplan Framework) developed in conjunction with the local community, and to what extent did they reflect the needs and aspirations of different groups?</p> <p>To what extent have accessible new homes and leisure, education, health and community facilities been provided in and around the Olympic Park as a consequence of the Games, and to what extent are local people actively making use of the new facilities provided?</p> <p>What has been the impact of the Park and venues on the recreational habits of East London residents, and their awareness of biodiversity?</p> <p>How has the transformation of the Olympic Park and the surrounding area contributed to community cohesion, and what are the key lessons for the integration of existing communities?</p>	Host boroughs Olympic Park and surrounding area Host boroughs Olympic Park and surrounding area	To 2013 Post 2013
<p>Transforming prospects</p> <p>To what extent did the preparation for and staging of the 2012 Games create job opportunities for more local residents (including in particular disadvantaged and disabled residents), and how was this supported?</p> <p>To what extent has the transformation of the Olympic Park, legacy venues and local image encouraged business investment in the Park and surrounding area, creating at least 8,000 new jobs across a range of sectors (including in hi-tech and sport and leisure, tourism and cultural industries), and how was this supported?</p> <p>To what extent have training, work experience, and volunteer schemes associated with the 2012 Games contributed towards local people moving into employment beyond the Games?</p>	Host boroughs Olympic Park and surrounding area Host boroughs	To 2013 Post 2013

Figure 7-5 (cont.): Hierarchy of research questions for evaluation of the East London legacy

Question	Spatial Scope	Temporal Scope
<p>Convergence</p> <p>To what extent and how have the host boroughs responded to the 2012 Games and the host boroughs convergence agenda by delivering a more integrated approach to regeneration and the physical environment across East London, in terms of public realm, transport connectivity and new developments?</p> <p>How, and with what success, have the host boroughs built upon the catalyst of the 2012 Games to help deliver the convergence of major socio-economic outcomes between East London and the rest of London (including education and skills outcomes, employment levels and benefit dependency, housing quality, health, crime, and participation in culture, sport and volunteering)?</p> <p>What has been the longer-term impact of the 2012 Games on catalysing private and public investment in East London (and wider Thames Gateway area), and how did the Games influence the form, scale and timing of key investment decisions?</p> <p>To what extent have the 2012 Games and legacy investments enhanced the image of and satisfaction with East London as a place to live (and for whom), and how has this contributed to social and economic change in the area?</p>	Host boroughs	To 2013 and post 2013
<p>Lessons learnt</p> <p>What lessons can be learned by host cities and countries in terms of how to maximise the regeneration benefits from mega-events? For example in terms of:</p> <ul style="list-style-type: none"> • Partnership working and coordination across a diverse range of stakeholders and interests. • Planning and delivering sustainable venues and communities. • The involvement and advancement of local communities (and different groups within the community). • Harnessing and diffusing social, economic and organisational benefits beyond the site and local area. <p>To what extent have these lessons been disseminated across the UK and internationally?</p>	Host boroughs	To 2013 and post 2013

7.7 Data sources and issues

The following table summarises the key data sources that the meta-evaluation will draw upon in order to gather evidence of the outputs, results and outcomes of the East London legacy theme and answer the research questions. It also provides a summary rating of our current confidence in the availability of this data, and associated issues.

Figure 7-6: Summary data strategy for evaluation of the East London legacy

Sub-theme	Data sources	Key issues
Headline	DCLG evaluation framework and baseline report; LDA 2012 Evaluation, OGI study, Census 2011, 2009 Census Rehearsal in Newham	LDA evaluation and DCLG evaluation framework key to understanding impacts across this theme.
Transforming place	DCLG baseline report; OGI study; LDA 2012 Evaluation; academic studies (including ESRC funded study on well-being); RICS East London legacy research ⁵² Active People Survey; residents survey (proposed); local authority resident surveys; local business surveys; London Visitors Survey; UKTI PIMS data; Labour Force Survey; Census; Land Registry	Need to influence survey of residents of East London to ensure meta-evaluation research questions are addressed, or identify alternative options (in conjunction with reviewing local authority survey plans) in case East London beneficiary survey is not taken forward by other organisations. It is likely that some additional primary research will be required around interviews with key stakeholders to support assessment of long-term management plans, impact of transport investments and impact on business investment, and focus groups with local residents.
Transforming communities	ODA/OPLC/TfL strategies, monitoring data, case studies and reports; media reports; local estate agent and inward investment agency views and data	Need to confirm scope of OPLC monitoring data available.
Transforming prospects	DCLG baseline report; LDA 2012 Evaluation; LEST 2012 Evaluation LETF Evaluation; Relay London Jobs Evaluation; LDA ESF Evaluation (covering Personal; Best); host borough employment brokerage evaluations (eg Newham Workplace) Labour Force Survey; Census; UKTI PIMS data; Annual Business Survey; city competitiveness indexes ODA/LOCOG strategies, monitoring data, case studies and reports; media reports; local inward investment agency views and data	It is understood that the LDA 2012 Evaluation will include a robust approach to the assessment of LEST (employment and skills) projects. Interviews with UKTI/other agencies responsible for inward investment in the Olympic Park and surrounding area will be required to assess investor interest in the Olympic Park post-Games.
Convergence	Host borough SRF/convergence monitoring mechanism ⁵³ and various indicators linked to convergence; DCLG baseline report; local authority housing returns to DCLG; Land Registry; local authority private rented sector stock surveys; Metropolitan Police; local authority survey, resident survey or CACI income data; DfE school attainment tables; residents survey (proposed); local business surveys; UKTI PIMS data; Labour Force Survey; Census Host borough documents: frameworks, investment plans, fringe masterplans, and Area Action Plans; forecasts; joint	There may be limitations in using secondary data to understand the impact and attribution of legacy initiatives across all sub-themes. Modelling approaches will therefore need to be explored in conjunction with the proposals in the DCLG evaluation framework. Interviews will be required with host borough link officers and GLA, as well as local business representatives.

⁵² London 2012 Legacy, Delivering a better quality of life in East London?, the Royal Institution of Chartered Surveyors.

⁵³ Convergence, Strategic Regeneration Framework, An Olympic legacy for the host boroughs (October 2009).

	service strategies and project plans (and associated monitoring data and evaluations); local estate agent and inward investment agency views and data	
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(i) Data availability

Many of the research questions for this theme relate to the period beyond 2013. The initial phase of the meta-evaluation therefore provides an opportunity to shape approaches to the assessment of longer-term regeneration outcomes and to identify key process lessons around organisational and planning issues.

The main evaluation studies which will provide evidence to answer the research questions under this theme will be the LDA's 2012 Evaluation and the London 2012 Olympics Regeneration Legacy Evaluation. However, as noted, responsibility for future stages of the evaluation of the East London regeneration aspects of London 2012 will need to reflect the outcome of forthcoming machinery of government changes.

Answering questions under the transforming place sub-theme will require evidence from a range of secondary and primary data sources. In answering the question 'to what extent has the long-term development and management of the Olympic Park site and venues been secured', key sources will be the OPLC and Lee Valley Regional Park Authority business plans.

The use of resident surveys, which is addressed further below, will be relevant to the assessment of community engagement outcomes and resident satisfaction with the legacy plans under the transforming communities sub-theme. The LDA will provide a primary source of evidence on questions around the lessons from the site preparation process, while the OPLC will also be a key source of monitoring data in relation to the outputs of the Olympic Park development activity.

The LDA's 2012 Evaluation will provide a pre-Games assessment of the extent to which East London residents have benefited to date from the construction of the 2012 Games venues through work experience and skills development.

The LEST evaluation which will be undertaken as part of the overarching LDA 2012 Evaluation is particularly relevant to the assessment of employment and skills initiatives for local people. It is anticipated that data referring to outputs and results of skills and employment activity will be collected as part of the LDA 2012 Evaluation to assess whether each intervention is meeting its objectives. Whilst some of the indicators may not be picked up by standard monitoring processes, we would expect them to be explored in the evaluation, and additionality assessed through questioning about prior behaviour/circumstances (rather than merely observations of the present).

In terms of the impact of the conversion of Olympic Park venues on business investment, UKTI and other agencies responsible for inward investment in the area will be able to provide qualitative information on investor interest in the site up to 2012.

Further evidence of change (and also the baseline position) at the spatial level of East London can be sourced from secondary sources of evidence, such as the national datasets and survey findings.

The evaluation framework commissioned by DCLG proposes that data is collected for the socio-economic outcome indicators, enabling this secondary data analysis to be conducted. The framework also proposes that household surveys should be used to supplement the evidence where existing data and other sources are inadequate. Topics that have already been identified as headline indicators within the meta-evaluation methodology but for which data collection is no longer being undertaken include:

- Residents' satisfaction with the area;
- Levels of community cohesion;

- Self-reported levels of health and well-being;
- Perceptions of anti-social behaviour and fear of crime.

The framework suggests that research areas could include income levels; migration patterns; community involvement and engagement and views on the impacts of the 2012 Games. The study commissioned by DCLG includes the baseline and framework for an evaluation. As roles are changing, either the GLA or MDC may continue with the work that has been started by DCLG.

In addition to the above evaluations, there will also be monitoring data produced as part of the Strategic Regeneration Framework convergence monitoring mechanisms.

(ii) Potential gaps

The review of relevant evaluation frameworks indicates that gaps will exist in relation to process issues under the 'transforming place' and 'transforming communities' sub-themes where qualitative perspectives will be required. This is likely to apply to issues around the legacy plans for the Park including the business planning process and resident satisfaction with the consultation process and facilities proposed.

At the time of writing, the precise status of survey data on resident perceptions is unclear. However, given that the DCLG Place Survey has been abolished, it is envisaged that the meta-evaluation will need to draw on the Regeneration Legacy Evaluation and/or influence local authority surveys to include Games-related questions.

The main gaps and uncertainties relate to the analytical approaches that will be used in assessing the net impact of the Games on socio-economic outcomes in the East London area, as explored in the next section.

7.8 Emerging methodological issues and the need for primary research

There are some particular methodological challenges in unpicking the impact of the Games on investment decisions in areas surrounding the park, and in particular the extent to which improved transport connections and improvements to the image of the area have helped to unlock the development potential of sites. Similarly, there will be challenges in assessing the influence of the Games in bringing forward or influencing the timing or shape of key transport and infrastructure projects, particularly where plans were already in place prior to the award of the Games.

Unpicking the influence of specific interventions such as local public realm and social infrastructure improvements on the regeneration of the area through a bottom-up evaluation approach would be a resource-intensive exercise, and it is currently unclear how far the impact of specific schemes is addressed in current evaluation plans. A more realistic approach is to assess the effects of related investments in their totality on the wider East London area through modelling approaches, and to consider the particular localised effects of major public realm schemes and other investment projects where data and resources allow.

As indicated, the requirement for primary research regarding the East London theme will depend on how far current planned evaluation activity intends to address the ongoing impacts of the Games on socio-economic outcomes in the area. The potential use of modelling approaches is important here.

The initial assessment of evaluation evidence indicates that the following additional primary research may be required:

- Additional interviews with 'project owners' and interested stakeholders will help to assess the likelihood that investments in the East London area would have gone ahead without the Games or if the Games accelerated investment decisions;
- Interviews with local estate agents would provide an additional layer of evidence on the impacts of public realm schemes on localised property market outcomes;

- Primary research will be needed if local authority resident surveys cannot be influenced to produce consistent results. Additional primary research would be required to assess the impacts of specific public realm and infrastructure improvements;
- At this stage it is anticipated that additional primary research will be needed to capture the full extent of lessons learned and dissemination activity.

8 Nations and regions

8.1 Overview

Much of the activity already outlined in Chapters 4 to 7 of this report is taking place across the nations and regions, for example, the Cultural Olympiad, Inspire mark and CompeteFor. This chapter supplements this information in the previous chapters by providing a summary of the Games legacy vision, strategies or plans for the nations and regions of the UK. For each of the three nations and nine English regions, a description of the following is provided:

- Legacy vision or plans for the nation or region;
- The organisation(s) coordinating the legacy;
- Illustrative examples of programmes or projects underway.

The description of legacy initiatives in this chapter is not intended to be a comprehensive list, but provides examples of the sort of initiatives which have been planned or are underway.

The legacy plans for each of the nations and regions aim to maximise the benefits of the legacy of the 2012 Games. Within this broad overall ambition, different legacy themes are identified as priorities across different nations or regions.

All nations and regions have a summary of their key legacy themes on the LOCOG website and most have produced an official legacy plan. These plans have been used as a key source of information for this chapter. Additional information was identified through desk-based research and consultation.

8.2 Organisational landscape

At the national level, legacy plans have been set out by the devolved administrations of Scotland, Wales and Northern Ireland, highlighting the particular areas of focus to maximise the potential legacy benefits. At the regional level in England, there are a number of bodies responsible for coordinating legacy activities.

The Government and LOCOG established the NRG to ensure UK-wide engagement and to maximise the legacy from London 2012. This group works directly with representatives from each of the nations and English regions to realise the sporting, economic, and social benefits of the 2012 Games.

The RDAs in the English Regions were previously hosting and funding organisations for NRG coordinators and most of the Inspire programmers.⁵⁴ However there are plans in place to close the RDAs by March 2012 and NRG activity has been affected by these plans. DCMS and BIS are now funding continuing NRG activity across England until Games time, although the abolition of the RDAs means that the resource devoted to this work in England is likely to be reduced. DCMS also continues to fund Inspire programmers across the UK (albeit at a reduced level) and part-funds the Creative Programmers in England. A project team within DCMS was set up with LOCOG and BIS to manage the process of the allocation of funding and determining the future regional structure for the NRG, with new arrangements formalised from April 2011.

⁵⁴ Inspire programmers work across the nations and regions to identify projects and activities which are suitable to be awarded the Inspire mark.

8.3 2012 Games venues and events across the UK

Nine of the twelve nations and regions will be hosting Olympic or Paralympic sport in 2012, with a concentration of events in London. The capital will be host to 22 sports and 21 venues, located across London and within the Olympic Park. The venues spread across the UK are illustrated below.

Figure 8-1: Olympic and Paralympic venues outside London



Source: LOCOG

The nations and regions will also host a number of PGTCs. These training camps will provide high quality training facilities for Olympic and Paralympic teams from across the world, enabling the athletes to train and acclimatise in the UK ahead of the actual 2012 event. Over 600 venues across the UK are in the official PGTCs guide and there are currently 83 PGTCs agreed.⁵⁵

In addition, the Olympic Torch Relay for both the Olympic Games and the Paralympic Games will run across the UK and will ensure that all regions of the UK have a chance to experience an Olympic event. There is an ambition for 95% of the population to be within a one-hour journey of the Relay. Engagement with the Games across the nations and regions will also be facilitated through the BT Live Sites, which are big screens and events spaces featuring a range of national and local content.

⁵⁵ The Pre-Games Training Camp guide is available online <http://trainingcamps.london2012.com/>

8.4 Scotland

The Scottish Government has committed to securing the unique benefits and a lasting legacy from the combined impacts of the 2012 Games and the Commonwealth Games taking place in Glasgow in 2014. Engagement with the UK Government and with LOCOG will also be used to ensure that any lessons learned from the 2012 Games are passed on in order to benefit the 2014 Commonwealth Games. In addition, there is also an ambition to maximise the legacy of other major sporting events in Scotland including the International Children's Games in Lanarkshire in 2011 and the Ryder Cup in Gleneagles in 2014.

Scotland's legacy plan 'A Games legacy for Scotland' was launched on 1 September 2009 and sets out the legacy vision in terms of the collective ambitions of the Scottish Government and its wide range of public, private and third sector partners.

The legacy plan for Scotland is set out under four key themes, featuring a number of legacy programmes to be delivered over a 10-year timeframe. These include:⁵⁶

- An Active Scotland: a healthier population where more people, both young and old, use the inspiration of the Games to become more active through participation in physical recreation and sport. This will be achieved through the following legacy activities:
 - Community Sports Hubs, with a target of having at least one per local authority by 2012;
 - the Active Nation campaign, particularly around linked mass participation events including Games for Scotland and Get Scotland Dancing;
 - Scottish athletes achieving medal success;
- A Connected Scotland: using the Games to encourage a better understanding and appreciation of the heritage, culture and arts offers of Scotland and other countries. To be achieved through the following legacy activity:
 - using the games to aid learning and engage on Curriculum for Excellence;
 - engagement with the 2012 Cultural Olympiad and 2014 Cultural programme;
- A Sustainable Scotland: using the Games to accelerate the regeneration of the east end of Glasgow and enable the population to enjoy, value, protect and showcase the built and natural environment for future generations. To be achieved through the following legacy activity:
 - the physical and social regeneration of the east end of Glasgow;
 - a range of environmental exemplars;
- A Flourishing Scotland: maximising the potential of the games to strengthen Scotland's businesses and international reputation. To be achieved through the following legacy activity:
 - building business capacity in terms of the number and value of games-related contracts won and businesses in a position to bid;
 - developing skills, volunteering and pathways to employment opportunities, including the increased use of Community Benefit clauses in contracts;
 - enhancing the international profile by promoting Scotland as a tourism and events destination.

Cutting across these themes are volunteering, young people and the underpinning principles of equality, inclusion, diversity, community involvement, sustainability and partnership working.

A governance structure is in place to monitor, challenge and influence progress towards the implementation of Scotland's legacy plan at a strategic level. This comprises the Games Legacy

⁵⁶ A Games Legacy for Scotland 2009.

Executive Board (an external group of key stakeholder partners), the Government Officials Games Working Group (an internal group of senior officials) and ultimately Scottish Ministers.

Scotland has one Olympic venue, Hampden Park in Glasgow. This is an existing stadium and will accommodate football.

Case Study: Get Set – St Machar Academy

Over 900 schools across Scotland have now registered on the London 2012 Get Set programme which has resources, ideas and opportunities to help children and young people make the most of the London 2012 Olympic and Paralympic Games. Five schools have also had their work and achievements recognised by being part of the Get Set Network.

St Machar Academy, one of the Get Set Network schools, was the first in the UK to be awarded London 2012's School of the Month. St Machar Academy is part of the International Inspirations Programme and is currently working with Cultural High School in South Africa to improve the quality of physical education in South Africa.

The schools will work together over the next two years and beyond to help achieve a small part of the London 2012 legacy.

8.5 Wales

The Welsh vision is to maximise the economic, sporting, cultural and social benefits of the Olympic and Paralympic Games for Wales, in a sustainable manner. It is also envisaged that hosting 11 Olympic football matches at the Millennium Stadium will raise the profile of the Games in Wales and the profile of Wales in the world.

Legacy opportunities focus on the following key themes:⁵⁷

- Improving health: using the Games as an opportunity to generate a change in the nation's attitude towards healthy living;
- Encouraging sport and activity and improving performance and excellence in sport: inspiring people to take up sport with a focus on children and young people, and developing the systems and structures that enable Welsh athletes to deliver increased and sustained international success;
- PGTCs: attracting teams to Wales will raise the profile of the Games throughout the country and the profile of Wales in the world, and will generate business opportunities for local services and facilities and also for volunteers and new events;
- Generating business: ensuring that Wales secures the maximum economic and commercial benefits from the Games;
- Developing skills and education: using the Games to increase involvement in education and skills development;
- Increasing tourism: it is expected that Games-related tourism will provide a sustainable boost to the visitor economy and improve standards of training and skills in all areas of the tourism sector;
- Promoting volunteering: the 2012 volunteer initiatives will be used to help encourage and enhance the recruitment, training and active contribution of volunteers across Wales;
- Celebrating diversity: the Games will provide an opportunity to showcase a powerful, contemporary, distinct and inclusive image of Wales across its many dimensions and diverse populations;

⁵⁷ Nations and Regions section of the official LOCOG 2012 website.

- Showcasing Welsh culture: to maximise Wales' contribution to the Cultural Olympiad programme, to connect with 1.5 million children and young people by 2012 and promote a positive image of Wales internationally;
- Promoting Welsh language: this will involve partnership working with LOCOG and other partners to use the Games to enhance the profile and use of the Welsh language.

Wales has set out a Major Events Strategy for Wales 2010-2020, which sets out a plan to coordinate the approach to supporting major events. This will build on the success of 'Team Wales' in delivering major international events such as the 2010 Ryder Cup and the 2009 Ashes Test.

This legacy plan will be facilitated by the work of Wales' London 2012 Inspire programmer and Head of PGTCs, maximising their impact through highlighting the connection with the London 2012 Olympic and Paralympic Games.

Case Study: Gemau Cymru (Wales Games)

Gemau Cymru is a three-day, multi-sport, Olympic Games-style event. It is the flagship 2012 sports legacy project for Wales. It was launched by the Heritage Minister for Wales in January 2011. Nine NGBs are partners and will assist in staging the event and providing technical support to the Urdd who will be the overall event coordinator.

The project aims to ensure a lasting legacy for Welsh sport and provide an annual showcase for the best of Welsh school-age sporting talent. All participating NGBs have stated their legacy ambitions for the project, which in the main include the recruitment, training and deployment of volunteers, to increase the profile of their sport, to develop capacity to deliver events, to create a national competition and showcase their sport to their target audience and the wider Welsh public. A key strategic aim is to provide a real and tangible event legacy which the Welsh public can see and attend themselves.

This was a unique public, private and third sector partnership which would not have occurred without the 2012 Games coming to the UK. It has been awarded the Inspire mark.

8.6 Northern Ireland

The overarching legacy vision for Northern Ireland (NI) is to use the inspiration of the 2012 Games to leave a legacy of an active, healthy and creative society, with an emphasis on increasing levels of involvement and participation in sport and cultural activities.

The legacy plan set out in the Northern Ireland Strategy for the Games focuses on the following seven key themes:⁵⁸

- Sport: Activity: spending of up to £53 million to provide elite training facilities and the building of a new multi-sport stadium. The key legacy goals are to:
 - enable a lifelong engagement and participation in sports for all people;
 - support world class performances in the Games by teams and individuals;
 - develop a sustainable sporting and physical recreation infrastructure and a sporting culture which can contribute to wider Government objectives;
- Culture: engagement of the NI arts and cultural sector with the Cultural Olympiad, focusing on the theme of 'peace and reconciliation'. This will include providing a cultural element to the World Police and Fire Games to be hosted in Northern Ireland in 2013. The key legacy goal is to raise the profile of NI's arts and culture locally, nationally and internationally;
- Tourism: ongoing programme aimed at the development of the skills and capabilities of the Northern Ireland tourism industry. The key legacy goals are to:

⁵⁸ The Northern Ireland Strategy for the 2012 Games, 2007.

- achieve a growth in visitor numbers and resulting revenue, before, during and after the Games;
- to achieve increased positive press and PR coverage for NI;
- Volunteering: The NI Volunteer Strategy set out the approach to this theme in more detail. The key legacy goal is:
 - to maximise the potential for NI volunteers to participate in and to benefit from the Games;
- Business: Invest Northern Ireland has estimated that business opportunities worth £6 billion will arise in the province as a result of the 2012 Games. The key legacy goal is:
 - to develop and grow SMEs through opportunities presented by the Games;
- Education: focus on providing access and support for engagement with cultural and volunteering opportunities through the UK-wide Young Ambassador programme. Key legacy aims are to:
 - maximise participation in cultural and volunteering programmes;
 - use the Games to inspire all people with a unified message;
 - raise awareness of the opportunities and support on offer;
 - engage with stakeholders to ensure that a legacy is created post 2012;
- Skills and Employment: activities led by the Department for Employment and Learning. Key legacy aims are:
 - the effective provision of skills to ensure that the workforce can contribute effectively to the successful staging of the 2012 Games;
 - the provision of a lasting skills legacy and experience which can enhance employability.

A 2012 Team has been set up in the Department of Culture, Arts and Leisure (DCAL) to lead and coordinate all aspects relating to the delivery of an economic, social and sporting Games legacy.

A Northern Ireland 2012 Leadership Group has also been established to identify, promote and maximise the opportunities that arise from the 2012 Games and reinforce a positive image of Northern Ireland. The group is chaired by the Minister for DCAL and includes a representative from each of the bodies identified to lead the seven legacy themes, with additional representation from Belfast City Council, local councils and Disability Sports NI. The group also includes NI International footballer David Healy, 2012 Ambassador for NI, with the aim of raising the profile of the Games locally and helping to inspire young people to become involved.

A local government group has also been established to ensure that the benefits of the Games legacy are spread across all areas of Northern Ireland.

Case Study: the Digital Discoveries Project

This was the first local sustainability and culture Inspire mark project awarded in Northern Ireland by the Inspire programme.

The project consists of five initiatives, each working to inspire people to explore their natural and built environment and helping them in turn to inspire others by recording and sharing these discoveries online using digital media.

Projects like this one are helping Northern Ireland to deliver its vision to use the Games in order to drive inspiration from the environment.

8.7 Yorkshire and Humber

The legacy plans across this region are coordinated by the organisation Yorkshire Gold, set up to ensure that the people of Yorkshire and Humber benefit from the Games. The five key goals underlying the Yorkshire Gold strategy are:⁵⁹

- **Becoming a world leading sporting region:** Yorkshire and Humber has a number of world class sporting facilities. The Games will be used to continue to develop the region as a centre of excellence for coaching and attract training camps for major sporting events. Yorkshire has already signed several international squads who will base themselves in the area in the run up to the Games and has four British teams training in Yorkshire in preparation for the Games;
- **Tourism potential:** the region's tourism agency Welcome to Yorkshire will work to maximise the benefits of business created by the tourism increase generated by the Games;
- **Winners in business:** the Yorkshire Gold Business Club has been set up to help the region win contracts for the Games through the provision of expert knowledge and advice;
- **A carnival of culture:** as part of the Cultural Olympiad, there will be a distinct and imaginative four-year cultural programme up to 2012;
- **Active and engaged communities:** people are being encouraged through local volunteering organisations and inspired by London 2012 to volunteer in their own neighbourhoods and at sports events in the region.

Case Study: Back to Sport

This Inspire mark project is a new programme aiming to use the Games to boost participation among council workers in Sheffield.

Workers in the council enter competitive games with their department's team and participate in one or more of four selected sports. Training sessions are given before the competition day with input from a combination of local sports clubs and where possible input from NGBs.

8.8 East Midlands

The East Midlands Development Agency and partners such as Sport England, local authorities, and the Arts Council are organising 2012 related activities under the banner of Championing East Midlands. The legacy strategy for the region is based on the following themes:⁶⁰

- **Sport:** encouraging increased participation in sport. This includes helping athletes to reach their full potential and utilising Loughborough University's reputation for supporting elite sports;
- **Business:** raising awareness of business opportunities created by the Games and ensuring businesses have access to support these opportunities. The 2012 Games will also be used to build international business relations and to showcase technical innovation in the region. The region also aims to secure PGTCs for venues across the East Midlands;
- **Visitor Economy:** developing the region's tourism offer by building closer links with sporting and cultural events. This will include utilising the 2012 Games to increase visitor numbers to the region before, during and after the Games. The region will also support the visitor industry to raise service quality standards via the East Midlands Quality Improvement Programme and a regional commitment to skills development within the sector;

⁵⁹ Nations and Regions section of the official LOCOG 2012 website.

⁶⁰ East Midlands Strategy for the 2012 Games, EMDA.

- Culture: celebrating the region's cultural diversity and creative industries. This will be delivered through the East Midlands' contribution to the Cultural Olympiad – primarily through the Igniting Ambition programme;
- Children and young people: increasing young people's participation in sport and physical activities. This will be delivered by creating a programme of activities that utilise the region's international links and introduce more young people to volunteering. Schools will be encouraged to join and make best use of the Get Set education programme.

Case Study: 'Musubi' – Awarded the Inspire Mark

The East Midlands' flagship educational 'Inspired By 2012' project is 'Musubi' – which means connection in Japanese. The project builds on the decision of the Japanese Olympic Committee to base themselves at Loughborough University for their pre-Games training camps. Pupils from South Wolds School in nearby Keyworth devised a day of Japanese-themed activity at the University. The day is led by sixth formers from the school and involves a different school from across the region each term. The day comprises a range of activities from Taiko drumming and sushi making to language, customs and sport. At the September 2010 event Leicester City FC's Japanese midfielder Yuki Abe was guest of honour. Schools that have experienced Musubi are asked to run a similar event within their own family of schools so that Musubi can link even more children to the inspiration of the Games.

The pupils of South Wolds have won an Innovation in Language Teaching award for their work on Musubi.

8.9 West Midlands

The West Midlands Leadership Group for the 2012 Games, hosted by Advantage West Midlands (AWM), has been set up to support the region to maximise the benefits of the London 2012 Olympic and Paralympic Games.

The five key priority areas identified in their legacy plan include:⁶¹

- Business and skills: the focus is on maximising the business opportunities of the 2012 Games, to support firms to win £400 million worth of contracts by London 2012. To complement their investment in the CompeteFor procurement system, AWM has also invested in business support, awareness and procurement training to raise awareness and improve skills of firms in tendering for contracts. It is hoped that the business opportunities can safeguard and create new jobs throughout the region in addition to creating a legacy of expertise, knowledge and skilled employees;
- Culture: through the West Midlands' Culture Programme for 2012 the West Midlands is creating a distinctive, regionally rooted cultural programme to raise the profile of the region's cultural offer. It is hoped this will deliver a legacy of increased visitor numbers and levels of participation across the cultural sector. Through the programme, the region also plans to make the most of some of their strongest regional cultural assets through events and programmes such as Community Games and People Dancing;
- Tourism and regional image: using the region's key tourism and cultural assets in addition to a programme of nationally and internationally significant cultural and sporting events. These include the World Half Marathon in 2009, the European Gymnastics Championships and World Wheelchair Basketball championship in 2010 and Diamond League Athletics events in 2011. Leading up to 2012 and beyond the Games, the West Midlands aims to raise the profile of the region's tourism offer, driving additional leisure and business visitors to targeted locations;
- Sport and health: the focus of the West Midlands sports theme is the Community Games programme. This Legacy Trust funded programme was launched in May 2010 and is the key regional programme to enable communities across the West Midlands to stage their

⁶¹ West Midlands Regional Plan for London 2012.

own community events, drawing on the inspiration of Dr William Penny Brookes' original concept for the Wenlock Olympian Games in Shropshire to increase participation in sport. Twenty-one Community Games have already taken place, attracting 12,870 people with over 4,000 toolkits downloaded. The target for 2012 is for over 200,000 people to have taken part through 500 Community Games Events;

- Volunteering: the 2012 Volunteering Project has been established to ensure the West Midlands is able to capitalise on the Games as a mechanism to increase volunteering in the run up to and beyond 2012, engaging third sector partners and hard to reach communities, utilising the Olympics as a route to employment. The 2012 Volunteering Project sits within Regional Action West Midlands and is co-funded by AWM with Sport England.

The West Midlands has one Games venue. The City of Coventry Stadium is an existing stadium, and will host football.

Case Study: Dancing for the Games

Dancing for the Games is one of the main programmes of activity in the West Midlands Culture Programme for London 2012. The programme is designed to build on the rich and diverse dance structure of the region, to showcase internationally renowned dance artists and encourage mass participation in dance through a series of projects delivered across the region. These projects will respond to local needs and create opportunities for people in these areas to become involved. The programme particularly aims to attract a diverse range of participants, with a focus on young people. It is being funded by Legacy Trust UK, Arts Council England West Midlands and Advantage West Midlands, and will run until 2012.

8.10 East of England

The Nations and Regions East partnership, led by EEDA up until October 2011, has been formed between representatives from the key regional organisations, local authorities representing the six county areas in the East and national Games related organisations such as Sport England, and is working to achieve the region's vision for 2012. The Nations and Regions East programme will include:⁶²

- Economic development and regeneration: aims include increased investments in infrastructure, such as better hotel accommodation and improved sports facilities;
- Business: the region's target is for businesses in that area to win between 5 and 10% of the procurement and business opportunities. EEDA has invested along with all RDAs in CompeteFor and has delivered a programme of targeted support activity to businesses wishing to win contracts from the Games;
- Skills and employment: skills training will be provided in sectors such as construction and sports and leisure which are benefiting from Games contracts. The East Links initiative is supporting sports coaching and training provision to generate a 5% year on year student increase in those entering the sport employment sector;
- Tourism: showcasing the region through the two Olympic venues Lee Valley White Water Centre, Hertfordshire, and Mountain Biking at Hadleigh Farm, Essex. The aim is to increase the number of international and business visitors to the region by 3% each year between 2010 and 2015. The establishment of new relationships with major tour operators involved with the Games has been a priority;
- Education: Inspiring young people to be the best that they can be through the Games utilising the Get Set national domestic education programme delivered by LOCOG;
- Volunteering: using the Games to inspire more people to be more involved in their local communities. Using volunteering to support those furthest from the labour market to re-engage using Sport and Culture as inspiration. The Team East for Skills programme, a £2

⁶² The Nations and Regions East strategy.

million programme funded by the Legacy Trust and the European Social Fund. It aims to engage unemployed people in volunteering activities and skills improvement programmes;

- Health and well-being: initiatives to improve health in the region and particularly amongst young people have been established by more than one local authority. DH in the East has supported evidence based research that has resulted in a guide, *Active Celebration: Using the 2012 Games to get the nation moving*, that is being rolled out to support project development;
- Sport: increasing sports participation, stimulating investment in sporting infrastructure and increasing the profile of the East as a region for sport. Securing PGTCs has been a priority with nine Memorandums of Understanding signed to date. Legacy Trust funding has supported two new sporting events, 'The British Gas Great East Swim' and the 'Tour of Britain' to be delivered in the region;
- Culture: increasing engagement in cultural activity and delivering an imaginative and compelling Cultural Olympiad in the region. The East has over 91 projects which have been awarded the Inspire mark, a number of these are culturally based. Over 160 events were delivered as part of the London 2012 Open Weekend in 2010. Five cultural projects have been supported with Legacy Trust funding, one of these Carnival Crossroads led by the UK centre for Carnival Arts is part of the London 2012 Festival.

Across the region, county area working groups led in the main by local authorities are also delivering against the Nations and Regions East strategy framework, with locally relevant action plans containing a wide range of interventions and backed by significant financial investment.

The East of England has two Games venues. Hadleigh Farm, Essex will host a new temporary Mountain Bike course. The Lee Valley White Water Centre will be the venue for Canoe Slalom. This is a new, permanent legacy venue.

Case Study: Eastern Exchanges

Part of the Cultural Olympiad, Eastern Exchanges is a series of projects and exhibitions which celebrate the East of England region's connections with China, India and Pakistan, highlighting the impact that these cultures and heritage have on the region. It is being delivered in the region's hub museums from 2011 through to 2012 and led by MLA Renaissance. The programme is being run in conjunction with local Asian communities. The collections on display showcase the Eastern collections of the region, exploring the themes of food, fashion, festivity, language and writing, trade and industry. It will also present new media created by young people from the region inspired by objects in the exhibition. This project has been awarded the Inspire mark.

8.11 North East

One North East is working in partnership with Arts Council England North East, Business Enterprise North East, Association of North East Councils, Sport England and representatives from health, police and the media to deliver a programme of activities that will help the region to maximise the 2012 Games legacy benefits.

The Games legacy plans for the region are set out in 'Play Your Part'. The strategy covers a range of economic, social and sporting objectives, centred on three key cross-cutting themes, participation, excellence and transformation:⁶³

- Participation: this is the key focus of the regional strategy. This theme covers a range of activities for which the Games will inspire increased participation, including playing sport, volunteering in a cultural venue, skills development and training programmes and businesses bidding for 2012 contracts;

⁶³ Play Your Part – the North East regional plan for the 2012 Games.

- Excellence: the region's commitment to this theme is demonstrated in the development of its elite athletes, world class sports facilities, and through its approach to cultural regeneration and businesses. It is hoped that the Games will inspire further excellence, encouraging people to achieve their very best;
- Transformation: the strategy focuses on using the Games to leave a lasting legacy across North East England providing equality of opportunity, healthier and more ambitious communities.

The North East has one Games venue. St James' Park, Newcastle-upon-Tyne, is an existing stadium, and will host football.

Case Study: Personal Best, North East

The Personal Best programme aims to equip adults with a nationally accredited Events Volunteering qualification. It also assists participants in the development of new skills, raising self-esteem and confidence and opening up employment and education opportunities. Nearly 1,000 people have completed the programme from its launch in March 2009 to the programme end in March 2011, and many have accessed further employment and education based opportunities.

The North East regional Personal Best programme has been developed by the Skills Funding Agency with support from One North East and LOCOG. The project is supported financially by the European Social Fund (ESF). Personal Best has been delivered by four training providers – one within each of the four North East sub-regions.

8.12 North West

The North West region's legacy plans are being coordinated by the Northwest Steering Group, which brings together key partners and representatives from the various legacy themes, regional organisations and sub-regions. A number of bodies work alongside the Steering Group to drive forward specific strands of activity, for example health, business and education.

England's North West ambition is to contribute to the finest Olympic Games and Paralympic Games the world has ever seen, using the Games as a catalyst to derive the maximum economic, sporting, health and social benefits, and providing our people with opportunities to engage with the pride, passion and spirit of London 2012. The plans have been set out in the North West Legacy Framework for the 2012 Games which is set out under the following themes:⁶⁴

- Sport and physical activity: helping to create an exemplar community sports system which will ensure that:
 - more people from across the community play sport;
 - talented people from all backgrounds are identified, nurtured and given the opportunity to progress to the elite level;
 - all people participating in sport have a quality experience and are able to fulfill their potential;
- Social:
 - Culture: creating a lasting impact on the cultural landscape, especially young people in the region. Activities will be designed to showcase the North West on a global scale and provide opportunities for young people to engage in cultural activity;
 - Young people and education: activities will aim to improve the development of skills, ensuring that people and businesses can make the most of opportunities created by the Games and to increase the productivity of the region;

⁶⁴ Northwest Legacy Framework for the 2012 Games, update 2009.

- Community and engagement: ensuring that the North West legacy programme is genuinely region wide in nature and impacts across all sub-regions in the North West;
- Health and well-being: using the Games as a catalyst for NHS organisations to improve the health of their workforce and the communities in which they work. The Games will be used to inspire young people in the region to choose an active and healthy lifestyle;
- Volunteering: volunteering opportunities created by the Games will be used to remove the barriers of social exclusion through activities which encourage community engagement and active citizenship;
- Economic:
 - Business: increasing the competitiveness of businesses in the North West by equipping them with the skills needed to win Games-related contracts;
 - Major events: building on the Major Events Strategy for England's North West, published March 2004, to ensure that these events continue to be hosted in the region and continue to make a significant impact on the region's economy;
 - Tourism: improving the quality of the tourism offer in order to maximise the opportunities of the Games to help grow the region's £13 billion visitor economy;
 - Skills and employment: using the opportunities arising from the Games to enhance skills and employment across the region;
- UK-wide operations:
 - Supporting the UK-wide aspiration of 'hosting an inspirational, safe and inclusive Olympic and Paralympic Games', for example through hosting the Olympic football at Old Trafford.

The North West has one Games venue. Old Trafford, Manchester, is an existing stadium, and will host football.

Case Study: the Balloons Project

This is an Inspire mark project. It is a free educational experience for young people aiming to inspire them to achieve their personal goals through the creative and performing arts, including music, dance and drama. Different-coloured balloons symbolising the Olympic and Paralympic values are used throughout the project. Helium balloons fill a large glass atrium where each balloon holds a message of aspiration from its releaser. The project focuses on young people from disadvantaged areas, supporting them through a range of summer schools, workshops and student-led projects.

8.13 South West

The South West region's legacy programme is being driven by Team South West, a partnership led by the South West RDA. It aims to maximise the business, sporting, cultural and social opportunities of the Games. The Team has set out the South West England Legacy Strategy for the 2012 Games. Key themes include:⁶⁵

- Business: ensuring opportunities presented by the 2012 Games are maximised and a legacy of economic growth is created;
- Tourism: Team South West is bringing together some amazing partners from across the region to support tourism in the region in the lead-up to the Games and beyond;
- Sport: initiatives include working with local schools to showcase the health and social benefits of sports participation, offering a range of opportunities for communities to engage with the London 2012 team;

⁶⁵ Ibid.

- Culture: the South West has a number of initiatives underway as part of the Cultural Olympiad, including a full cultural programme in 2012 leading up to the London 2012 sailing events in Weymouth and Portland.

The South West has one Games venue, the Weymouth & Portland National Sailing Academy. This is an existing venue which has been developed, and will host the Olympic and Paralympic Sailing competitions.

Case Study: Count Me In – for outside arts

More than 100,000 people took part in Count Me In activities – part of the Cultural Olympiad – across South West England at the end of September 2010.

Now an annual celebration of music, dance and outside arts, Count Me In is growing year on year and has developed as a weekend of 'mass participation' as part of the region's Cultural Olympiad celebrations. It is an opportunity for as many people as possible to take part in, or have access to, cultural activity in the run up to the 2012 Games.

8.14 South East

Led by the South East England Development Agency (SEEDA) from 2005-2011, the South East Partnership for the 2012 Games (SEP) has been formed to deliver an economic, social and sporting legacy for the South East.

The South East programme is focused on the following three legacy outcomes termed "Triple Gold":⁶⁶

- An economic legacy that helps small businesses to be more competitive; that supports a growing, sustainable, high quality tourism and leisure industry, which develops new strategic relationships with nations to support trade and inward investment; and which helps individuals to improve their employability and skill levels;
- A social and cultural legacy for the South East that engages and inspires children, young people and adults to learn, participate and volunteer in their communities and cultural activities;
- A sport and health legacy including a healthier workforce through creating and promoting 2012 related opportunities for people to improve work/lifestyle balance.

In addition, the South East has two 'cross-cutting' themes of Volunteering and Accessibility which run through each legacy theme. The aim is to deliver a strong volunteering legacy that encourages individuals to actively seek opportunities to volunteer in their local area, and to make the South East a truly accessible region.

The South East has one Games venue. Eton Dorney is an existing venue which has been enhanced. It will be the venue for Olympic Rowing, Paralympic Rowing and Canoe Sprint events. The South East will also host the Road Cycle Race and Time Trial events through the County of Surrey.

⁶⁶ SEEDA, Triple Gold.

Case Study: Accentuate – the South East’s regional Paralympic legacy programme

Accentuate aims to change perceptions about disability, using the Paralympic Games as its inspiration. By delivering a number of focused projects, the Accentuate Programme aims to raise awareness of the role Stoke Mandeville played in the foundation of the Paralympic Movement, changing attitudes towards disabled people and empowering disabled people to achieve their full potential in business, sport, art and education.

Part of the programme is delivering Access Audits across the region – Aylesbury rail station recently unveiled more than £2 million of enhanced accessibility features as a result of the findings of their access audit. Accentuate is driving more disabled young people into sport and art through national projects such as Playground to Podium, and Driving Inspiration which is creating a living archive for Stoke Mandeville by placing disabled athletes and artists into integrated and special schools across the region. Accentuate is also supporting the Cultural Olympiad through a number of new commissions, a Cultural Leadership programme and a showcase of disabled artists’ work at the 2011 Brighton Festival.

8.15 London

As host to the Games, London is unsurprisingly a key focus of Games legacy initiatives. The legacy of the 2012 Games for London was key to the original bid to host the Games. The vision for London is to maximise the impact of the Games, not just for the local areas surrounding the Games, some of which are some of the most deprived parts of the UK, but also right across London.

London will host 22 sports in 21 venues across London and within the Olympic Park. A host of partners across London are working together to coordinate the regeneration of East London and to ensure that people and businesses from across London are given access to the opportunities and benefits resulting from the Games.

London plans to use the unique opportunity presented by hosting the 2012 Games to:

- Regenerate East London and the Lower Lea Valley;
- Support improvements to the underground, DLR and the bus network, in addition to walking and cycling routes;
- Develop and improve training and skills development opportunities;
- Ensure that London's businesses are in a position to make the most of the opportunities offered by the Games;
- Create world class sporting venues that will be used by elite athletes in addition to providing benefits for local communities;
- Promote London internationally and for domestic audiences as a city for investment, holidays, business and study;
- Celebrate London's diverse communities through the Cultural Olympiad.

There are a number of groups working together across London to maximise the benefits of hosting the Games. These include:

- London 2012, the GLA and LDA: Building on existing networks and relationships, LOCOG and the ODA are working closely with the Mayor, LDA and boroughs to make sure that London's many communities have a real part to play in the 2012 Games, and to ensure that Londoners and local businesses can make the most of the opportunities that the Games offer;

- **Host Borough Unit:** The Host Borough Unit has been set up to take on a coordinating role across the host boroughs. Initiatives in the host boroughs are summarised in Chapter 7, with more detail in Appendix B;
- **The London 2012 Forum:** The London 2012 Forum is part of this process. Set up during the bid phase, the Forum is made up of more than 100 representatives of key London communities and organisations;
- **Go South Go Task Force:** Established by the South London Partnership, it provides an information guide to the opportunities and benefits of the 2012 Games for the businesses, organisations and communities of South London.

Strategic collaborations between groups of London boroughs also have a role to play. In addition to the Host Boroughs Unit, these include groups such as London Councils, the West London Alliance, the South London Partnership, the North London Strategic Alliance and the Thames Gateway London Partnership.

A number of private and voluntary sector organisations are also leading legacy initiatives in London, including:

- **Confederation of British Industry (CBI) London:** working with the LOCOG and the ODA to ensure that businesses are aware of the benefits provided by the 2012 Games;
- **Greater London Volunteering (GLV):** GLV has an active programme of helping people volunteer for 2012 events;
- **The Big Opportunity:** set up by the London Civic Trust and funded by City Bridge Trust, aims to ensure that the 2012 Games are inclusive by engaging with London's civil society on Games-related issues;
- **Greenwich Leisure Limited (GLL):** a not for profit social enterprise which manages 70 leisure centres in partnership with 13 London boroughs and the LDA. It has a 2012 Strategy in operation and runs a number of PGTCs;
- **London Wildlife Trust:** ensuring wildlife and the wider environment are taken into account during the construction of the Games venues;
- **Field Studies Council:** signed a deal to create the world's first residential inner-city field centre in the Olympic Park.

Example legacy activities in London

The major legacy activities underway in London have been captured in the relevant thematic chapters of this report. Below are examples of some of the numerous activities also in place across London.

- The London Ambassadors programme: a Mayoral initiative, this programme is being delivered in partnership with Volunteering England and v. The London Ambassadors will be working to complement the role of the Games Makers, located at the Games venues as well as in London airports, stations and tourist attractions to welcome and inform 2012 visitors and provide support for residents;
- Connect to London: part of Think London's longer-term objective to use the Games as a catalyst to increase the levels of foreign direct investment into London and support the creation of 5,000 jobs by 2016. This has included hosting roadshows through North America, India, and Asia titled 'the Route to 2012';
- Limited Edition London: a global marketing communications programme to create visitor bookings both immediately and through to the end of the Olympic and Paralympic Games in 2012. This is a Visit London initiative which will run from Autumn 2011;
- Relay London: a London-wide network of job brokerage and employment support organisations, and a part of the recruitment procedure for job vacancies and training courses around the construction of the Olympic Park;
- The London Employer Accord: led by London First, this aims to get employers to engage with the public sector employment and training agencies, eg by agreeing to register vacancies with local employment agencies or offering apprenticeships and work placements;
- Inclusive London: Visit London is also running a joint initiative with the LDA to improve information about the accessibility of hotel rooms in London for disabled people. This includes the production of an online guide which will give information on over 1,300 accessible hotel rooms in London.

Box 8.1: Legacy Trust UK initiatives across the nations and regions

Legacy Trust UK has allocated funding to regional and national programmes across the UK, many of which form part of the Cultural Olympiad. The four national programmes run by the Legacy Trust UK across England are:

- UK School Games (2008-2011): the Trust has granted £6 million to these annual multi-sport events for the UK's elite young athletes of school age, run by the Youth Sport Trust;
- Somewhere to: committed £5 million to help young people access facilities needed to carry out sporting and cultural activities;
- The Tate Movie: £3 million awarded to create a film made by and for children across the UK;
- Community Celebrations: £4 million allocated to allow communities across the nations and regions to bid for funding to host an outdoor event in their area which celebrates a theme of local significance.

Programmes across the other nations run by the Legacy Trust UK are:

- Northern Ireland: Connections is a £1.8 million initiative that will encourage communities to engage in sport and arts, in order to encourage excellence and to promote closer working between sports and arts organisations;
- Scotland: the Scottish Project is a £4.7 million programme that engages a range of cultural, sporting and educational activities designed to inspire thousands of people and to leave a lasting legacy from the London 2012 Olympic Games and Glasgow 2014 Commonwealth Games;
- Wales: The Power of the Flame is a £2.85 million programme that aims to use the Games as a catalyst to inspire young people to achieve their personal goals in their chosen field.

The regional programmes run by the Legacy Trust are:

- Yorkshire and Humber: 'imove' aims to transform the relationship between people and their moving bodies, through activities across the region;
- East Midlands: Igniting Ambition is a £3.6 million five-year cultural programme of summer festivals and events;
- West Midlands: the West Midlands Culture Programme for London 2012 includes two Legacy Trust UK projects, People Dancing and the Community Games;
- East of England: Eastern Rising has two project strands: Team East for Skills and the East of England Regional Events Fund;
- North East: NE-Generation is devised and delivered by young people for their peers and aims to develop high-quality cultural activity for the region;
- North West: WE PLAY is a four-year, £3 million programme of public events, community programmes and development of new employment;
- South West: the RELAYS programme is designed to inspire young people and their communities to take part in cultural and sporting activities in South West England and is led by universities and sponsored by HEFCE and the Legacy Trust UK;
- South East: Accentuate is a programme of 15 projects which aim to offer real opportunities to showcase the talents of Deaf and disabled people of all ages;
- London: Big Dance is a biennial pan-London celebration of dance and dancing with nine days of dance events in shops, parks, galleries and museums across London.

Further details of Legacy Trust UK can be found in Chapter 6.

8.16 Summary

The analysis in this chapter summarised strategies and presented illustrative examples of legacy activity in each of the nations and regions. Activity underway is extensive and diverse. Some projects are part of wider events such as the Cultural Olympiad and Inspire programme, whilst others are innovative programmes running just at the regional and local levels.

9 Summary of evaluation evidence

9.1 Introduction

This report has set out the scope of the meta-evaluation, the legacy strategy and initiatives, the detailed research questions and the data strategy. The research questions have been developed from the legacy strategy and activities being undertaken, and from the development of detailed logic model for each of the four legacy themes.

The research has been informed by a wealth of existing work including Government legacy plans, the overarching DCMS Legacy Evaluation Framework and other evaluation frameworks developed for the LDA, BIS and DCLG.

This chapter draws together our initial findings on the evaluation evidence base available and the risks and challenges going forward. It summarises the issues around the coverage and quality, synthesising findings across the four legacy themes. At this stage, it is essential that a clear understanding of the likely evidence base available is formed so that gaps can be identified and work undertaken to mitigate weaknesses.

The elements of scope covered include:

- The legacy activities and initiatives considered in-scope;
- The scope of evaluations planned outside the meta-evaluation;
- The quality and methodological robustness of these evaluations;
- The scope of primary research available.

The chapter is therefore focused on issues of scope, information and the evidence base. Methodology issues where they relate specifically to scoping issues are also covered, although a more detailed method and analytical framework is set out in Report 2.

9.2 Legacy activities 'in-scope'

The foundation for the meta-evaluation is the projects and programmes considered to be in-scope and labelled legacy initiatives. Such a list sets the context for the development of the research questions, allows an assessment of the coverage of evaluation to be undertaken and enables plans for primary research to fill any gaps in the evaluation evidence base to be prioritised.

(i) Legacy activity

A total of 132 projects and programmes have so far been identified as legacy initiatives. This extensive list of projects is invaluable in setting out the scope of the challenge for the meta-evaluation. It confirms that a significant amount of legacy investment is already underway and that legacy plans have moved from vision and strategy to implementation.

Whilst a large number of legacy activities have been documented to date, there are still some gaps in our knowledge at this stage of the study. These are based around the:

- Legacy activities planned or underway by private sector sponsors to the 2012 Games;
- Projects and programmes across the cross-cutting themes of disability and sustainability;
- Legacy activities planned or underway within local authorities and other local organisations.

Work is ongoing to address these areas. DCMS is in discussions with LOCOG about documenting the level and scope of activity planned and underway by sponsors.

In the area of disability and sustainability, activities are cross-cutting and generally within legacy initiatives. Our knowledge of the scope and level of activity across these areas should improve as project-level evaluations are completed.

On the activities of local authorities, examples of legacy initiatives already identified include the creation of Olympics officer posts, promotion of business opportunities, hosting of events and engagement with schools.

Programmes that have already been completed (eg Free Swimming) will still have had pre-Games impacts – and perhaps some ongoing effects – so it is important that these are considered within scope. This issue will become more important if more initiatives are discontinued in response to public spending pressures.

Additional information will be requested as part of the pre-Games interim evaluation (Report 4) via an e-survey or newsletter through the Local Government Association (LGA). Whilst we plan to collect data on local initiatives, the diversity of organisations involved clearly creates risks that this will not be a totally comprehensive picture. The purpose of the survey will be to enable us to identify areas of good practice and document these through case studies, rather than to develop a comprehensive list of each and every initiative underway at the local level.

(ii) Funding information

A complete assessment of the funding across the various initiatives and legacy themes is not possible at this stage. Many programmes do not have their funding confirmed and figures often change as legacy plans evolve. This is a source of uncertainty and factual accuracy for this report, rather than a major methodological problem. Specific figures on funding across the full range of initiatives will be important for the value for money assessment work during the post-Games initial evaluation and for Phase 4.

It is important that double counting of funding across initiatives and themes is eliminated. For instance, some sports participation programmes have a specific strand for disabled sports, but these smaller initiatives are also often listed as standalone programmes.

It is unlikely that we will be able to comprehensively map funding across private sector legacy investments and initiatives. In any case, this is not required for the value for money assessment of public sector investment, as a full cost benefit analysis is not within the scope of the meta-evaluation.⁶⁷

(iii) Implications

Research is ongoing to enhance and refine our knowledge of legacy activities. This is a dynamic and ongoing process as legacy activities are evolving as the 2012 Games become closer, and as Government and other organisations refine their strategies.

There are three main strategies for keeping abreast of legacy activities. The first is via direct contact with DCMS as part of the ongoing evaluation monitoring and project management activities. The second is via ongoing consultation with relevant stakeholders across central, regional and local government and 2012 Games stakeholders. The final strategy is via the 'London 2012 Evaluation Steering Group', a cross-Government and 2012 Stakeholder group set up to provide assurance that evaluation of the London 2012 legacy programme is on track. One of its key roles is to provide input into the meta-evaluation, and it has a specific objective to share information around 2012 legacy initiatives, drive forward the evaluation of legacy initiatives and share the results of evaluations being undertaken.

9.3 Project-level evaluation evidence base

The study is a meta-evaluation in the sense that it involves bringing together individual evaluations of legacy initiatives and synthesising the data, evidence and findings using a consistent framework. The study is therefore highly dependent on other evaluations being carried out. The picture from our research is that nearly one-half of projects defined as legacy initiatives currently have a full or limited evaluation in place or planned.

⁶⁷ It is clearly relevant to a full cost benefit assessment, but in principle this would also include consideration of the range of wider commercial benefits anticipated by sponsors.

(i) Evaluation coverage

The strongest coverage of evaluations is currently in the Economic theme, where most commissions have been from the LDA/GLA, and the East London regeneration theme where work on an evaluation framework and baseline has been undertaken for DCLG.

The scope of LDA 2012 Evaluation covers the acquisition of land up to 2012 and the impacts of investments in the areas of employment and skills including initiatives involving Jobcentre Plus and the Learning and Skills Council (now Skills Funding Agency). A feasibility study has recently been produced which sets out the evaluation plan.⁶⁸

The evaluation framework commissioned by DCLG sets out an approach to measure the regeneration impacts and legacy of the 2012 Games across the Department's policy remit, and specifically on the effects on East London.⁶⁹ A detailed baseline covering 198 datasets is also provided. However, responsibility for future stages of the evaluation of the East London regeneration aspects of London 2012 will need to reflect the outcome of forthcoming machinery of government changes.

Other evaluations currently completed, planned or underway include, for example, CompeteFor, East of England region, Free Swimming, International Inspiration, LEST, LETF, Personal Best and PESSYP (strand 1).

It will also be important to draw on assurance and audit information (ie non-evaluation information), in particular, the OGI study to be published by University of East London (with LOCOG and ESRC support) as an IOC requirement. The pre-Games report includes 10 environmental indicators, 26 socio-cultural indicators and 23 economic indicators.

(ii) Gaps and risks in the evidence base

Although the meta-evaluation has benefited from early planning and scoping by DCMS and other stakeholders, it is inevitable with such a large and diverse range of legacy activities underway that there will be gaps in the anticipated evidence base. At this stage, the most significant gaps in the evaluation evidence base are around:

- New Sport initiatives: the planned evaluations for new legacy activities such as Places People Play are not yet in place and sports-related evaluation activity in Wales, Scotland and Northern Ireland is also currently limited;
- Cultural Olympiad: this key spending programme brings together a number of smaller projects under a single brand. These projects are numerous and diverse but the scope of the planned evaluation is not yet finalised;
- Inspire programme: a database containing details of the projects is available, which will allow outputs to be aggregated. Quarterly reports are produced with details of projects regionally. No formal evaluation is currently planned, but DCMS is investigating possible further research using this database;
- Skills: the BIS evaluation of skills legacy has resulted in the completion of a feasibility study, but no plans for the evaluation are yet in place;
- Exports and inward investment: Some performance monitoring is underway by UKTI, but no evaluation is in place to understand causal linkages between specific 2012 Games-related UKTI activities and subsequent changes in either inward investment by foreign firms or growth of export markets by UK-based firms;
- Volunteering initiatives: the Games Maker programme is not currently being evaluated. This programme impacts on legacy by encouraging volunteering in the local community and by increasing the likelihood of employment and of visitors returning to London;
- Transport: TfL, DfT and ODA have invested heavily in transport for the 2012 Games. However, the benefits of transport investment typically accrue over the medium to long-

⁶⁸ LDA 2012 Games Legacy Impact Evaluation Study, Feasibility Study report. PwC and SQW Consulting (July 2010).

⁶⁹ DCLG London 2012 Olympics, Regeneration Legacy Evaluation Framework (December 2010).

term, so it is unlikely that any evaluations will be commissioned within the timeframe of the meta-evaluation.

(iii) Implications

In partnership with DCMS we will continue to influence organisations to undertake evaluations of legacy activities in order to increase the number and quality of evaluations available for the meta-evaluation. However, it is clear that public sector budget pressures will limit the extent to which new work is commissioned, and there is also a risk that planned evaluation activity may not go ahead. As indicated in Chapter 3, additional emphasis will therefore be placed on top-down data analysis and the use of national surveys to answer some of the research questions.

9.4 Evaluation quality and methodology issues

Alongside documenting the scope of evaluation activity, it is important to consider the quality of evidence that is anticipated from evaluations underway.

A review of evaluation documentation has therefore been undertaken, although it should be noted that most of the information is currently only in the form of Invitation to Tender documents. The quality and robustness of the evaluations can only be inferred and our findings, as a result, are only a partial and initial assessment. The review has raised some early issues for the overall methodological framework which are also covered below. Report 2 sets out a more detailed assessment of methodology.

(i) Robustness of approach

Evaluations should be carried out in line with guidance in the Green Book, sufficiently robust and, as far as possible, consistent in methodological terms. The DCLG and LDA evaluations should both meet these criteria as they closely follow the Impact Evaluation Framework (IEF) methodology recommended by Government for regeneration interventions.⁷⁰

Some of the evaluation set out measurement strategies and performance measures which clearly define outputs and outcomes. However, they do not always link inputs to outcomes (a particular issue in relation to the Community Engagement theme such as the Inspire programme where there is a database of output information).

(ii) Spatial and distribution issues

The NRG would like to see evaluations report findings at both the regional level as well as the national level. However, most of the evaluations reviewed do not specifically mention regional impacts. It is also not yet known how far regional impacts will be considered within other national evaluations yet to be commissioned. Overall, this represents a potential challenge given the need to understand impacts in each nation and region.

Around the cross-cutting issue of disability, there is very little information available on evaluations in this area to date, and existing evaluation plans do not appear to cover the issue in any detail. Some of the largest impacts may derive from the activities of ODA Transport and TfL, with transport infrastructure investment benefiting from an Accessibility Management Plan, but it is not clear if this will be subject to evaluation.

(iii) Consistency and comparability

A key methodological issue is the extent to which existing evaluations have been effectively coordinated around a common strategy, with similar output and impact measures, timescales and spatial foci. In most cases, evaluations will be clearly linked to particular interventions, and be based around the Legacy Evaluation Framework, so it should be possible to aggregate their findings (provided common output and impact indicators are used) to draw overall conclusions on effectiveness and value for money.

However, our review has identified that there is a diversity of evaluation activity underway. Some evaluations are robust and follow established methodology, but others are more high level and based around simple measurements or tracking of outputs. The synthesis of the

⁷⁰ DTI Occasional Paper No. 2, Evaluation of the impact of England Regional Development Agencies: Developing a Methodology and Evaluation Framework, 2006.

results from different evaluations will need to take into account different quality, coverage and robustness.

In addition, there is a potential for overlap across legacy themes which will be a methodological challenge. The interlinked nature of the themes and interventions creates a risk that some outputs, outcomes and impacts may be claimed by different evaluations and therefore double counted.

Where impact studies also cover a diverse set of interventions, attribution to particular interventions is likely to be difficult.

(iv) Additionality and counterfactuals

There are a number of mechanisms in place to measure gross outputs or performance of many of the legacy initiatives (eg encouraging adults and young people to participate in sport). However, there are only a few evaluations in place which cover more complex issues such as additionality, attribution, deadweight, leakage, etc.

There is also the issue around the extent to which commissioned evaluations fully explore the counterfactual scenario, ie whether similar interventions and investments would have gone ahead in the absence of the Games (to the same scale, timetable and level of quality), which the evidence to date suggests may be difficult to determine or predict.

(v) Strategic added value

The evaluation of good practice and lessons learned around partnership working between relevant public, private and third sector organisations is a potential gap. This is important as legacy objectives cannot often be achieved by any one body working alone. This potentially includes partnership working involving strategic bodies (eg OPLC/GLA in relation to the sports legacy) and links (between sponsor Departments such as DCMS and its agencies such as Sport England, UK Sport and DfE with Youth Sport Trust).

(vi) Implications

A further review of the project-level evaluation plans/briefs/frameworks will be undertaken during the pre-Games interim evaluation, together with recommendations on consistency and robustness for the post-Games evaluations. A more detailed review of methodological issues is covered in Report 2.

9.5 Primary research

There is the potential to adjust existing surveys to generate improved evidence on legacy effects, particularly in terms of exploring the links between change in key outcome measures observed within the wider secondary data and the Games and perhaps specific legacy initiatives. The list of surveys which are being focused upon includes:

- Taking Part;
- Understanding Society;
- International Passenger Survey;
- Confederation of Business and Industry;
- National Brand Index Survey.

Ensuring that a strategy for collection of tourism information is in place is a priority. It is currently unclear whether and how far information on visitors either to the UK or from within the UK will be collected, which is important for the assessment of short-term economic impacts. It will be important to draw on the work undertaken by ONS to estimate a counterfactual for the number of visitors in London during the Games.

Key secondary datasets include socio-economic and labour market statistics published by the ONS, a range of property market reports produced by commercial providers, and statistics on indicators of environmental performance produced by DEFRA/Department of Energy and Climate Change.

9.6 Implications and next steps

The identified gaps in the likely evaluation evidence mean that the methodology for the meta-evaluation will need to place additional emphasis on the gathering of top-down data to measure impact. This has been reflected in the data strategy in each thematic chapter, and is set out in more detail in Report 2.

Whilst greater emphasis on top-down analysis will help to bridge information gaps, it is still essential to the quality and robustness of the overarching meta-evaluation that the key evaluations are continued as envisaged or commissioned as planned.

The next steps around improving the evaluation evidence base include:

- Continuing to encourage organisations to undertake evaluations, particularly where this is in doubt;
- Collecting information on the legacy activities of 2012 Games sponsors;
- Working with the LGA to collate further information on local authority activity;
- Working with the NRG to assemble further information on regional activity.

This chapter also highlighted areas to explore in more detail in Report 2, specifically in developing the details of the methodology, including:

- Influencing existing primary research programmes (eg Taking Part) to try to secure the inclusion of relevant questions;
- Working with academics on approaches to the synthesis of the planned evaluations;
- Developing the approach to the top-down assessments;
- Developing a strategy for how each research question will be addressed given the tools discussed and others that are at our disposal;
- Assessing the competing priorities for new primary research.

A Detailed logic models

This Appendix provides detailed logic models for Sport, Economic, Community Engagement and East London regeneration.

Figure A.1: Sport

Rationale	Strategy	Objectives	Activities	Outputs (gross and additional)	Results	Outcomes/Impacts		
<p><i>Market Failure</i></p> <p>Increasing participation in sport provides significant positive externalities such as health and well-being benefits which are beneficial to both the individual and to society as a whole. However such benefits cannot be captured directly by the private sector through investment, whilst not all individuals are aware of the full value to be gained through participating in sport due to asymmetric information failures, and therefore will under-participate.</p> <p><i>Challenge</i></p> <p>In the UK participation levels in sport and physical activity have been comparatively stable. Involvement is heavily influenced by attitudinal, behavioural and lifestyle factors that are difficult to shift. A key challenge has been reducing the drop-out rate from sport post school age (16-19).</p> <p>Participation levels are lower amongst some groups (including disabled people, minority ethnic communities, low income groups and women), who face specific barriers to participation. For example, the proportion of</p>	<p>Plans for the Legacy from the 2012 Olympic and Paralympic Games (DCMS, 2010)</p> <p>Sport England Strategy 2008-11: grow; sustain; excel</p> <p>Revised 2012 Sports Legacy Strategy Paper</p> <p>Be Healthy Be Active (DoH, 2009)</p> <p>NGB Whole Sport Plans</p> <p>A Sporting Future for London (GLA, 2009)</p> <p>London 2012: a legacy for disabled people (ODI/DCMS, December 2009)</p> <p>Inclusive and Active 2: a sport and physical activity</p>	<p>Increase and sustain mass participation in sport and physical activity</p> <p>Increase competitive sport opportunities available to young people</p>	<p>'Inspiration effects' of sporting achievements during the 2012 Olympic and Paralympic Games</p>	<p>Young people participating in school sport competitions linked to the Olympics/Paralympics (including % of disabled young people)</p>	<p>Increased opportunities for social interaction</p> <p>Increased satisfaction/satisfaction with place</p> <p>Increased awareness and appreciation of disability sport</p>	<p>Increased levels of community cohesion</p> <p>Increased levels of happiness/ well-being</p> <p>Increased participation in active sport and physical activity (for young people and adults including disabled groups)</p> <p>Increases in life expectancy and reductions in NHS costs (longer-term outcome)</p>		
			<p>INITIATIVES TO INSPIRE YOUNG PEOPLE (INCLUDING DISABLED YOUNG PEOPLE) TO TAKE PART IN MORE SPORT, INCLUDING COMPETITIVE SPORT, AND PHYSICAL ACTIVITY</p> <p>- PESSYP strands (Sport Unlimited, School Sport Partnerships, Competition and Disability) and Playground to Podium Framework</p> <p>- Change4Life Sports Clubs</p> <p>- Premier League 4 Sports</p> <p>- School Games and associated PE teacher funding</p> <p>- National School Sport Week</p> <p>- Sports College Legacy Programme</p> <p>- Places People Play (Sportivate and investment to tackle disabled people's barriers to participation)</p> <p>- Free Swimming</p> <p>- Paraspport (BPA and Deloitte)</p> <p>- Legacy Trust funded sport and physical activity projects (eg Big Dance)</p> <p>- other public , private and third sector initiatives (eg Cadbury's Spots v Stripes, GLA's PlaySport London, GLL events, East London Business Alliance's London Legacy 2020, university collaboration in the North East and other local Inspire projects)</p>	<p>Young people participating in out of school sport sessions linked to the Olympics/Paralympics (including % of disabled young people)</p>	<p>Adults participating in sporting activities/exercise programmes (including % of disabled adults)</p>		<p>Increased feelings of self-esteem and social inclusion</p> <p>Enjoyment</p> <p>Improved perceptions of health and mental well-being</p>	<p>New participants in sport and competitive sport (intra and inter-school)</p> <p>Increased access to sport and physical activity in deprived areas and for different groups</p> <p>Increased levels of awareness and support for participating in sport and physical activity amongst disabled people</p> <p>Increased ambition/interest in/intentions to participate in more sport</p> <p>Increased awareness of the benefits of physical activity and healthier lifestyles</p> <p>Progression in sport, including increased levels of club membership</p> <p>Reduction in the post-16 drop off rate sport</p> <p>Healthier lifestyles and reductions in obesity</p>
			<p>INITIATIVES TO GET MORE ADULTS (INCLUDING MORE DISABLED ADULTS) PARTICIPATING IN SPORT AND PHYSICAL ACTIVITY</p> <p>- Places People Play (Gold Challenge, Sportivate and investment to tackle disabled people's barriers to participation)</p>	<p>Disabled people signposted to disability sport opportunities (for example via registrations to Paraspport, and the number of stories/videos/images uploaded to Paraspport Zone)</p> <p>Case studies/dissemination outputs celebrating disabled people's sporting achievements</p>	<p>Increased levels of pupil confidence and self-esteem</p> <p>Increased levels of academic motivation</p> <p>Increased discipline and commitment to attending school</p>		<p>Improved educational attainment</p>	

Figure A.1: Sport

Rationale	Strategy	Objectives	Activities	Outputs (gross and additional)	Results	Outcomes/Impacts
<p>individuals participating in sport with a long-term limiting illness or disability fell between 2005/06 and 2009/10.</p> <p>Access to high quality and flexible facilities, information and support present barriers to elite achievement and participation, and particularly in the UK in deprived areas and for disabled people.</p> <p><i>Opportunity</i> The 2012 Games provide an unparalleled opportunity to catalyse investment in new and accessible sports infrastructure, as well as inspiring people to change their behaviour and participate in more sport. Enjoyment, social interaction and perceptions of health benefits have been identified as major drivers of participation in sport.</p> <p>Elite achievement in sport can boost national pride, provide role models, encourage further participation in sport and disabled sport, and help improve the UK's reputation and influence abroad.</p>	<p>strategy for disabled people in London (GLA, July 2010)</p> <p>Playground to Podium framework</p> <p>Making the case for elite sport (UK Sport, 2010)</p> <p>Beyond 2012: The Coaching Legacy for London (Sports Coach UK, 2010)</p>	<p>Leave a legacy of sporting facilities and personnel that can accommodate community use and major sporting events after the 2012 Games</p>	<p>- Free Swimming - Walking for Health - Walk4Life Miles - Let's Get Moving (including special resources for encouraging disabled people) - Fit for Future (pilot only) - NHS Challenge - Parasport - other public, private and third sector initiatives (eg Cadbury's Spots v Stripes and projects within the Inspire programme)</p> <p>INVESTMENT IN INFRASTRUCTURE (INCLUDING ACCESSIBLE INFRASTRUCTURE) - Olympic Park, venues and upgraded training camp facilities (supported by BT and Cisco) - Places People Play (Iconic Facilities, Inspired Facilities, Protecting Playing Fields, Sports Leaders, and investment in disabled sport) - Elite Coaching Apprenticeships (and similar initiatives supporting the economic theme such as SkillsActive's Advanced Apprenticeship in Sporting Excellence) - PESSYP strands (in particular Recruit into Coaching, School Sport Coaching, Leadership and Volunteering, including Step into Sport and Young Ambassadors, Disability and CPD) - Sports College Legacy Programme (Coaching and Officiating) - Inclusive Fitness Initiative (to deliver 1,000 accessible sports/fitness facilities by opening ceremony) - other public, private and third sector initiatives (eg GLA's PlaySport London: Facility Fund and Skills Investment Programme, Cadbury's Spots V Stripes, and adiZones and adiStars Young Ambassadors)</p>	<p>Staff accessing CPD training/organisations receiving capacity building to work in disability sport with young people</p> <p>Sport coaches trained (and hours of coaching undertaken)</p> <p>Sport volunteers/volunteer hours supported by Legacy activities (including in disabled sports sector)</p> <p>Facilities created/refurbished to support community and elite sport</p>	<p>Increased engagement in positive activities (and changes in other crime risk and protection factors) amongst young people</p> <p>Increased skill levels amongst sport organisations and bodies</p> <p>Increased accessibility standards amongst sport organisations</p> <p>Increase in sport coaches recruited and retained nationally</p> <p>More people coached in community or elite sport (including disabled people)</p> <p>Increased access to sports volunteering opportunities (including in disabled sport)</p> <p>Increased interest in/intention to volunteer in sports in the future (including in disabled sport)</p> <p>Increase in sports volunteers recruited and retained (including in disabled sport)</p> <p>More people supported to participate in and benefit from community sport</p> <p>Enhanced access to high quality training facilities, support and expertise for Team GB</p> <p>Sustainable uses found for 2012 venues post-Games</p> <p>Enhanced context for launching bids for major sporting events (new and improved infrastructure)</p> <p>Facilities evidence strong links to local communities and social and economic policy</p>	<p>Reductions in youth crime and fear of crime</p> <p>Enhanced and sustainable sporting infrastructure, which is accessible and continues to support community participation, elite achievement and major sporting events in the future (<i>measured through the core participation and Team GB medal indicators, and future bids won</i>)</p> <p>Increased level of sports volunteering (including in the disabled sports sector)</p>

Figure A.1: Sport

Rationale	Strategy	Objectives	Activities	Outputs (gross and additional)	Results	Outcomes/Impacts
					<p>Increased access to high quality elite and affordable community sport (and particularly for disabled people, women, BME groups and in deprived areas)</p> <p>Availability of a greater range of sports and associated services (eg co-located health)</p> <p>New opportunities to contribute to the design and planning of facilities</p> <p>More local people taking part in more enjoyable community sport (and sustaining their participation)</p>	
				School leavers/unemployed people gaining volunteering or coaching positions (for example through Recruit into Coaching)	<p>Increased confidence and self-esteem</p> <p>Improved soft and vocational skills (Level 1 and 2)</p> <p>Progression from sport volunteering opportunities through to further education (eg Level 1/2 coaching qualification) and/or employment</p>	<p>Increased skill levels</p> <p>Increased employment</p>
		Achieve at least 4 th place in the medal table at the Olympic Games and 2 nd place at the Paralympic Games, and win more medals in more sports	<p>INITIATIVES TO PROMOTE ELITE ACHIEVEMENT (INCLUDING IN DISABLED SPORT)</p> <ul style="list-style-type: none"> - Team 2012/Mission 2012 - UK Sport Talent 2012 projects (eg tall and talented, 2012: Paralympic Potential) - Elite Coaching Apprenticeships - Research and Innovation - UK School Games - PESSYP strands (in particular Gifted and Talented, and Disability) and Playground to Podium Framework - Parasport (BPA and Deloitte) and TASS for disabled people - Other private and third sector initiatives, including Lloyds TSB Local Heroes, and GLL Sport Foundation grants 	<p>NGBs self-assessed and supported through Mission 2012</p> <p>People receiving elite-level coaching</p> <p>Young people involved in elite school sport competitions linked to the Olympics or Paralympics (including n/% disabled)</p> <p>Disabled participants in Multi-skill (7-11) and Multi sport (11-18) clubs</p> <p>Disabled people receiving TASS scholarships associated with Parasport</p> <p>Major outputs from advances in sports science, medicine and related research and innovation</p>	<p>NGBs achieving sustainable improvement</p> <p>New participants (including disabled participants) identified as talented and set on performance pathways/success with governing bodies</p> <p>Young disabled people receiving further elite-level coaching</p> <p>Increase in (sustainable) private sector funding levered into elite sport</p> <p>Improvements in sport systems, processes and equipment</p>	<p>Increased elite achievement in sport in terms of:</p> <ul style="list-style-type: none"> - numbers of medals won (Olympic Games, Paralympic Games, World and European Championships) - athletes positions (including Paralympic athletes) in world rankings - performances in (selected) international competitions (and compared with previous Games)
		Giving 12 million young people in 20 countries the	INITIATIVES TO RAISE THE PROFILE OF SPORT IN THE UK AND BOOST PARTICIPATION IN SPORT (AND	Young people (including disabled people) engaged in International Inspiration	Increased access to/new people involved in sport (including disabled children and adults), in the UK and overseas	Increased participation in sport, improved health and educational

Figure A.1: Sport

Rationale	Strategy	Objectives	Activities	Outputs (gross and additional)	Results	Outcomes/Impacts
		opportunity to participate in sport	DISABLED SPORT) OVERSEAS - International Inspiration - World Class Events Programme - Major Sports Events Bill (designed to make it easier to win and host major events). - Staging a successful 2012 Games	PE teachers/teacher trainers receiving training overseas (including in disability sports) Young people trained in peer leadership/trainers of peer leaders overseas Local sports partnerships established overseas Overseas governments advised on sport Bids for other major sporting events Positive media articles relating to the UK's staging of the 2012 Games	Increased knowledge and decreased risky behaviour in relation to AIDS Increased involvement of women in sports participation and leadership Enhanced staff skills/human capital amongst PE teachers and sports leader Enhanced and sustainable local sport delivery structures/partnerships Improved national sports strategies Enhanced domestic context for launching bids for major sporting events (including improved support structures and levels of funding) Enhanced international profile and perceptions of the UK as a place to host major sporting events	attainment overseas Enhanced standing and reputation of UK sports system abroad and with key stakeholders Increased success in the UK in bidding for future sporting events

Figure A.2: Economic

Rationale	Strategies	Objectives	Activities	Outputs	Results	Outcomes/Impacts
<p><i>Market Failure</i> Market failures exist where individuals and businesses do not have access to sufficient information on 2012 Games opportunities (and for example specific procurement requirements). Positive externalities may result from intervention including wider economic benefits and 'spillover' effects from support to SMEs, for example the creation of local employment opportunities.</p> <p><i>Challenge</i> Local businesses, and especially Small and Medium Enterprises (SMEs), may miss out on 2012 Games opportunities.</p> <p>Ensuring that businesses from across the UK (including disabled led businesses) benefit from the 2012 Games.</p> <p><i>Opportunity</i> Individuals and businesses (including disabled led businesses) can grow and innovate through Games related contracts.</p> <p>The 2012 Games brings opportunities to attract additional overseas investment and the establishment of operations in London/the UK.</p> <p>UK plc will be in the spotlight, potentially opening up new export markets to UK companies, including</p>	<p>Plans for the Legacy from the 2012 Olympic and Paralympic Games (DCMS, 2010)</p> <p>Economic Legacy Strategy</p> <p>ODI, DCMS (March 2010)</p> <p>'London 2012: a legacy for disabled people'</p>	<p>Protecting and creating jobs – supporting UK based firms to build and supply the 2012 Games, increasing employment as well as their capability to supply these and other major sporting events in the UK and elsewhere</p> <p>Improving business opportunities for disabled people</p> <p>Promoting the UK as a place to invest - converting international interest in the Games into benefits across the country, including through a hub for high-tech and creative sectors in East London</p> <p>Increasing exports – making the most of the advantage the UK has from</p>	<p>BUSINESS ACCESS TO 2012 GAMES-RELATED CONTRACTS</p> <ul style="list-style-type: none"> - CompeteFor (and links to existing business support services) - Activity to promote 'CompeteFor' to encourage disabled owned business to use/apply - London 2012 Business Network - London 2012 theme of the London Opportunities Fund - Local Authority and other RDA procurement support projects - CBI London and London First activity to promote opportunities from the Games <p>PROMOTING THE UK AS A PLACE TO INVEST</p> <ul style="list-style-type: none"> - Promotion of opportunities to foreign-owned businesses through 2012 Games-related contracts - Promotion of opportunities to invest in the UK through showcasing events linked to the 2012 Games, prior to and during the Games (from UKTI and regional investment agencies) <p>EXPORT AND TRADE PROMOTION</p> <ul style="list-style-type: none"> - Activities which use London 2012 as an opportunity to showcase UK companies and the UK as a place to do business. - Host2Host programme 	<p>UK businesses registered on CompeteFor (including n/% owned by disabled people)</p> <p>UK businesses given advice/information (including n/% owned by disabled people)</p> <p>UK businesses assisted to improve performance (including n/% owned by disabled people)</p> <p>Total value/% of 2012 Games-related contracts made accessible by CompeteFor (including n/% won by disabled led companies)</p> <p>Overseas businesses advised (on accessing Olympics contracts)</p> <p>Overseas businesses engaged at showcase events (using the hook of the 2012 Games)</p> <p>New leads generated from promotional activity (using the hook of the 2012 Games)</p> <p>UK businesses participating in showcase events/overseas trade missions</p> <p>Businesses given advice and information on contracting opportunities in other host cities</p> <p>Positive media articles about the UK's competitiveness and innovation (linked to the 2012 Games)</p>	<p>Proportion/value of 2012 Games-related contracts awarded to UK businesses (including to SMEs and disability/minority-owned businesses)</p> <p>Development of skills and capacity as a result of i) meeting CompeteFor requirements and ii) experience gained in delivering 2012 Games-related contracts</p> <p>Increased access to business and employment opportunities for disabled people</p> <p>Enhanced profile and perceptions of London and the UK as places to invest</p> <p>New businesses attracted to the UK (measured by value of investment)</p> <p>Innovation and knowledge spillovers</p> <p>Enhanced profile and perceptions of the UK as a centre for growth in high value sectors, innovation and in particular the green economy.</p> <p>UK businesses move into new export markets (measured by number and value of contracts)</p> <p>Increased trade between host nations (measured by number and value of contracts)</p>	<p>Growth/sustainability of UK businesses (including disabled owned businesses), reflected in increases in/safeguarding of employment and GVA</p> <p>Additional inward investment in the UK, and associated jobs and GVA created</p> <p>Growth/sustainability of UK businesses, reflected in increases in/safeguarding of employment and GVA</p>

Figure A.2: Economic

Rationale	Strategies	Objectives	Activities	Outputs	Results	Outcomes/Impacts
<p>the opportunity for UK businesses to develop new trade links with other host cities.</p> <p>Public sector intervention can help to improve the supply of information and the co-ordination of procurement activity, for example ensuring that SMEs and minority-owned businesses across the UK have fair access to 2012 contracts in the supply chain, as well as any support they need to win them.</p>		<p>hosting the Games to increase exports by identifying high value markets and opportunities and promoting UK expertise</p> <p>Increasing British influence around the world – using a global public diplomacy campaign, based around the Games, to build a wide network of influential relationships and encourage foreign audiences to take a fresh and positive look at the UK</p>				
<p><i>Challenge</i> Need to attract more overseas visitors (including from emerging markets and young people) and encourage more people from the UK to holiday at home.</p> <p>Potential for tourism displacement and/or crowding out effects due to 2012 Games.</p> <p>Tourist venues often inaccessible to disabled visitors.</p> <p><i>Opportunity</i> The 2012 Games provides an opportunity to showcase the UK as a place to visit, including in emerging</p>	<p>Plans for the Legacy from the 2012 Olympic and Paralympic Games (DCMS, 2010)</p> <p>Government Tourism Policy (DCMS, 2011)</p> <p>Economic Legacy Strategy</p> <p>'Winning: a tourism strategy for 2012 and beyond' (DCMS</p>	<p>Delivering a lasting tourism legacy – leaving a legacy for the whole country</p> <p>Making the UK more welcoming: create a warm welcome for all our visitors and ensure they receive world class service while in the UK</p> <p>Improving accessible tourism</p>	<p>TOURISM INITIATIVES</p> <p>- Creation of a new fund aimed at generating £1 billion worth of PR and marketing activity in the years around 2012.</p> <p>- Visit Britain Marketing Campaigns (eg 'Welcome to Britain' programme)</p> <p>- 'Limited Edition London' campaign to create visitor bookings both immediately and through to the end of the Games</p> <p>- Cultural Olympiad and associated events and activities</p> <p>- Joint working with the media and the wider effects of the Games on promoting London and the UK's image, at home and abroad</p>	<p>People exposed to marketing/promotional material that uses the 2012 Games theme</p> <p>Volunteers trained to provide improved welcome and visitor experience</p> <p>Accommodation establishments upgraded</p> <p>(Overseas) participants in Cultural Olympiad activities and events</p> <p>Visitors to the UK, London and East London</p>	<p>Enhanced profile and perceptions of London and the UK as places to visit</p> <p>Increased number of visitors to the UK (domestic and overseas) and spend (including by disabled visitors)</p> <p>Increased proportion of quality accredited accommodation</p> <p>High and/or increased levels of satisfaction with the visitor experience, leading to increase in repeat visits</p> <p>Increased levels of information and accessibility (eg of hotel rooms, tourist</p>	<p>Additional visitor numbers/expenditure, reflected in increases in/safeguarding of employment and GVA (amongst beneficiary businesses)</p> <p>Sustained improvements in standards and accessibility for disabled visitors as a result of the 2012 Games</p>

Figure A.2: Economic

Rationale	Strategies	Objectives	Activities	Outputs	Results	Outcomes/Impacts
economies such as China and India. Potential to create an accessible Games for disabled visitors.	2007) Visit Britain Marketing Strategy ODI, DCMS (March 2010) 'London 2012: a legacy for disabled people'	opportunities for disabled people		Positive media articles about London and the UK as places to visit (linked to the 2012 Games) Accessibility Website hits/searches Tourism businesses advised/staff trained on accessibility issues Accessible hotel rooms added	venues) for disabled visitors and 'warmer welcome' Improved awareness and understanding of disability issues among tourism industry	
<i>Challenge</i> Levels of worklessness and low or no-skills amongst individuals living in London and across the UK. Information and coordination failures, which create barriers to employment. Disabled people face barriers in terms of access to employment, training and skills opportunities. <i>Opportunity</i> Skilled employment is recognised as one of the primary routes out of deprivation. Opportunity to address skill gaps and shortages both directly (ie by ensuring that the skill demands of preparing for and staging the Games are met) and indirectly (ie using the Games to inspire and encourage wider skills development). The 2012 Games can also be a catalyst for improving life opportunities for disabled people in employment/training.	Economic Legacy Strategy ODA's Employment Strategy <i>Jobs, Skills and Futures</i> LOCOG's Employment and Skills Strategy (to be published) LDA London Employment and Skills Taskforce for 2012 (LEST) ODI, DCMS (March 2010) 'London 2012: a legacy for disabled people'	More jobs, improved skills: help more people (including disabled people) across the UK get and stay in work and build their skills long-term; and improve skill levels and reduce skill gaps in 2012 Games related sectors	EMPLOYMENT AND SKILLS DEVELOPMENT - ODA working in partnership with JobCentre Plus, Construction Skills, host boroughs, ODA Contractors and developers to create new and accessible 2012 Games employment opportunities (including through sharing information and providing training places) - Relay London Jobs brokerage and employment support scheme (and associated private, third sector and local authority-led services such as Newham Workplace) - Employer Accord: Matching public and private sector employers with job and training-ready candidates - London 2012 theme of the London Opportunities Fund. - Personal Best (and support from SkillsActive across the regions) support to disabled people - Other LA and RDA-funded 2012 skills and employment programmes (outside London) - access now (LOCOG recruitment outreach programme to provide a diverse and inclusive workforce for the 2012 Games, including learning disabilities and mental health, with guaranteed interview scheme, disability champions, disabled staff network, accessibility officer and recruitment programmes and via internet) - Range of Games-related sector skills initiatives	People supported to improve their general employability (including n/% disabled people) People receiving employment brokerage (including n/% disabled people) People assisted in skills development (Level 1/2/ 3 qualifications) (including n/% disabled people) Apprenticeships provided by sector (including n/% disabled people) Work placements/work focused volunteering opportunities provided (including n/% disabled people) Guaranteed interviews provided to groups meeting LOCOG specification (disabled, BME, younger and older people)	Increase in confidence and other soft skills (including among disabled people) People achieving improved qualification levels (including disabled people) People assisted into further volunteering opportunities (eg 2012 Games Makers), including disabled people Increased access to employment opportunities for disabled people More people assisted into employment/sustainable employment (2012 Games and non-2012 Games related), particularly amongst under-represented groups including disabled people Increased diversity of Games workforce/above average representation of disabled people Improved employer awareness and standards in relation to employment of disabled people More positive attitudes amongst	Enhanced workforce skills and employability, including among disabled people, reflected in sustainable increases in employment levels, and productivity, earnings and GVA

Figure A.2: Economic

Rationale	Strategies	Objectives	Activities	Outputs	Results	Outcomes/Impacts
			(including: construction; sport; creative and cultural industries; hospitality and tourism; retail) aimed at providing training places to meet the skill demands of the Games and enable people to develop careers. - ODA work with host boroughs, Job Centre Plus and others to identify and promote good practice in the recruitment and employment of disabled people, for example in the construction industry	LOCOG staff from under-represented groups (including LOCOG disability champions) Good practice guidance/case study documents linked to employment of disabled people and 2012 Games New learning facilities established relevant to priority sectors	business towards skills training leading to additional investment in employee training Employee productivity gains and jobs safeguarded	
<i>Challenge</i> There has tended to be a lack of suitable/accessible transport facilities and services for disabled people <i>Opportunity</i> The 2012 Games can be a catalyst for improving access to transport.	ODI, DCMS (March 2010) 'London 2012: a legacy for disabled people' Accessible Transport Strategy (led by ODA)	Improving accessible transport facilities for disabled people, to enable access to economic, sporting, social, volunteering and cultural opportunities	TRANSPORT INITIATIVES - Making 164 underground stations accessible by 2012 - Improvements to DLR to make it more accessible - Improvements to Stratford regional station - Addition of Olympic/Paralympic stations to Government's 'Access for All' programme to create accessible routes in time for the Games - Increase in blue badge parking at accessible transport hubs - Accessible information, induction loops etc in majority of platforms/ticket halls - Disability awareness and customer care training delivered to transport staff	Accessible transport improvements including Underground, over ground and DLR Stations made accessible in time for 2012 Games and by 2015 Staff completing awareness training	Improved public transport accessibility to the Games and across London for disabled people Improved awareness of disability issues among transport staff	A legacy of accessible transport enabling disabled people to travel and access opportunities in the region and nationally
<i>Challenge</i> Recognition that as a society we need to make changes in order to live within the regenerative capacity of our planet. <i>Opportunity</i> Using the power of the Games to influence and engender behaviour change so that people live more sustainably, for example by reducing waste and use of resources.	London 2012 Sustainability Plan Plans for the Legacy from the 2012 Olympic and Paralympic Games (DCMS, 2010)	Growth in the Green Economy - showcasing the broader sustainability standards reached in the building and running of the Games, and the positive economic and financial benefits derived from taking a sustainable	SUSTAINABILITY Green investments and dissemination activity around the themes of: - Planning, design and development - Construction - Procurement - Staging	Performance in respect of: energy, potable water ⁷¹ and resource use; waste production; transport of materials; health and safety; sourcing; biodiversity; and climate change adaptation measures Good practice case studies and other dissemination outputs linked to sustainability and the 2012 Games	Achievement of environmental performance standards and awards Demonstration of clear economic benefits and the viability of sustainable approaches to business Increased awareness of sustainability considerations and benefits across relevant business sectors Transfer of sustainable methods/ approaches to specific sites and events Wider behaviour change regarding	Reduction in carbon footprint of 2012 Games Reductions in carbon emissions within the construction and events industries Growth in the green economy and supply chain (and associated gains in employment and GVA)

⁷¹ Potable water is water which is safe for drinking.

Figure A.2: Economic

Rationale	Strategies	Objectives	Activities	Outputs	Results	Outcomes/Impacts
		approach To achieve a 50% reduction in carbon emissions from the built environment of the Olympic Park by 2013 (as part of delivering the ODA's Sustainability Strategy)			design, construction, procurement and events practice across industry	

Figure A.3: Promoting community engagement and participation

Rationale	Strategy	Objectives	Activity	Outputs	Results	Outcomes/Impacts
<p><i>Market failure</i></p> <p>Interventions focused on building community cohesion provide improvements in social and human capital which are positive externalities that benefit individuals and society more broadly.</p>	<p>Plans for the Legacy from the 2012 Olympic and Paralympic Games (DCMS, 2010)</p> <p>London 2012 Olympic and Paralympic Games Social Legacy Strategy</p>	<p>People setting up their own Games-inspired activities</p> <p>More people giving time to their communities</p> <p>Creation of new volunteering opportunities</p>	<p>VOLUNTEERING AND COMMUNITY ACTION</p> <p>Key interventions include:</p> <ul style="list-style-type: none"> - LOCOG's Games Maker - GLA's London Ambassadors (and equivalent schemes in other parts of the UK hosting Games events) - Community-led Inspire projects - Sports volunteering projects (see sport logic model) - YouthNet and Volunteering England's infrastructure development project - V's Games-related activity/grant awards - LOCOG's community engagement activity - activities to promote recruitment of disabled volunteer within above schemes - Private and third sector initiatives (eg Westfield Community Grants, City Bridge Trust 2012 Grants, and work by Greater London Volunteering). 	<p>2012-inspired community activities held and number of participants</p> <p>New volunteering opportunities created (and characteristics, eg time-limited or ongoing)</p> <p>Volunteers recruited (including young people and hard to reach groups such as low income, BME and disabled)</p> <p>Volunteers access training</p>	<p>Increased opportunities to volunteer (including contributing to the staging of the 2012 Games, and more widely in the community, sports and arts sector), especially for hard to reach groups, including disabled people</p> <p>More organisations, groups and people set up community activities/offer volunteering opportunities</p> <p>More people volunteer their time</p> <p>Increased awareness of 2012 Games and its legacy amongst volunteers and general public, and sense of pride and belonging</p> <p>Volunteers gain accreditation as a result of completing training</p> <p>Volunteers develop other non-accredited skills (communication, team working, organisational etc) and softer outcomes (confidence, self-esteem, feelings of social inclusion)^{72, 73}</p> <p>Volunteers enjoy experience leading to increased feelings of happiness and well-being⁷⁴.</p> <p>Development of improved volunteering infrastructure (facilitating matching of demand and supply of volunteer time), community infrastructure (eg new groups sustained) and sustainable networks</p> <p>Increased public visibility of disabled people undertaking positive activities</p>	<p>Sustained increases in the levels of volunteering and people involved in community activity more generally across the UK, especially amongst hard to reach groups, including disabled people.</p> <p>More cohesive and inclusive communities</p> <p>Increased satisfaction with neighbourhoods/local area</p> <p>Increased happiness/ well-being</p>
<p><i>Challenge</i></p> <p>There are significant levels of inequality within the UK in terms of educational attainment, employment and income levels; social exclusion and issues of cohesion also exist in some communities.</p> <p>There are varying rates of participation in volunteering and culture, influenced by a range of factors such as age, disability and access to opportunities, and varying levels of uptake of more</p>	<p>London 2012: A Legacy for Disabled People</p> <p>Mayor's Cultural Strategy</p>					

⁷² It would be relevant to evaluate soft outcomes experienced by volunteers (including the sub-group of disabled volunteers), but at the time of writing it is unclear how far this would be covered by existing evaluation and further independent research may be required.

⁷³ It is also possible that volunteering may enable some participants (including the sub-group of disabled volunteers) to progress into employment or education. Exploration of this would require detailed beneficiary research which is unlikely to be provided by existing evaluation plans although use of the LOCOG database offers some scope for further research to be undertaken.

⁷⁴ Again it is unclear how far this aspect will be covered by planned evaluations.

Figure A.3: Promoting community engagement and participation

Rationale	Strategy	Objectives	Activity	Outputs	Results	Outcomes/Impacts
<p>sustainable behaviours.</p> <p><i>Opportunity</i> The 2012 Games provides a unique opportunity to create a lasting legacy of community benefits (and improved well-being) in London and the rest of the UK. This includes community cohesion, social inclusion, education, learning, building active and more sustainable communities and improved attitudes towards disabled people.</p>		<p>More people taking part in cultural activities</p> <p>Increasing disabled people's participation in culture and removing barriers</p>	<p>CULTURE</p> <p>Key interventions include:</p> <ul style="list-style-type: none"> - Cultural Olympiad, supported by 13 creative programmers across nations and regions - Legacy Trust projects (some of which are part of the Cultural Olympiad) - Inspire Mark and national and regional programmers - Live sites - Private and third sector initiatives (eg Westfield's and East London Dance's Dancing Portraits projects and the CREATE Festival) 	<p>Cultural events, commissions and projects</p> <p>People attending/actively participating in Games-related cultural activities (including young people and hard to reach groups such as low income, BME and disabled)</p> <p>Case studies/dissemination outputs celebrating disabled people's arts and cultural achievements</p>	<p>Cultural and creative organisations accessing new commissions/contracts</p> <p>Increased access to cultural opportunities, especially for hard to reach groups and disabled people</p> <p>Increased awareness of 2012 Games and its legacy amongst participants/audiences (and increased sense of pride and belonging⁷⁵)</p> <p>Increased confidence and self-esteem amongst participants including disabled participants⁷⁶</p> <p>Vocational and soft skills development amongst participants including disabled participants⁷⁷</p> <p>Participants enjoy experience leading to increased feelings of happiness and mental well-being⁷⁸</p> <p>Increased aspirations and access to employment opportunities for participants within the cultural sector⁷⁹</p> <p>Increased awareness and appreciation of disabled people's arts and cultural achievements</p> <p>Increased interest in (and demand) for future cultural activity</p>	<p>Increased participation in cultural activity across the UK including for disabled people.</p> <p>Increased satisfaction with neighbourhoods/local area</p> <p>More cohesive and inclusive communities</p> <p>Increased happiness/ well-being</p> <p>Increased demand for cultural activity supports growth of cultural and creative sectors (supporting creation and safeguarding of jobs and GVA)</p>

⁷⁵ Exploration of this area would require participant surveys which are only likely to take place for selected projects (eg Legacy Trust funded activity).

⁷⁶ It would be relevant to evaluate soft outcomes experienced by participants in cultural activity, but at the time of writing it is unclear how far this would be covered by existing evaluations although it is something which could be explored by the planned Cultural Olympiad evaluation.

⁷⁷ It is unclear at this stage how far this will be covered by planned evaluations.

⁷⁸ It is unclear how far this aspect will be covered by planned evaluations.

⁷⁹ It is unclear at this stage how far this will be covered by planned evaluations.

Figure A.3: Promoting community engagement and participation

Rationale	Strategy	Objectives	Activity	Outputs	Results	Outcomes/Impacts
		Inspiring children and young people to aim higher and achieve better outcomes through initiatives inspired by the 2012 Games and the Olympic and Paralympic values	<p>ENGAGING CHILDREN AND YOUNG PEOPLE</p> <ul style="list-style-type: none"> - Get Set (including Paralympic elements) - Podium - Inspire projects - Opportunity Inspired by London 2012 (targeted support) - Private and third sector initiatives (e.g. McDonalds Champion Kids, Deloitte's Business Competition and BP's Enterprise Trading Game) 	<p>Schools and pupils engaged (inc. % of activity relating to Paralympics)</p> <p>FE/HE sector institutions engaged</p> <p>Development and sharing of resources</p> <p>Scholarships/mentoring provided to 'hard to reach' young people</p>	<p>Increased interest in school/improved attendance/reduced exclusions amongst participants</p> <p>Higher aspirations and increased commitment to education or employment amongst participants</p> <p>Increased self-esteem and development of other soft skills amongst participants</p> <p>Increased awareness of the 2012 Games and its values amongst participants</p> <p>Increased access to opportunities (such as positive educational/career pathways) for participants</p> <p>Participants entering employment/further education/training</p>	<p>Improved social and economic outcomes for children and young people (potentially including reductions in youth unemployment and youth offending/reoffending)</p> <p>Improved educational attainment</p> <p>Reduced truancy/absenteeism</p> <p>Increased participation in sport/culture amongst children and young people</p> <p>Increased happiness/</p> <p>More cohesive and inclusive communities</p>
		Encouraging people to live more sustainably as a result of 2012 Games-inspired activity	<p>SUSTAINABLE LIVING</p> <p>Key interventions include:</p> <ul style="list-style-type: none"> - Inspiring Sustainable Living Fund projects - Private and third sector initiatives (eg EDF Energy's Green Britain Day, Coca-Cola's Recycle Zones) - Changing Places programme 	<p>People engaged with projects (by type of activity)</p> <p>Production of resources, tools and events</p>	<p>Behavioural change amongst participants resulting in reductions in individual resource and energy use and/or development of more sustainable travel patterns.</p> <p>Increased awareness of environmental impacts and how to live more sustainably.</p>	<p>Reduced energy and resource use by households</p> <p>Reduced household waste production and increased recycling</p> <p>Increased uptake of walking and cycling</p> <p>Increased happiness/well-being</p> <p>More cohesive and inclusive communities</p>
		Influencing and changing attitudes and perceptions of disabled people among the general public as well as among disabled people themselves	<p>INFLUENCING ATTITUDES TOWARDS DISABLED PEOPLE</p> <p>Key interventions include:</p> <ul style="list-style-type: none"> - Work with media organisations to influence/encourage unprecedented levels of coverage of disabled sport (including over 130 hours coverage and flagship peak time show, documentaries and work with disabled talent in front and behind the cameras) 	<p>Coverage of Paralympic Games</p> <p>Spectators attending Paralympic events</p> <p>Positive media articles about Paralympic activity and the involvement of disabled people in the 2012 Games (eg in sport, employment, culture, and volunteering)</p>	<p>Increased audiences for Paralympic events (spectators and viewers)</p> <p>Increase in accuracy and positivity of reflections on disabled people's experiences and achievements in the media</p> <p>Increased awareness of Paralympics, disability sport and other 2012 activities involving disabled people and their achievements</p>	<p>Increased feelings of pride and well-being amongst disabled people</p> <p>Improvements in awareness of/ attitudes towards disability amongst the general public</p> <p>Reductions in the barriers to participation in society and the economy for disabled people</p> <p>More cohesive and inclusive</p>

Figure A.3: Promoting community engagement and participation

Rationale	Strategy	Objectives	Activity	Outputs	Results	Outcomes/Impacts
			<ul style="list-style-type: none"> - Work with broadcasters to influence and encourage more accurate representation of disabled people in media - Work to encourage attendance at Paralympic events - Various legacy projects across the sport, economy and social themes that reflect (and disseminate) good practice commitments to equality and the inclusion of disabled people 	Case studies/guidance/ dissemination outputs celebrating and supporting disabled people's achievements (see above and also Sport and Economy themes)		communities

Figure A.4: Driving the regeneration of East London

Rationale	Strategy	Objectives	Activities	Outputs (gross and additional)	Results	Outcomes/Impacts (East London)
<p><i>Market Failures</i> Private market/ infrastructure/ institutional capacity constraints in taking forward sites in regeneration areas.</p> <p>Private sector unable to internalise wider benefits of development.</p> <p>Market failures may also exist where individuals do not have access to sufficient information on both the employment opportunities available and the specific skills and qualification requirements.</p> <p>Public good argument for regeneration agencies to take control of the site development process in order to meet wider strategic objectives, and deliver social benefits from support to key groups in the labour market..</p> <p><i>Challenge</i> Local unemployment and problems of multiple deprivation and social exclusion in the East London area.</p>	<p>Plans for the Legacy from the 2012 Olympic and Paralympic Games (DCMS, 2010)</p> <p>East London Legacy Strategy</p> <p>The ODA Delivery Plan for the Olympic Park</p> <p>Legacy Masterplan Framework and Regeneration Strategy</p> <p>Host boroughs fringe masterplans</p>	<p>Transforming place: create a well-planned and well-managed environment in and around the Olympic Park which will attract business investment and promote recreational and cultural use for years to come</p>	<p>LAND REMEDIATION AND SITE PREPARATION</p> <p>CONSTRUCTION OF GAMES-TIME FACILITIES</p> <ul style="list-style-type: none"> - Sporting venues, athletes centre, international broadcasting centre, and main press centre. - fully accessible/inclusive Olympic/ Paralympic venues <p>PLANNING FOR LEGACY USES</p>	<p>Derelict land reclaimed</p> <p>Games-time venues and facilities completed</p> <p>Delivery plans, masterplans and strategies completed</p> <p>(Positive) media articles about East London hosting the 2012 Games</p> <p>Venues and facilities meeting accessibility standards</p>	<p>Successful staging of the 2012 Games</p> <p>Long-term plans, funding and management arrangements in place for after 2012</p> <p>Improved image of East London</p> <p>New residents, businesses and visitors attracted to East London</p> <p>More opportunities for disabled people to participate in the Games</p>	<p>Increased local pride in East London/well-being</p> <p>Increased inward investment, local expenditure and demographic change, leading to increases in employment, GVA and employment levels</p> <p>Increase in property values</p> <p>Delivery of the first fully accessible Games and increased feelings of social inclusion</p> <p>Catalytic effect on further activities, leading to social and economic outcomes outlined below</p>
			<p>DELIVERY OF TRANSPORT INFRASTRUCTURE</p> <p>2012 Transport Plan Improvements including:</p> <ul style="list-style-type: none"> - Stratford Station improvements - North London Line and new Docklands Light Railway (DLR) upgrades - 50km of new cycle tracks will be created and connected to the London Cycle Network - 30km of new footpaths provided. 	<p>Transport upgrades (new and improved stations; increases in service line capacity/services; new cycle tracks; new footpaths)</p>	<p>Increased/more reliable access to employment and leisure opportunities for local residents</p> <p>Improved access to the labour force for businesses</p> <p>New residents, businesses and visitors attracted to East London</p>	<p>Increased satisfaction with local area/well-being</p> <p>Increased labour market efficiency and demographic change, leading to increased employment levels, productivity and earnings</p> <p>Increased inward investment and expenditure from tourists and new residents, leading to sustainable increases in employment and GVA</p>
			<p>QUEEN ELIZABETH OLYMPIC PARK</p> <ul style="list-style-type: none"> - Transforming parkland on and around the Olympic site. - Fully accessible/inclusive park 	<p>Waterways improved</p> <p>New parkland developed</p> <p>Natural habitats created/protected (eg wetlands)</p> <p>Public/cultural spaces created</p> <p>Park meets accessibility standards</p>	<p>Improved access to green space and cultural activity (particularly for young and disabled residents)</p> <p>Preservation of species/biodiversity</p> <p>New residents, businesses and visitors attracted to local area</p>	<p>Increased satisfaction with local area/well-being</p> <p>Increased participation in physical activity and culture (and health and well-being improvements)</p> <p>Increased awareness of environmental issues</p> <p>Increased inward investment, local expenditure and demographic change, leading to increases in employment, GVA and employment levels</p>

Figure A.4: Driving the regeneration of East London

Rationale	Strategy	Objectives	Activities	Outputs (gross and additional)	Results	Outcomes/Impacts (East London)
<p>Large volumes of brownfield and derelict land on former employment sites.</p> <p><i>Opportunity</i> Olympic Park is located in close proximity to Stratford, a key strategic location of the Lower Lea Valley regeneration area and wider Thames Gateway regeneration area.</p> <p>Opportunity to support more sustainable and balanced development of housing and employment in the wider South East region.</p> <p>Top regeneration priority of Mayor's London Plan (draft replacement) and draft Supplementary Guidance</p>		<p>Transforming communities: build over 9,000 new homes, a large proportion of which to be affordable; and provide new sport, leisure, education and health facilities that meet the needs of residents, business and elite sport</p>	<p>COMMUNITY ENGAGEMENT</p>	<p>Consultation events</p> <p>Residents, groups and businesses consulted</p> <p>New bridges/gateways to surrounding communities</p>	<p>Legacy plans and outcomes reflect aspirations of local people</p> <p>Satisfaction with the consultation process for the legacy plans/sense of local ownership</p>	<p>Increased satisfaction with local area/well-being</p> <p>Increased sense of empowerment</p> <p>Cohesive communities (increases in belonging, people from different backgrounds getting on well, and safety)</p>
			<p>ACCESSIBLE HOUSING AND SOCIAL INFRASTRUCTURE</p> <p>- Conversion of the Olympic Village to create new and affordable homes (numbers to be published as part of final legacy vision in September 2010), together with all necessary social infrastructure such as health and education provision.</p> <p>- Around a further 5,500 homes are anticipated on the rest of the Olympic Park site.</p> <p>- fully accessible/inclusive athletes village</p>	<p>Homes provided (by tenure, size and level of affordability) at the Olympic Village and Park site</p> <p>New sport, health, education and other community facilities secured (Olympic Park and PGTCs)</p>	<p>More high quality family and affordable housing in East London</p> <p>Increased access to high quality sports facilities for residents</p> <p>Community facilities meet local need and demand</p> <p>New residents, businesses and visitors attracted to East London</p> <p>Increased capacity and potential to attract further major events</p>	<p>Increased satisfaction with local area/well-being</p> <p>Increased participation in physical activity and culture (and associated health/well-being improvements) in East London</p> <p>Cohesive communities (people from different backgrounds getting on together)</p> <p>Increased inward investment, local expenditure and demographic change, leading to increases in employment, GVA, and employment levels</p> <p>Additional major events attracted</p>
<p>Skilled employment is recognised as one of the primary routes out of deprivation, and Government intervention can help to improve the co-ordination of information and activity in relation to support for individuals in accessing Games-</p>	LDA London Employment and Skills Taskforce for 2012 (LEST)	<p>Transforming prospects: help 20,000 workless Londoners from the six host boroughs into permanent employment by 2012; and create 8-10,000 job opportunities in the area of the Park post-Games</p>	<p>SKILLS AND EMPLOYMENT INITIATIVES</p> <p>- LETF</p> <p>- Job brokerage, training, employment and business support programmes to assist residents and businesses in the six 2012 host boroughs both during the preparation and staging of the Games and in the post Games period.</p>	<p>Local people assisted in skills development (basic skills, Level 2 and 3+ qualifications)</p>	<p>Increase in aspirations, confidence and soft skills</p> <p>People improving qualifications</p>	<p>Enhanced skills and employability among local people, reflected in sustainable increases in employment levels and productivity, earnings and GVA</p>
	Legacy Masterplan Framework and Regeneration Strategy			<p>Local people supported to improve their general employability</p>	<p>Assistance into further volunteering</p> <p>Improved access to Games jobs</p>	
	Host boroughs fringe masterplans			<p>Local people receiving employment brokerage</p>	<p>People assisted into employment and sustainable employment (2012 Games and non-Olympics related)</p>	
				<p>Local Apprenticeships provided</p>	<p>Progression to positive pathways</p>	

Figure A.4: Driving the regeneration of East London

Rationale	Strategy	Objectives	Activities	Outputs (gross and additional)	Results	Outcomes/Impacts (East London)
related employment.				Local work placements/focused volunteering opportunities provided	Businesses improving performance	
			<p>CONVERSION OF PARK AND LEGACY VENUES FOR EMPLOYMENT USES</p> <ul style="list-style-type: none"> - Constructing and transforming legacy venues including the International Broadcast Centre and Main Press Centre - Long-term planning, development, management and maintenance of the Olympic Park and its facilities after the 2012 Games (through the activities of the OPLC) - East London Business alliance initiative to promote lasting legacy for the Olympic Broadcast Centre - East London Business Alliance activity to promote East London as a place to do business 	<p>Masterplans published/ promotional outputs</p> <p>Commercial floor space developed</p> <p>(Positive) media articles about East London as a place to invest</p>	<p>Enhanced perceptions of East London as a place to invest</p> <p>Increase in leads/enquiries from prospective inward investors</p> <p>New businesses attracted (including from high-tech, tourism, sport and creative industries) to the local area</p> <p>Clustering and other catalytic effects on further inward investment</p>	Increased inward investment, leading to a diversified local economic structure and sustainable increases in local employment and gains in GVA
SRF principle of convergence to narrow the gap between the performance of the six boroughs and the London average on a range of socio-economic indicators		Convergence: co-ordination and delivery of socio-economic interventions in the six host boroughs linked to the Games legacy	<p>WIDER CATALYTIC/ DEMONSTRATION EFFECTS OF THE OLYMPIC PARK AND STRATEGIC REGENERATION FRAMEWORK (SRF)</p>	<p>Framework and investment plan, fringe masterplans and Area Action Plans completed/updated</p> <p>Additional public and private sector investment levered in</p> <p>Joint strategies for convergence themes (eg youth crime strategy) completed</p> <p>Economic and employment forecast completed</p>	<p>Regeneration accelerated/integrated</p> <p>More land and commercial floor space developed</p> <p>New community facilities (including education, training, and health)</p> <p>New residents and businesses attracted to East London</p>	<p>Increase in house prices and commercial property values</p> <p>Increased delivery/supply of affordable housing (leading to reduced overcrowding, homelessness and waiting lists)</p> <p>Improved housing quality</p>
			<p>HOST BOROUGH'S INTEGRATED INVESTMENT AND DEVELOPMENT FRAMEWORK</p> <ul style="list-style-type: none"> - co-ordinating investment in jobs, housing, transport, public realm and public services around an agreed vision and set of priorities 	<p>New partnerships established across boroughs and services</p> <p>New collaborative interventions led by host boroughs</p> <p>Programmes to share good practice, in particular in schools improvement</p>	<p>New public spaces created/enhanced public realm</p> <p>Enhanced employment and skills services (and employer dialogue)</p> <p>Local workless people assisted into employment, particularly via major regeneration projects</p> <p>Improvements in school attainment and pupil aspirations</p> <p>More people engaged and inspired by the Games and sport</p>	<p>Within 20 years, convergence towards the London average across a range of socio-economic outcomes:</p> <ul style="list-style-type: none"> - Satisfaction with the local area/local services - Fear of crime/anti-social behaviour - Violent crime, burglaries and robberies - Mean income (bottom two-fifths of earners) - Levels of employment and unemployment - Child poverty, reflected in benefit dependency - Educational attainment (Key Stage 2 and

Figure A.4: Driving the regeneration of East London

Rationale	Strategy	Objectives	Activities	Outputs (gross and additional)	Results	Outcomes/Impacts (East London)
					New homes provided (by tenure/size/affordability)/homes improved Increased information/take up of healthier lifestyles Reductions in youth crime	4) - Skill levels (no qualifications, NVQ3 and 4) - Participation in sport and physical activity - Health improvements (well-being, obesity, life expectancy, circulatory disease and mortality)

B East London initiatives

B.1 Overview

This Appendix describes the Games legacy strategies and initiatives and in place at the host borough level. Some of the legacy initiatives underway across the host boroughs will have been covered elsewhere in the relevant thematic chapters (particularly Chapter 7 which covers the regeneration of East London).

There are six host boroughs; Greenwich, Newham, Tower Hamlets, Hackney, Waltham Forest and Barking and Dagenham. The final host borough, Barking and Dagenham, was named in late 2010. New levels of collaboration are being achieved between the host boroughs in their work towards maximising the legacy benefits of the 2012 Games for the area.

Examples of legacy initiatives jointly organised and delivered by more than one host boroughs include:

- The CREATE Festival: Part of the Cultural Olympiad, this is an annual arts festival which focuses on arts participation, run in partnership by the host boroughs. Funding for the 2010 event came mainly from the Arts Council (39% of total funding), with contributions from the host boroughs and a significant amount from private sector sponsorship(30%), giving a total of over £630,000;
- The Transformers grants programme: This programme run by the ELBA funds projects across the host boroughs to make a real difference to people's lives in the communities of the host boroughs. Typical awards of £10,000 to £20,000 are made through a competitive process with example projects including Connaught Opera, Wheelpower, Kreative Culture Klub, Chisenhale Dance Space and Arts for All;
- The Four Borough Sports Festival: this festival is part of the Showcase initiative which aims to highlight Games related activities taking place across the country. Four colleges from across three London boroughs collaborated to run and compete with each other in a three-day, ten-sport festival in 2009 (Newham College, NewVic College, Hackney Community College, Greenwich Community College);
- VAULT: a youth film training project aimed at developing filmmaking skills and looking at life in London during the 1948 Olympics and in the run up to 2012. The project is open to all young people aged 14-19 from the host boroughs. It is funded by the LDA, Tower Hamlets 2012 Unit and the Lee Valley Regional Park Authority;
- Creative Way: an initiative incorporating media skills training and an awards scheme designed to encourage young people in East London to consider a career in the media. This is run by a partnership between the Creative Way and the London Thames Gateway Development Corporation (LTGDC).

A host boroughs unit has also been created, run by seconded staff from both central and local government offices. In 2009, it published the Strategic Regeneration Framework (SRF), the SRF sets out a legacy vision for the host boroughs as follows: *"over a 20-year period, conditions for the people who live in the host boroughs will improve to the point where they can enjoy the same social and economic conditions as Londoners as a whole"*. It sets out how the East London host boroughs intend to work together to achieve convergence with the rest of East London and to tackle the challenges of entrenched disadvantage across these boroughs.

B.2 Greenwich

The Games legacy strategy for Greenwich follows key themes of sport, employment and skills, and business opportunities. The plan particularly focuses on:

- Improved outcomes for residents, many of whom suffer from some of highest levels of deprivation in the country;
- The promotion of the borough as a business location, where 2012 has given momentum to the existing priority for the borough. This Games legacy ambition is being coordinated by the Greenwich Olympic and Paralympic unit, located within Greenwich Council;
- Enable greater access to all parts of the borough via improved transport routes and infrastructure;
- Increase the tourism economy across the borough of Greenwich and other parts of east and south east London;
- Raise aspirations and ambitions, particularly for young people by ensuring that residents have maximum opportunities to experience and benefit from Greenwich being a host Olympic and Paralympic Games borough;
- Increasing employment and skills - Greenwich is the lead host borough for employment and they are working to ensure that 2012 provides as many opportunities for local residents as possible;
- Helping Greenwich to become an international centre of excellence for culture and the arts;
- Encouraging participation in sport for all residents, which has been a focus for the borough over the past few years.

Initiatives underway in Greenwich as part of this Games legacy vision include for example:

- Business and skills:
 - South East Enterprise Board are providing advice to local SMEs to help them take advantage of opportunities created by the 2012 Games;
 - 'Destination Greenwich', a 2012-specific initiative which has led to the building of relationships between the borough and Chinese businesses which has led to new business contracts in the borough;
 - There is a job brokerage service in operation across the host boroughs, which in Greenwich runs through the Greenwich Local Labour Scheme. This provides up to date details of job vacancies on the Olympic Park site;
- Sporting facilities:
 - Greenwich will host 12 Olympic and Paralympic events at venues located across three main sites in Greenwich Peninsula, Maritime Greenwich and Woolwich;
 - In order to enhance a sporting legacy for the borough, plans have also been made for two schools to build regional sized sports halls, also a gymnastics centre and martial arts dojo for local residents;
- Infrastructure:
 - In addition to the wider transport improvements being implemented as part of the Games (see Chapter 7), a new cycle trail this is planned which will link Greenwich's three Olympic venues;
- Sport:
 - The borough has introduced an annual Sportathon for primary schools which uses the 2012 Games to inspire children to get involved in sport. Last year all primary schools in the borough took part. This is also helping to create partnerships between the community, Greenwich Labour Limited and the army (located in Greenwich) who host the event on their grounds. The borough also hosts a Community Games event;
 - The borough is working closely with GLL to use 2012 as a hook to increase participation and create a sporting legacy for the borough (described in Chapter 4);

- The borough has a disability sports programme in place as part of a wider ODA initiative. This initiative is conducted in partnership with construction companies who sponsor young people with spinal injuries to experience sports events;
- Tourism:
 - The borough is capitalising on sports tourism and has hosted a number of high profile events. They are also working in partnership with the O2 to enhance this as a sporting venue, which has already been used to host events, for example, NFL Hockey league. The O2 will also be used for the opening night of the IOC conference;
 - There is a focus on using the publicity created by the 2012 Games to enhance tourism for the borough – a particular focus is the need to provide additional accommodation for people to stay in over the Games;
 - A new cruise ship terminal is to be built in the borough, which will provide temporary accommodation during Games-time. This is a direct result of 2012.

B.3 Newham

Newham council state "*the London 2012 Games represent a once-in-a-lifetime opportunity for Newham to raise the profile of the borough, improve its transport networks and inspire people to participate in sport and healthy lifestyles. They will speed up the regeneration of Newham, East London and the Thames Gateway, providing hundreds of jobs and business opportunities before, during and after 2012*".

The majority of Games venues are in Newham, including the main stadium, aquatics centre and Velopark and the borough will act as a hub for large numbers of spectators. Newham also has facilities for 14 Olympic and 2 Paralympic PGTCs.

The borough has six objectives to ensure it maximises the Games legacy benefits:

- An environmental legacy: helping to create an attractive, clean, safe, sustainable and accessible environment for all residents;
- A legacy that celebrates culture and diversity: by building an active and inclusive community;
- A legacy of improved health and well-being: where individuals and communities take more responsibility for improving their own health and well-being;
- Increased participation and engagement of young people in the borough for the 2012 Games: in order to raise aspirations, develop self-esteem and confidence;
- A thriving economic legacy: where all people share in the growing prosperity;
- A strategic influence across the 2012 delivery programme: in order to join up and promote partnerships across Newham, London, the UK and globally.

The borough has a number of activities in place to help achieve its objectives, including:

- Newham Volunteers: this is a resource for event organisers and voluntary sector projects across London, which by 2010 had trained 800 volunteers;
- Newham Council grants programme: this offers £2012 to local groups for activities which bring the community together. This was originally required to have an Olympic theme but is now community focused;
- Workplace: with offices in Stratford and in Canning Town, the council provides a jobs brokerage service for the 2012 Games and other regeneration schemes. Workplace provides information on job vacancies, skills and training provision, support and mentoring, recruitment and interview services.

B.4 Hackney

The Sports Arena, known as Arena 3, is located in Hackney. This arena will host handball, fencing and paralympic goalball. In 2013 this multi-sports venue will be available for community and commercial use. The borough also has seven PGTCs.

The borough has set out a clear vision for the benefits it is hoping to achieve through the Games legacy. The legacy objectives are listed below including examples of relevant initiatives:

- Better public transport: Transport and infrastructure improvements have been made and the borough is now linked to the tube network for the first time via the London overground line. In addition, major investment in the North London Line has brought improved trains and services.
- Skills, training and job opportunities for residents and businesses:
 - The media and broadcast centres for journalists reporting on the 2012 Games, located within Hackney Wick, will be transformed into a major new employment hub for East London after the Games have finished;
 - OnSite Hackney Recruitment Centre gives local people access to jobs with targeted features such as alerting residents to 2012-related jobs 48 hours before they are advertised more widely;
 - Hackney Council held several jobs fairs which use the opportunities arising from the Olympic and Paralympic Games;
- Improved sports and leisure facilities:
 - New indoor sports facilities have been planned for Hackney Wick;
 - Hackney concentrates on developing five disabled sports. There is now a dedicated sports club for boccia, swimming, athletics, wheelchair basketball and goalball;
- A better environment:
 - Hackney Community Environment Projects are delivered through a £1 million investment as a result of the 2012 negotiations. Projects delivered include a new children's playground, landscaping, community gardens and cycling schemes;
- A boost for culture and the arts:
 - Hackney Museum's Mapping the Change project will record the changes that will take place in Hackney in the build-up and hosting of the Games;
 - Hackney 2012 Youth Ambassadors has trained 24 students drawn from Hackney's secondary schools to promote sports participation in Hackney, keeping young people in the borough up-to-date on the Games and contributing to legacy planning;
 - Hackney One Carnival was organised by Hackney Council with local carnival groups. It was part of the national 'Open Weekend' initiative;
- Increased promotion of Hackney as a great place for living, working, visiting and investing:
 - There are plans for the wider regeneration of Hackney Wick, including the provision of new affordable new homes, leisure, retail and office space, alongside indoor sports facilities and public open and green spaces;
 - Hackney Schools at the Heart programme has been developed by the Learning Trust and the London borough of Hackney, developing a Games-inspired curriculum for primary schools.

B.5 Tower Hamlets

Tower Hamlets and LOCOG have negotiated an agreement for support that details four key areas where they will work together to increase the benefits to the borough. The key themes are maximising the benefits for the borough in terms of employment, business, sport, education and culture.

In order to achieve these legacy ambitions, the borough is progressing with a number of activities. These include:

- Employment:
 - A secondment of a full time council employee to the LOCOG HR Team who will work to maximise employment opportunities for Tower Hamlets residents by identifying up to 1,000 vacancies that Tower Hamlets' residents will be given access to 72 hours before they enter the wider employment market;
- Business:
 - The promotion of Brick Lane and Banglatown as cultural and entertainment hub for media, spectators and other visitors to the Games, helping to boost business and the reputation of the area;
- Education:
 - There will be opportunities created for children and young people in the borough to get involved in test events and ceremonies rehearsals. School children who are part of 'Get Set' will also be able to access tickets for the 2012 Games through the Ticketshare scheme;
- Sport and culture:
 - LOCOG has also confirmed plans to work with Tower Hamlets to develop a special event to mark the London arrival of the Olympic Torch Relay;
 - The Team Tower Hamlets Gifted and Talented programme has been set up to identify more young people with a talent in sport in Tower Hamlets and support young people join sports clubs and achieve borough, county, national and international standards;
 - The Urban Olympics project visits schools and youth clubs in the borough. Participants learn about the Olympic and Paralympic Games and are told about local clubs where they can take up alternative Olympic activities. This is delivered in partnership with Children's Services and the Outdoor Adventure Base in Tower Hamlets, commissioned through the Youth Opportunity Fund;
 - The Sports Development 2012 Programme being developed by Tower Hamlets Council aims to inspire people to get active through supporting and developing 2012 inspired events and activities;
 - Tower Hamlets also has four PGTCs.

B.6 Waltham Forest

The borough will host the Paralympic tennis events, as well as an athlete's training area for the Olympics. It also has four Olympic sites: the Olympic Parklands, Eton Manor, the Hockey Centre and the Tennis Centre. The borough also has eight PGTCs.

Waltham Forest's Games legacy ambitions are in line with the boroughs long-term goals, which include:

- Creating quality spaces: making Waltham Forest a place where people want to live, work and visit;
- Aspiration and success: through the development of new industries and highly skilled residents;
- A community fit for all: characterised by tolerance, caring, respect and cohesion between different groups;
- Working for Waltham Forest: developing a top performing council providing excellent services, accessible to all and led by customer needs.

There are a number of activities underway in the borough in support of these legacy aims. Examples include:

- Sport: The Tennis Centre in Waltham Forest will become a regional centre for disability tennis and a centre for tennis development in legacy. In addition, the adiZone in Waltham Forest, Langthorne Park is now open to the public. It is funded by Adidas and includes a streetball court, a tennis wall, a traversing climbing wall and outdoor gym equipment. The facility is free to use;
- Culture: Waltham Forest is the first London site for one of the new network of Live Sites funded by the Lottery and is the UK's largest-ever network of public giant screens;
- Employment and skills: Waltham Forest Council operates a job brokerage scheme called Worknet matching local residents to employment and training opportunities on the Olympic Park site and will open a National Skills Academy for Construction in Leytonstone in 2010 as part of a £7.6 million investment;
- Public realm: Waltham Forest has recently secured £400,000 for improvements to Leyton High Road;
- Sustainability: Waltham Forest will be home to the wind turbine - the Angel of Leyton - providing power both during and after the 2012 Games.

B.7 Barking and Dagenham

The Council's states that "*Barking and Dagenham is a borough which is clean, safe, fair and respectful, prosperous, healthy and where young people are inspired and successful. Our ambition is that the London 2012 Olympic and Paralympic Games will help realise the Council's vision for Barking and Dagenham.*"

Barking and Dagenham will not host any Olympic or Paralympic events, although they have been granted host borough status and membership of the East London Legacy Board, giving them a direct role in legacy planning.

In order to progress with the borough's long-term goals, Barking and Dagenham will be involved in the following activities:

- Employment and skills:
 - Access to Job Brokerage services for residents giving them 48 hours advance notice of jobs on the Olympic site helping to drive employment and economic opportunities in the borough;
- Sport:
 - An Adidas Adizone in Mayesbrook giving residents access to outdoor exercise equipment. There will also be a 2012-inspired giant beach facility set up at Mayesbrook Park;
 - Working with LOCOG Ceremonies Team on an appropriate way for the Torch Relay to be celebrated in the borough;
 - The Council is hosting a Free Access programme to the boroughs sports facilities for National Sportspeople;
 - 'Living the Dream' Barking and Dagenham Trust - an independent trust which was launched in July 2007, raising money through donations and events to help local talented individuals develop their sporting talent;
- Culture:
 - A cultural offer giving the borough a key role in the Cultural Olympiad in consultation with LOCOG.

C Specification for developing meta-evaluation methods

C.1 Introduction

This specification responds to the ESRC commitment to provide specific funding towards the cost of the meta-evaluation of the impacts and legacy of the 2012 Games, in order that this work can advance methods of meta-evaluation.

It offers a brief overview of what meta-evaluation is, previous approaches to meta-evaluation research, common challenges that have been encountered by previous studies, and the relevance of meta-evaluation methods to the assessment of the 2012 Games. It then provides details of the proposed research team, their roles and responsibilities, the research which we will undertake in order to advance methods, the planned outputs of the research, the timetable and the proposed budget.

C.2 What is meta-evaluation?

The term 'meta-evaluation' was coined more than forty years ago by Michael Scriven.⁸⁰ In simple terms, meta-evaluation means the 'evaluation of evaluations', that is, the systematic review of existing evaluations to interrogate their methodological integrity, the process behind them, and the reliability of their findings. Furthermore, meta-evaluation may also be interpreted as, or form the precursor to, synthesizing the overall direct and indirect impacts of specific policy initiatives using the aggregation of data from a variety of sources, including (but not limited to) existing evaluations.

Approaches

Meta-evaluation can be seen as a combination of evaluation science and systematic methods of research synthesis. It involves consideration of the methods for identifying relevant primary research studies, methods for assessing their quality and relevance, techniques for bringing together and interpreting data collected by studies undertaken for different purposes and in different ways, and approaches to communicating with the audiences for meta-evaluation findings.

For example meta-evaluation requires quality assurance using a set of criteria for judging the robustness of individual evaluations that can be used for further synthesis. Among these criteria include: validity, utility, credibility, cost-effectiveness, and ethics/legality. Questions included in the meta-evaluation may include, but not be limited to:

- Were the findings for the programme evaluation clear?
- Were the design and implementation of the design appropriate for the study?
- Were the conclusions justified by the data?
- Were the results adequately disseminated and used?

Among the methods used for assessing the robustness of the individual evaluations include: a) narrative review using literature reviews, case studies, expert panels, and peer review; b) semi-structured reviews and effective consultations with stakeholders; c) reviewing existing evidence; and d) collecting and analysing primary data.⁸¹ Based upon work conducted to date, it is likely that all methods will be employed in assessing the evaluation evidence relating to the 2012 Games.

⁸⁰ Michael Scriven. An Introduction to meta-evaluation, Educational Products Report, 2, 36-38, 1969.

⁸¹ Leslie J. Cooksy and Valerie J. Caracelli. Meta-evaluation in Practice" Journal of MultiDisciplinary Evaluation Vol. 6 No. 11, January 2009.

In addition to the robustness of the individual studies, there is also the issue of the relative relevance of each study to the meta-evaluation question. A study may be robust within its own terms but may not fully meet the aims of the meta-evaluation in which it is being included. By considering both issues of quality and relevance that the weight of evidence that a study brings to a meta-evaluation can be assessed.⁸²

In situations where individual evaluations do not fully meet the quality and relevance criteria of the framework, then the meta-evaluators can elect to either re-analyse the data according to the evaluation framework or make a judgment call of whether to include the evaluation(s) in the overall synthesis.

Following this process of judging which evaluations to use for the second phase of the meta-evaluation is the synthesis of empirical results and aggregation of the overall impacts on beneficiary groups and the community.

Challenges

There are relatively few published meta-evaluations; in fact, a recent systematic literature search of peer-reviewed journals identified just nineteen studies⁸³ which suggested some ambiguity about what 'meta-evaluation' actually involves.⁸⁴ The emphasis placed on processes and findings varies between studies. Some are primarily a quality assurance check on the approaches adopted by previous studies. Others are more concerned with bringing together the evidence from a range of studies and exploring its implications for policy and practice, so overlap in purpose and methods with broad-based systematic mixed methods reviews and methods for testing the evidence for policy programmes. Finally, many meta-evaluations also incorporate primary data collection, usually in order to fill gaps in the evidence provided by other studies.

Recent experience of conducting meta-evaluation in the UK has also highlighted a number of methodological and practical challenges including:

- Identifying overarching themes and issues which add to, rather than duplicate, the results of other evaluations;
- Encouraging effective joint working with other evaluation teams (especially where they are not funded to work with the meta-evaluation);
- Securing access to data from other studies and other sources;
- Bringing together these data given that they have been collected by different studies for different purposes (and may incorporate different definitions);
- Dealing with 'ragged' baselines provided by studies which cover different time periods;
- Using data collected by different evaluations using different research methods or sample sizes;
- Assessing data quality;
- Handling a large volume of data;
- Reconciling apparently contradictory evidence.⁸⁵

We expect all of the aforementioned issues to confront the meta-evaluation of the 2012 Olympic and Paralympic Games.

⁸² Gough D (2007) Weight of evidence: a framework for the appraisal of the quality and relevance of evidence In J. Furlong, A. Oancea (Eds.) Applied and Practice-based Research. Special Edition of Research Papers in Education, 22, (2), 213-228.

⁸³ L. A. Wingate Meta-evaluation: Purpose, Prescription, and Practice, 2009.

⁸⁴ L.J. Cooksy, L. J. and V.J. Caracelli, V. J. Quality, Context and Use: Issues in Achieving the Goals of Meta-evaluation, American Journal of Evaluation, 26:1, 31-42., 2009.

⁸⁵ J.D. Downe, S.J. Martin and A.G. Bovaird (2009) 'Evidence based policy making: meta-evaluation in the real world' Paper prepared for the Association for Public Policy Analysis and Management (APPAM) Thirty-First Annual Research Conference, Washington DC, USA, November 5-7, 2009.

Meta-evaluation and the Olympic and Paralympic Games

For large-scale events such as the 2012 Games, where multi-billion pounds of both public and private monies are devoted to infrastructure planning as well as a series of inter-related social, cultural, and economic programmes, a comprehensive and systematic review of legacy and impact against objectives is a necessity. Due to their complexity, the 2012 Games are also well suited to meta-evaluation, whilst providing a unique opportunity for the testing and advancement of meta-evaluation methods themselves.

In sum, meta-evaluation offers the potential to provide a fresh probe of the Legacy programme's impact, whilst assessing the strengths and weaknesses of individual evaluations.⁸⁶ Having a stronger evidence-base will in turn help to: inform the direction and increase the effectiveness of the current Legacy programme; improve the delivery of future legacy programmes for major events, as well as other regeneration programmes; provide transparency and accountability to the tax payer; and inform approaches to evaluating mega-events as well as conducting meta-evaluation.

C.3 Advancing meta-evaluation methods

The meta-evaluation of the impacts and legacy of the Games has the potential to advance the methods of meta-evaluation more generally, particularly in terms of demonstrating how meta-evaluation can be employed practically in order to:

- Develop a framework for mining and aggregating the data within a disparate body of existing evaluations;
- Inform better policy making and improve value for money;
- Create a platform for more robust evaluation and research practice (in the field of mega-events) in the future.

Three leading UK evaluation experts will bring complementary skills and an in-depth knowledge of evaluation methods, including meta-evaluation and meta-synthesis research. These include: David Gough, Director of the Social Science Research Unit (SSRU) and Professor of Evidence-informed Policy and Practice at the Institute of Education, University of London; Ray Pawson, Professor of Social Research Methodology in the School of Sociology and Social Policy, University of Leeds; and Steve Martin, Professor of Public Policy and Management at Cardiff Business School.

- David Gough directs the Social Science Research Unit (SSRU) and its Evidence for Policy and Practice Information and Co-ordinating (EPPI) Centre. The EPPI-Centre specializes in methods and software development in broad based mixed methods and mixed knowledge type systematic review to inform policy, practice and research. David leads an MSc and short course programme on evidence for public policy and practice. He is the editor of the journal 'Evidence and Policy' and he directed the ESRC National Centre for Research Methods Phase 1 Node on Methods for Research Synthesis. David will play a substantive role in the research, undertaking the bulk of the literature review, jointly contributing to primary research and engaging in all workshop debates, whilst co-authoring the reports arising from the study;
- Steve Martin has extensive experience of having designed and delivered the recently completed long-term, meta-evaluation of the local government modernisation agenda commissioned by Communities and Local Government. He currently leads the UK Government's Expert Panel on Local Governance. Steve will also play a substantive role in the research, contributing to the literature review, leading the analysis of primary research and engaging in all workshop debates, whilst co-authoring the reports arising from the study;
- Ray Pawson has written widely on evaluation methodology, research synthesis and evidence based policy and much of his work has been supported by ESRC senior fellowships. He

⁸⁶ Thomas Cook and Charles L. Gruder. 'Meta-Evaluation Research', *Evaluation Quarterly*. Vol 2 No. 1 February 1978.

was voted president of the Committee on Methodology of the International Sociological Association in the 1990s and has also been a visiting fellow at the UK ESRC Centre for Evidence Based Policy and Practice. Ray will play an important challenge role, peer reviewing all outputs from the study and contributing to all workshop debates.

As part of the 2012 Games meta-evaluation team, the academic experts will assist in the identification and resolution of key methodological issues, and ensure that methodological advances and lessons for future meta-evaluation research are properly evaluated, recorded, disseminated and debated – by both the academic and policy communities.

In particular, the academics will draw upon their own experiences of conducting meta-evaluation to help advise on the methodology and analytical tools to be adopted for the study. Their expert input into developing a robust framework for comparing and aggregating the data, across a disparate body of existing evaluations, will be invaluable.

C.4 Methods development (Phase 1)

Task 1: Inception and team briefing

The study will commence with an in-depth briefing session for the academics to outline the main objectives, activities, challenges and opportunities in relation to the 2012 Games meta-evaluation. This will be based upon issues emerging from the scoping stage of the study which has so far outlined:

- The scope of activity across the four legacy themes;
- A comprehensive set of evaluation questions for stakeholder comment;
- A series of logic models and suggested key indicators;
- A review of existing and likely programme and project evaluations, and secondary survey and other data sets, which the meta-evaluation should be able to draw upon.

This will ensure that the subsequent methods-development tasks are grounded in the context of the overall study, and that research team members are able to tailor the focus of the work towards the specific questions and issues facing the meta-evaluation team. Equally, the meeting will allow members of the meta-evaluation team to explore some of the main concepts and methods associated with meta-evaluation and meta-synthesis in more depth.

Finally, the meeting will allow for the agreement of processes to ensure that the ESRC-funded academics are integrated seamlessly within the 2012 Games meta-evaluation team, with Jonathan France, Ecorys project manager, providing their main point of contact and a co-ordinating function.

The output of the meeting will be a refined version of this specification, taking into account any changes in emphasis and specific questions to be answered through the methods development study.

Task 2: Literature review

The research project will start with an analytic interrogation and review of the existing academic literature on meta-evaluation to clarify definitions and identify relevant studies and their lessons for the meta-evaluation of the 2012 Games (in terms of systematic review, data synthesis and communication). This will provide an analytical framework to guide the specific meta-evaluation techniques used in the meta-evaluation project.

Task 3: Roundtable discussion and workshop

A workshop will be convened between the academics and other key members of the meta-evaluation team in order to examine in detail the strengths and weaknesses of the approaches identified in the literature review, and the related scope and evidence base for the 2012 Games meta-evaluation. The latter will be presented in the form of the Draft Methods Working Paper, developed during August 2010. As part of this workshop, we will also identify specific questions to be put to the wider research community in response to the key conceptual or

practical challenges arising from the work to date (and which the team has identified as being pertinent to drafting Report 2 for the wider study).

Task 4: Consultation with the research community

Next, we will undertake primary research with up to ten individuals previously involved in conducting meta-evaluation and meta-analyses, in order to assess strengths and weaknesses and practical lessons learned, and to collate examples of useful research tools and frameworks. In particular, this will seek to explore specific questions and issues arising from task three.

Task 5: Meta-evaluation guidance and tools

Using the findings from the literature review, roundtable discussions and primary research, the academic partners will write a detailed framework and guidance note, which will provide recommendations on the approaches, tools and checklists to be used by the 2012 Games meta-evaluation (in relation to the review and synthesis of sources of evidence, from 2011, as well as the ongoing communication of meta-evaluation results). As well as being submitted as a separate output, drafts of this paper will be considered as part of the production of Report 2 of the 2012 Games meta-evaluation, and reflected in its methodological proposals.

C.5 Action learning (Phase 2)

Task 6: Ongoing review

There will be a series of four interactive workshops with the academics, wider meta-evaluation team and client group, which will focus on: i) selective review of the quality and relevance of major evaluations arising from the 2012 Games; ii) any challenges facing the meta-evaluation regarding data review and synthesis, and how these might be addressed; iii) distillation of the lessons learned; and iv) how the meta-evaluation can be used to better inform policy. The main output from each session will be an independent paper, which draws together these key findings and lessons. Workshops will be scheduled in line with the delivery of each major output from the meta-evaluation (one baseline, two interim and one final report). Findings will also feed into the conference, academic publication and methods paper described below.

C.6 Dissemination (Phase 3)

Task 7: Deliver session at the ESRC research methods festival 2012

As part of sharing and disseminating good practice, we will present the lessons for meta-evaluation methods in the context of mega-events, and its use as a policy lever, at the 2012 5th ESRC Research Methods Festival.

Task 8: Publication/academic papers

The conference papers will be published most likely as part of a special issue of an academic journal linked to the ESRC Research Methods Festival and/or the uses of meta-evaluation.

Task 9: Meta-evaluation methods paper and toolkit

Lastly, we will draw together the meta-evaluation research, framework, research tools and guidance and ongoing lessons learned in order to produce:

- A detailed methods paper reporting on the findings of the study, as well as the key lessons learned from the process of conducting the meta-evaluation of the 2012 Games. This will include outlining the strengths and weaknesses and uses and abuses of meta-evaluation in the context of the Olympic and Paralympic Games, as well as highlighting recommended research approaches for the future (in terms of systematic review, synthesis and communication);
- A meta-evaluation toolkit for future studies, thereby helping to ensure that ESRC's investment in the 2012 Games meta-evaluation delivers its own legacy. Both outputs will be applicable to meta-evaluations of other major cultural and sporting events and regeneration programmes, as well as to the Games.

C.7 Summary of deliverables

In summary, the key outputs from the study are as follows

Phase	Output
One: Methods development	Team briefing note
	Literature review
	Roundtable note
	Consultation analysis
	Guidance and tools
Two: Action learning	Workshop notes * 4
Three: Dissemination	Conference presentations
	Journal article
	Methods Paper and Toolkit

D Glossary

Organisations/ Departments	
BIS	Department for Business Innovation and Skills
BOA	British Olympic Association
BPA	British Paralympic Association
CBI	Confederation of British Industry
DCLG	Department for Communities and Local Government
DCMS	Department for Culture, Media and Sport
DECC	Department of Energy and Climate Change
DEFRA	Department for Environment, Food and Rural Affairs
DfE	Department for Education
DH	Department of Health
DWP	Department for Work and Pensions
ESRC	Economic and Social Research Council
GLA	Greater London Authority
GLL	Greenwich Leisure Limited
GLV	Greater London Volunteering
GOE	Government Olympic Executive
HEFCE	Higher Education Funding Council for England
IOC	International Olympic Committee
LBN	London Business Network
LDA	London Development Agency
LEST	London 2012 Employment and Skills Taskforce
LOCOG	London Organising Committee of the Olympic and Paralympic Games
MDC	Mayoral Development Corporation
NGB	National Governing Body
NRG	Nations and Regions Group
ODA	Olympic Delivery Authority
ODI	Office for Disability Issues
ONS	Office for National Statistics
OPLC	Olympic Park Legacy Company
RDA	Regional Development Agency
TfL	Transport for London
UKTI	UK Trade and Investment

Strategies/ Policies/ Programmes	
BME	Black, Asian and Minority Ethnic
GRI	Global Reporting Initiative
IEF	Impact Evaluation Framework
LETF	Local Employment Training Framework
PESSYP	Physical Education and Sport Strategy for Young People
PGTCs	Pre-Games Training Camps
SRF	Strategic Regeneration Framework
TASS	Talented Athletes Scholarship scheme

Initiatives	Description
Baselines	A benchmark included so that the alternative 'do something' options may be judged by reference to current or minimum service provision. Usually a 'Do Nothing' (ie status quo) option or 'Do Minimum' option. Sometimes called the 'base case' option.
Benefits	Measurable quantification of improvements resulting from change.
Beneficiaries	The businesses and/or individuals who benefit (directly or indirectly) from the 2012 legacy initiatives.
Counterfactual	The value of the outcome in the absence of the intervention.
Crowding out/crowding in	Where increases in public expenditure associated with the intervention cause other variables in the economy to adjust resulting in either a decline (crowding out) or increase (crowding in) in private expenditure.
Deadweight	The proportion of total outputs/outcomes that would have been secured anyway even if the intervention had not occurred.
Displacement	The number or proportion of outputs/outcomes under both the reference case and the intervention that reduce outputs/outcomes elsewhere in the target area for the intervention.
Impacts	The effect of the intervention on the outcome.
Information Asset Register	An Information Asset Register (IAR) is a register of information holdings ie information or collections of information, held electronically or in hard copy. This could include statistics, databases or reports.
Leakage	The number or proportion of outputs/outcomes that benefit those outside the target area or group of the intervention.
London 2012 stakeholders	Organisations involved in delivering and operating the Olympic Games and Paralympic Games such as LOCOG, ODA, GLA and BOA.
Multipliers	Multipliers reflect the further economic activity (eg jobs, expenditure or income) associated with additional income to those employed by the project (income multipliers), with local supplier purchases (supplier multipliers) and with longer term development effects (dynamic effects eg induced inward migration).
Outcomes	The eventual benefits to society that interventions are intended to achieve.
Outputs	The results of activities that can be clearly stated or measured and which relate in some way to the outcomes desired.

Initiatives	Description
Results	The resulting change from the outputs delivered by 2012 legacy activities.
Substitution	The situation in which one activity is substituted for a similar activity to take advantage of the intervention.
Unintended effects	Consequences that were not anticipated for the targeted outputs and outcomes.

E List of organisations consulted

Organisations/ Departments
Big Opportunity
Bio-Regional Development Group
Changing Places, London 2012
Commission for a Sustainable London 2012
Community Service Volunteers
Deloitte
Department for Business, Innovation and Skills
Department for Children, Schools and Families
Department for Communities and Local Government
Department for Culture Media and Sport
Department for Education
Department for Environment, Food and Rural Affairs
Department for Transport
Department of Health
East Thames Group
Economic and Social Research Council
HM Treasury
Host Boroughs Unit
Legacy Trust
London Civic Forum
London Development Agency
London National Housing Federation
London Organising Committee of the Olympic Games and Paralympic Games
London Voluntary Sector Training Consortium
Office for Civil Society
Office for Disability Issues
Olympic Delivery Authority
Olympic Park Legacy Company
Physical Activity Alliance
Podium
Sport England
Stratford Renaissance Partnerships

Organisations/ Departments
Transport for London
UK Sport
University of East London
vInspired
Visit Britain
Visit London

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Wingate, L A. (2009) *Meta-evaluation: Purpose, Prescription, and Practice*

G List of key legacy initiatives

The glossary table below lists all key initiatives outlined in the report.⁸⁷

Figure G-1: Sport initiatives

Initiatives	Description
Sport - Public sector ongoing and new initiatives	
Bikeability	Aims to improve the cycle proficiency of children.
Change4life sports clubs	Clubs are based on seven Olympic and Paralympic sports and designed to encourage young people to participate in these sports. Funded by DfE and delivered by the Youth Sport Trust.
Elite Coaching Apprenticeships	Coaching apprenticeships aimed at existing coaching. Led by UK Sport, working with the British Council and UNICEF.
Gold Challenge	Part of Places People Play. Aims to motivate adults to get involved in Olympic sports in order to raise money for charity. Supported by the BOA and BPA.
Fit for Future Pilot	A year-long pilot, delivered by DH, to get young people who are currently not active to participate in sports.
Iconic Facilities	Part of Places People Play. Investing in a number of iconic sports facilities that will have regional significance.
Inclusive Fitness Initiative	Aims to improve access and services for disabled people across 1,000 sports facilities. Managed by EFDS.
Inspired Facilities	Part of Places People Play. Upgrading local sports clubs and facilities, with decisions influenced by local community groups.
International Inspiration	Aims to promote sports in developing countries through school links. Led by UK Sport.
Let's Get Moving	To identify people who are not involved in sports and help them to do so. Delivered by Sport England and DH.
Mission 2012	UK Sport initiative to identify and overcome barriers to success at the 2012 Games.
Major Events Bill	A bill to be introduced to facilitate future bids to host major events in the UK.
National School Sports Week	A Week-long celebration of sport in schools. Sponsored by DCMS and Lloyds TSB.
NHS Challenge	Aims to encourage 2,012 NHS employees to become more active. Delivered via the NHS Sport and Physical Activity programme.
Pitch2 Podium	Encourages players released from professional sports to take up other Olympic sports. Led by UK Sport.
Places People Play	Encouraging grassroots participation in sport and improving the places where people play sport. Will also support increased participation in sports by disabled people. Delivered by Sport England, in partnership with key Olympic and Paralympic stakeholders. Funded by £135 million from the National Lottery. This includes £8 million dedicated to tackling the barriers faced by disabled

⁸⁷ There are also numerous strategies and policies relating to the 2012 Games and these are included in the relevant sections in the main body of the report.

	people who wish to play sport.
Pre-Games Training Camps	Over 600 facilities across the UK are being used as training venues for Olympic 2012 teams.
Protecting Playing Fields	Part of Places People Play. Protecting and improving playing fields across the country.
School Games	A framework of sports competitions for school pupils. Funded by the lottery, DfE and DH and delivered through Sport England.
Sport England Engagement with NGBs	Important part of Sport England's Games legacy strategy. This involves legacy initiatives such as the National Competition Framework, a good practice guide to competitive sport for young people.
Sportivate	Part of Places people play. Provides opportunities for teenagers and young adults to receive six weeks of coaching in the sport of their choice.
Sports Disability Officer	Sports Disability Officer post at University of Nottingham and British University Sports and Colleges (BUSC) to assess barriers to participation in sport among students with disabilities. Additional funding from HEFCE.
Sports Makers	Part of Places People Play. Volunteers will be trained and deployed to communities where they can organise local sporting activities.
Team 2012	Aims to raise funds from the private sector for Olympic and Paralympic sports. Led by UK Sport.
Walk4Life	Part of Change4Life, aims to get people to walk regularly to benefit their health.
Walk4Life Active Mile project	Led by Walk England. Aims to identify, map and waymark 2,012 Walk4Life miles by 2012. It is mainly funded by the Lottery.
Walking for Health	Supporting people to lead healthier lives through walking, delivered by Natural England.
Sport - Public sector discontinued initiatives	
Competition	A strand of PESSYP. Bodies are working together to create a single framework for each competitive sport.
Continuing professional development	A strand of PESSYP. A national programme to provide continuing professional development for PE teachers.
Disability	A strand of PESSYP. Identifying disabled people with a higher level of ability in sport in schools and ensuring that the progress along the talent pathway.
Gifted and Talented	A strand of PESSYP. Increased provision for talented children identified in school PE lessons.
Infrastructure	A strand of PESSYP. This provided funding for School Sports Partnerships among other things.
Leadership and volunteering	A strand of PESSYP. Programmes aiming to develop young people as sports leaders and mentors, such as Step into Sport.
Participation Initiatives	Included; Free Swimming for over 60s and under 16s (led by DCMS); Active Challenge walking routes (led by DH); and the Fit for Future Pilot (led by DH).
PESSYP	Additional funding for this programme was given to support the Games legacy in sport. Led by DfE and DCMS.
Playsport London	Part of the Mayor's legacy funding. Includes 5 streams.
Sports Participation Fund	Part of Playsport London. Funding for projects aiming to increase participation in sport and use this to tackle wider social issues.
Facility Fund	Part of Playsport London. Grants given to develop new, or refurbish

	existing sports facilities across London.
Skills Investment Programme	Part of Playsport London. Training and development initiative for Londoners working in the sports sector.
Free Sport	Part of Playsport London. Provides grant funding to support free sporting opportunities for Londoners.
London Opportunities Fund	Support for local groups and bodies running skills and regeneration projects. Funded by the LDA.
School Swimming Improvement	A strand of PESSYP. To increase the proportion of children reaching Key stage 3 in swimming. Led by DfE.
School Club Links	A strand of PESSYP. Working with schools and community sports clubs to increase participation in sport among 5-19 year olds. Led by Sport England. Funding will continue to 2013 as part of Sport England's investment in NGBs.
Skills Active	Expanded the Advanced Apprenticeship in Sporting Excellence to 12 Olympic sports. Sponsored by BIS.
Sport Unlimited	A strand of PESSYP. Offering taster sports sessions to young people, led by Sport England. Superseded by Sportivate.
Recruit into Coaching	A strand of PESSYP. Improving the quality of volunteer sports coaches.
Sport - Private sector initiatives	
Adistars	Part of the wider Young Ambassadors programme, adistars Young Ambassadors create sports competitions for involved secondary schools.
AdiTour	Provides sponsorship for aspiring young athletes.
AdiZones	Outdoor multi-sports facilities which are free to use and will encourage young people to exercise.
Deloitte Global Athletes' Network	For Deloitte members to share knowledge on sports and training.
Deloitte Parasport	Investment to develop disability sport in the UK, delivered in partnership with the BPA.
Deloitte Talented Athletes Scholarship Scheme 2012	Financial awards designed to support athletes who have the potential to become medalists.
Local Heroes	Lloyds TSB are providing essential financial support to over 250 emerging young sportspeople.
McDonald's Champion Kids	Giving children the opportunity to attend an Olympic Games and meet athletes.
Premier League 4 Sport	To encourage young people to join local sports clubs. Delivered by the Premier League, Youth Sport Trust and Sport England.
Spots versus Stripes	Giving people across the UK who play sport a chance to record their scores online and create a national score.
Sport - Voluntary sector initiatives	
Be the Best you can Be!	Led by the charity 21st Century Legacy, this programme aims to bring inspiration to young people through participation in sport.

Figure G-2: Economic initiatives

Initiatives	Description
Economic - Public sector initiatives	
the Business Network	Supporting CompeteFor through a programme of business events. Funded by the ODA and LOCOG, led by leading London business agencies.
British Business Embassy	A platform to promote UK business during Games time.
Commission for a Sustainable London 2012	Set up as an independent body to ensure the sustainability of the Games.
CompeteFor	Brokerage service giving companies access to 2012 opportunities. Led by the LDA and supported by ODA and LOCOG.
Foreign and Commonwealth Office posts	Global postings encouraging international companies bidding for 2012 contracts to partner with UK companies.
Host2Host	To develop trade between fellow Games host and bid countries. Led by UKTI.
Jobs, Skills, Futures	ODA's employment and skills strategy. Working with other public bodies to raise skills and employment, particularly in the host boroughs.
London 2012 Employment and Skills Taskforce	Part of the LDA's strategy for maximising the skills and employment impacts of the Games for Londoners.
LOCOG's Employment and Skills Strategy	Focuses on employment opportunities, improving skills and developing young people.
ODA Accessible Transport Plan	To improve accessible transport options for London 2012 venues and beyond.
Personal Best	Delivered by the SFA. Aims to help those furthest from the labour market to find employment.
Pre-Games Training Camps	PGTCs create an opportunity for the regions to establish links with the country based in each camps.
Sector Skills Councils	2012 commitment to support skills development in key sectors.
Supplier Directory	A Directory of UK expertise, showcasing capability in delivering major events. Delivered by UKTI.
Team 2012	Offering support for SMEs in return for funding given to support British 2012 athletes.
Tech City	The creation of a new business district as part of the development of the Olympic Park site.
Visit Britain Marketing Fund	Marketing campaigns capitalising on the increase in visitor numbers to London.
2012 London Cultural Skills Fund	Funded by the LDA in order to enable arts and skills organisations to host training courses for young people (often NEEETs).
London Opportunities Fund	LDA funding to support charities, volunteers and local groups running Games related skills or regeneration projects.
Economic - Private sector initiatives	
London 2012 Business Network	This is a programme of business events run by London 2012 in partnership with regional, local and national bodies to ensure that

	London's businesses can make the most of the opportunities created by the Games.
BMW	BMW will provide a fleet of 4,000 vehicles for athletes and officials during the Games.

Figure G-3: Community engagement initiatives

Initiatives	Description
Community Engagement - Public sector initiatives	
2012 Young Leaders Programme	BP are working with V to fund this programme, designed to give a group of disadvantaged young people opportunities through mentoring and volunteering.
Creative Campus	Funded by HEFCE. Led by a consortium of universities. Aims to create a legacy of social, cultural and economic collaboration between HE collages.
Community Organisers Programme	A Cabinet Office programme to train community organisers, open to those taking part in the Games Maker programme.
Five Star Disability Sports Challenge	Funded by the Department of Culture, Arts and Leisure in Northern Ireland. Aims to raise awareness of disability among children.
Games Maker	Recruiting 70,000 volunteers to assist with the Games event. Led by LOCOG, sponsored by McDonalds. Related activities include the Games Maker Roadshow.
Get Set	Led by LOCOG and DfE. Aims to increase the engagement of schools and colleges with the Games, using learning and schools networks to enhance awareness of the Games.
Inspire programme	Awarding non-commercial projects and events inspired by the Games the official Inspire Mark. Led by LOCOG.
Inspiring Sustainable Living Fund	The fund will be used to commission projects which will encourage people to live more sustainably. Led by DEFRA.
Legacy Trust UK	Delivering four national and twelve regional programmes as part of the Cultural Olympiad. Includes: UK School Games, Somewhereto, Tate Movie and Community Celebrations. Funded by the Big Lottery Fund, DCMS and the Arts Council England.
Lifetime Alliance UK	Led by Volunteering England. Brings together volunteering agencies to maximise benefits of Games related volunteering.
London 2012 Festival	A large-scale cultural festival to celebrate the Games. This will be the culmination of the Cultural Olympiad.
Mygames grants	Grants to charities to help deliver Games inspired projects. Delivered by vinspired.
National Citizen Service	Provides a non-military national service for young people. Delivered by independent charities, social enterprises and businesses.
Opportunity - inspired by - 2012	Aims to offer disadvantaged young people to get involved in activities which will enhance their life skills. Delivered by the Prince's Trust.
Pass it on	Games legacy strand of the Playing for Success programme, which runs centres for out of school hours support for 10 to 14 year olds. Funded by DfE, Local Authorities and host sports centres.
Tackling Social Inclusion	Led by Sports Universities and funded by HEFCE. Changing these universities' approach to tackling social inclusion.
The Cultural Olympiad	Four year series of events running to 2012 in order to showcase the UK's art and culture. Led by LOCOG.
vinspired	Campaign to involve younger people in Games related volunteering. Supported by the OCS.
vcashpoint	Grants for 16-25 year olds to deliver Games inspired volunteering projects. Delivered by vinspired.
Volunteering	Provides advice and guidance on setting up volunteering initiatives

England	inspired by the Games.
Volunteering Toolkit	Produced by GOE to help disseminate lessons learned from London volunteering schemes. Local Authorities will take the lead in delivery.
Young Ambassadors	A strand of Get Set. This programme selects volunteers with sporting ability for Games time to raise awareness of the core Olympic values.
Youthnet	Upgrading the existing National Volunteering Database to create a sustainable volunteering infrastructure.
Community Engagement - Previous public sector initiatives	
Access to Volunteering Fund	Aimed to increase access to volunteering for disabled people in the run up to 2012. Jointly run by OCS, Funding Central, Volunteering England and the Volunteer Fund in Social and Health Care.
Community Engagement - Private sector initiatives	
2012 Carbon Challenge	Aims to reduce people's carbon footprint by 15%. Sponsored by EDF Energy.
British Airways Bursary scheme	Giving free flights to individuals to enable them to reach their goals. Must be relevant to the Olympic values.
Coca-Cola System	A recycling initiative to create new Recycle Zones and increase the number of recycling bins.
Deloitte Business Competition	Aims to provide young university students with an opportunity to get paid work experience with the Deloitte London 2012 team.
East London Dance	Working with dancers from communities in Newham. Delivered by Westfield.
EDF Energy Green Fund	Schools can apply for funds to purchase sustainable equipment.
EDF Energy - The Pod	Teaching children and schools how to become more sustainable. Sponsored by EDF Energy.
Enterprise Trading Game	Delivered by BP. An online resource and roadshow encouraging children to take an interest in enterprise.
Film Nation: Shorts programme	Delivered and sponsored by Panasonic. Aims to engage young people in film making.
Green Britain Day	A Team Green Britain initiative. Joint initiative between a number of agencies. Sponsored by EDF Energy.
Live Sites	Creating big screens and event spaces in urban centres. Sponsored by BT.
Student Ambassadors	Led by the NUS and Coca Cola. Aims to establish a Student Ambassador at universities across England to engage with the Games.
Team Green Britain	A partnership between EDF, LOCOG, Paralympic GB, London2012, Global Action Plan and the Eden Project, working together to help people to reduce their carbon footprints.

Figure G-4: East London regeneration initiatives

Regeneration - Public sector initiatives	
Changing Places	Hosted by LOCOG, the Changing Places programme works with a wide range of partners to support and deliver a suite of projects that collectively enhance local communities .The programme is funded by Keep Britain Tidy, Lee Valley Regional Park Authority, and the OPLC.
Games Venues	Games venues will be constructed across East London. Post-Games, many of these will be adjusted for community uses. Funded by the ODA.
Health and Education	Providing health and education provision on the site of the Olympic Park.
High Street 2012	Delivering public realm improvements to a major high street area connecting the City and Stratford.
International Broadcast Centre, Main Press Centre	To be converted into new uses and become the centre of a new hi tech industry in the area.
Local Employment Training Framework	LDA employment and skills project to develop skills and access to work in the host boroughs (Funded to December 2009).
Olympic Park	The Athletes Village will provide 2,800 new homes in East London.
Olympic Park Arts and Creative Design Initiative	Artists commissioned by the ODA to create public works of art around the Olympic Park.
Skills and Employment	Local employment brokerage and training services will help local residents take advantage of the opportunities created by the Games.
Transport infrastructure improvements	TfL funding commitments to greatly improve the transport infrastructure especially around the Stratford area.
Transforming public realm	Public realm improvement programme across the host boroughs.
Regeneration - Private sector initiatives	
East London Dance	A community art project funded by Westfield, this aims to work with dancers from the Newham community.
London Legacy 2020	The ELBA are investing in making East London a place to do business through a number of initiatives.
Westfield Community Grants	Grants provided by Westfield to community organisations in Newham.
The Story of Stratford	Funded by Westfield, this project works with schools and local artists in Newham to document the progress of the Stratford City development.
Regeneration - Voluntary sector initiatives	
East London CVS Network	A partnership of the ten Councils for Voluntary Service in East London to act as a broker of Games related sport and cultural events.

Figure G-5: London initiatives

London - Public sector initiatives	
Connect to London	Aims to maximise the impact of the Games on foreign investment into London to support job creation. Led by Think London.
Inclusive London	Led by Visit London and the LDA. Aims to improve information about accessible hotel accommodation in London.
Limited Edition London	A global marketing communications programme to create visitor bookings in the run up to Games time. Led by Visit London.
London Ambassadors	Volunteers who will act alongside the Games Makers, located at key tourist and Olympic sites in London. A Mayoral initiative delivered in partnership with Volunteering England and V.
London Employer Accord	Aims to facilitate engagement between employers and public sector employment and training agencies. Led by London First.
Relay London	A network of job brokerage and employment related to the construction of the Olympic Park.
London - Private sector initiatives	
CBI London	Working with the LOCOG and the ODA to ensure that businesses are aware of the benefits provided by the 2012 Games.
London - Voluntary sector initiatives	
Field Studies Council	Creating a field centre in the Olympic Park and developing education courses for the View Tube classroom.
Greater London Volunteering 2012 Legacy Project	Piloted across 22 London boroughs to promote Games related volunteering and events. Led by GLV.
Greenwich Leisure Limited 2012 activities	Activities include; pre-volunteering training for 2012 volunteers, flexible employment for disabled people at GLL centres, delivering PGTCs, hosting 2012 events and creating a GLL Sport Foundation to provide support to grass-roots talent.
London Wildlife Trust 2012 activities	Working to ensure that wildlife and the wider environment are taken into account through a dedicated 2012 Officer, the View Tube classroom on the Olympic Greenway, Trees for Hosts planting programme across the host boroughs and volunteer recruitment.
The Big Opportunity	Aims to engage with London's civil society on Games issues and raise awareness of opportunities. Set up by the London Civic Trust, funded by City Bridge Trust.