

CABINET

9 July 2008

2012 GAMES AND PARALYMPIC GAMES: A FRAMEWORK FOR WINCHESTER

REPORT OF HEAD OF CULTURAL SERVICES

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RECENT REFERENCES:

None

EXECUTIVE SUMMARY:

Winchester has made good progress in responding to the opportunities and challenges of the 2012 Olympic and Paralympic Games which will take place in London. Interest levels are already high, and are set to rise during the Beijing Olympics next month and subsequently as London takes on the mantle of host city. There is a need for the City Council to exercise its community leadership role in considering the District's response to 2012, and officers have therefore drawn up a Framework which will form a basis for community and business consultation. The document provides clear links between the Community Strategy and the Local Development Framework to ensure that 2012 supports rather than distracts from local priorities. Members are asked to approve the draft Framework, and to authorise a consultation process which will conclude with the signing of the document by the Leader of the Council on Sunday 24<sup>th</sup> August, when the Beijing Games close and London is formally acknowledged as the incoming host city.

RECOMMENDATIONS:

- 1 That Cabinet approves the draft 2012 Framework as a consultation draft, subject to any minor amendments being agreed by the Head of Cultural Services in consultation with the Portfolio Holder for Culture, Heritage and Sport;
- 2 That consultation on the 2012 Framework takes place as outlined in paragraph 4 of the report.

## CABINET

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### 2012 GAMES AND PARALYMPIC GAMES: A FRAMEWORK FOR WINCHESTER

#### REPORT OF HEAD OF CULTURAL SERVICES

##### DETAIL:

##### 1 Introduction

- 1.1 On Sunday 24 August 2008, the Beijing Olympic Games end and London officially becomes the incoming host city for 2012. There has been a high level of public interest since the announcement of London's successful bid in July 2005. The organisers of the Games (LOCOG) and the Government are keen to ensure that there is a real feeling of pride and engagement right across the country and not just in London. The Local Government Association has made it clear that the most effective way to achieve this engagement is through local councils who have the partnerships, the communication networks, the expertise and the enthusiasm to ensure that this is 'Everyone's 2012'.
- 1.2 Once the handover takes place in August, public interest and expectation are certain to keep growing. It is therefore important that Winchester City Council and its partners have defined objectives in relation to 2012. There is an obvious place for the City Council's community leadership role in considering not only the immediate opportunities presented by the Games but also their long term legacy. This also offers an opportunity for the Council to review and promote its own plans for increasing participation in sport and leisure.
- 1.3 A draft Framework for 2012 has therefore been produced and can be found at Appendix 1. This report provides some further information about the document, and seeks authorisation from Members to use it as a basis for community and business consultation over the spring and summer.

##### 2 Progress To Date

- 2.1 Winchester already has an active programme for promoting sport across the district, which has provide a basis for an early response to the opportunities and challenges of 2012. The most visible sign of this to date is the near completion of the Winchester Sports Stadium at Bar End in partnership with the University of Winchester, Sport England and Hampshire County Council. Three sports facilities from the District have applied and been accepted for inclusion on the authorised list of pre-games training sites which will be circulated to competitor countries from this August. In addition, a well-attended public meeting at Sparsholt College last June gave rise to a sports-focussed Olympics Action Plan which is already being carried forward by the Winchester District Sports and Physical Activity Alliance (SPAA).
- 2.2 The SPAA has an important role to play in using the Games as a catalyst to promote wider participation in sports and physical activity through the delivery of the Winchester District Sport and Physical Activity Strategy 2006 -2012. But 2012 – like previous Olympics – is not 'all about sport'. The Paralympic Games and the Cultural

Olympiad which lasts from 2008 to 2012 bring into play inclusion issues, volunteering, the arts and heritage, business excellence and the creative industries. This is also the 'one planet Olympics', which aims to be carbon neutral and celebrates the regeneration of a large swathe of East London. It champions diversity and young people, and it aims to show off the best of Britain to the World through the anticipated rise in overseas tourists and media coverage.

- 2.3 Winchester City Council and its partners on the Local Strategic Partnership are equally involved in these issues and themes, and already doing much to address them. Officers have therefore not attempted to produce a stand-alone strategy for 2012, but to draw together strands of existing work in a co-ordinated Framework with a guiding vision.

### 3 The 2012 Framework

- 3.1 The Framework document, attached at Appendix 1, takes as its starting point the values and commitments surrounding the 2012 Games. Using suggestions made at an all-staff awayday for the Cultural Services Division, officers have developed a vision for 2012 which refers neatly back to the Local Development Framework campaign (*Live for the Future*) as follows:

*“2012 will be a year of participation and achievement for people of all ages across the Winchester District. It will be a time to make a difference – a difference that will be meaningful and long-lasting. 2012 will be a year that is remembered, not just for the excitement of the once-in-a-lifetime chance to enjoy the Olympic and Paralympic Games in our own capital city, but because it marked a real turning point. 2012 will be the year to **Live Your Dream.**”*

- 3.2 This is supported by a set of three objectives which again refer directly back to local priorities:
- a) to use the 2012 Olympic and Paralympic Games as a catalyst for the delivery of outcomes in the Winchester District Community Strategy and the Local Area Agreement;
  - b) to ensure that 2012 is 'Everyone's Olympics' in the Winchester District by using 2012 as a basis for consultation, communication and joint planning for the future across our communities;
  - c) to use 2012 as a means to involve, celebrate and enhance the wellbeing of the young and the older people of the Winchester District.
- 3.3 In the table on pp 8 – 12, five 'Live Your Dream' themes are established to support these objectives:
- (i) through sport
  - (ii) in your neighbourhood
  - (iii) through the arts or local history
  - (iv) by making the district a greener place
  - (v) at work

3.4 Members will note that each theme is supported by key enabling strategies, and includes a preliminary list of milestone projects which will reflect progress towards 2012. The projects could be led by another organisation, partnership or community group in the District and those that are driven by the City Council will be subject to the usual business planning process rather than additional to it. They will to a large extent tend to reflect aims to which we are already committed. Most importantly, the milestone projects must have a long term legacy for the District.

#### 4 Refining the Framework

4.1 The Framework is intended to be populated by the ideas and aspirations of our partners and communities. The list of milestone projects will grow to reflect this. Officers are therefore seeking Member approval for the attached draft to form the basis of a community consultation process which will include:

- a) Tabling the Framework for discussion by key partners and organisations, eg
    - Local Strategic Partnership and relevant supporting Strategic Outcome Groups
    - Parish Councils
    - Winchester SPAA
    - Community Associations
    - Specialist fora (eg Youth Council, BME Forum)
    - WACA
    - Winchester BID
  - b) Using the Framework to stimulate interactive workshops and discussion, eg
    - Tourism Summit on 15<sup>th</sup> July
    - Skills Conference on 10<sup>th</sup> July
    - Senior Managers' Group
  - c) Direct consultation with residents via:
    - e-consultation on the corporate website
    - media articles
    - e-newsletters (eg Parish Connect, Winchester Entrepreneur)
- 4.2 The intention is to refine the Framework in time for it to be launched at a formal signing by the Leader of the Council. This would take place during a community event to mark the 2012 Handover on Sunday 24 August outside the Guildhall. Officers are currently developing proposals for such an event - which will include the

raising of the Handover flag - in conjunction with Sport Hampshire and the Isle of Wight, and further details will be made available shortly.

## 5 Beacon Status

- 5.1 On a linked topic, Members may like to be aware that Winchester City Council is this week submitting a bid to the IDeA for Beacon Status, under the theme:

*Olympic Games and Paralympics Legacy: Using the opportunity of hosting the Games to encourage communities to be more active*

Beacon Status is the 'gold standard' for Best Value authorities, and although the submission has no direct cost the application process can take up to a year in total. The project was approved as part of the business planning cycle for 2008/09. Successful Beacon councils win a grant of around £70,000 to support continued good practice under the theme, and have access to other 'peer support' funds for sharing best practice with other authorities. This would be very useful in enabling delivery of the 2012 Framework. The Framework document will be an important demonstration of our commitment to a 2012 legacy.

## 6 Conclusion

- 6.1 Members are asked to approve the attached 2012 Framework as a pre-consultation draft, subject to any minor amendments being agreed by the Head of Cultural Services in consultation with the Portfolio Holder for Culture, Heritage and Sport. They are also asked for authority to proceed with a spring/summer consultation process as outlined at paragraph 4.

## OTHER CONSIDERATIONS:

### 7 CORPORATE STRATEGY (RELEVANCE TO):

- 7.1 The table on pages 8 - 10 of the attached draft demonstrates that the 2012 Framework directly supports all four of the priorities in the 2008 – 2013 corporate strategy.

### 8 RESOURCE IMPLICATIONS:

- 8.1 There are no financial implications arising from the development of the Framework itself. Projects and activities in support of the Framework will be considered as part of the corporate business planning process, and will be subject to the usual budgetary and staff constraints.
- 8.2 Community groups wishing to organise events or initiatives in support of the 2012 themes may be eligible for support under the City Council's revenue and capital grants programmes. Members are referred to a separate paper on this agenda regarding a review of the grants criteria.

## BACKGROUND DOCUMENTS:

[Official website of the 2012 Olympic and Paralympic Games](#)

APPENDICES:

Appendix 1: Proposed Draft Consultation Framework for 2012

The Appendix is attached for Cabinet Members, Group Leaders and Chairman of Principal Scrutiny Committee and of Local Economy Scrutiny Panel only. It is also available in the Members' Library and on the Council's Website via the following link:  
<http://www.winchester.gov.uk/CommitteeCalendar.asp?year=2008&month=7&day=9>

# ***Live Your Dream***

**Making the Most  
of the London 2012 Olympic Games, the  
Paralympic Games and the Cultural Olympiad**

**A Framework for the Winchester District**

Winchester City Council  
Consultation Draft, June 2008

# ***Live Your Dream - Making the Most of 2012***

## **A Framework for the Winchester District**

### **1 Background**

1. In 2012, London will be host city for the Olympic and Paralympic Games for the first time since 1948. Public excitement has been growing since the success of the bid was announced in July 2005, with the number volunteering to work at the Games already exceeding by many thousands the number required. There will be a further increase in interest levels during this year's Beijing Olympics and particularly on Sunday 24<sup>th</sup> August 2008 which marks the official handover from Beijing to London as incoming host city.
2. Whilst the Games are focussed on six East London boroughs, there are rowing events at Eton Dorney near Windsor and sailing events at Weymouth. The South East as a whole is gearing up to maximise the potential of the Games, and Hampshire has already been delighted by the news that Team GB will be using facilities at Aldershot as their training camp. The Government has been very clear that this is 'Everyone's 2012' and local councils have a key role to play in providing opportunities for communities across the UK to get involved.
3. Winchester has already responded to the promise of 2012. Thanks to a strong partnership between Winchester City Council and the University of Winchester, the new Winchester Stadium at Bar End is in the final stages of completion, providing very visible evidence of our long term commitment to sport. However, the District needs a coherent framework to provide direction for Winchester City Council and its many partner organisations if local residents and businesses are to make the most of 2012 and its legacy.

### **2 A Head Start for Winchester**

1. Whilst the Olympic Games are not all about sport, it is certainly the greatest sporting spectacle on Earth. Sports and physical activity have taken an early lead in the District, with some notable achievements:
  - a) the completion of The Winchester Sports Stadium, a £3.5 million partnership project between The University of Winchester, Winchester City Council, Sport England and Hampshire County Council.
  - b) the shortlisting of three sports facilities for inclusion in the official list as possible training camps for overseas teams in the run-up to the Games (Sparsholt Equestrian Centre, Westgate School Badminton Centre, and The Winchester Stadium).
  - c) the publication of an Olympics Action Plan, to be delivered by a sub group of the Winchester Sport and Physical Activity Alliance. The plan is drawn from workshops forming part of a public meeting in June 2007, based on the three key objectives of:
    - getting schools involved;
    - encouraging grass roots participation, and
    - encouraging village and parish opportunities.



- d) the creation of a new sports volunteers database based at the Winchester Area Community Action offices.
  - e) the appointment of a community athletics coach based at the Stadium, and an Active Lifestyles Officer, both with the support of partnership funding from Sport England as well as local stakeholder contributions.
2. Winchester may not be a centre for the Games themselves, but the level of public and stakeholder engagement in these early projects is evidence that local people do feel they have a part to play in the Olympics and Paralympics. The announcement about Team GB's camp has brought the Games still closer. Winchester City Council has a role to play in directing and sustaining this enthusiasm, for everyone's social, economic and environmental benefit.

### **3 Winchester City Council's Role**

1. The mood of celebration inspired by the announcement that London would be 2012 host city resounded across the UK: most British people clearly want to be part of this national occasion, just like the Millennium and the Queen's Golden Jubilee. In its community leadership role Winchester City Council aims to help local people tap into the energy and positive atmosphere generated by the Olympics in the way that best motivates them - through their work, learning, social, sporting or leisure time. There are two key groups in particular that deserve to be given priority within the Winchester framework, and these are young people – reflecting national objectives for the Games and the Cultural Olympiad – but also, given Winchester's demographic profile, older people.
2. The City Council will, by the nature of the services it provides, automatically play a central and enthusiastic role in supporting 2012 projects and initiatives, including:
  - sharing information about events, resources, best practice etc
  - providing professional and financial support
  - organising key events
  - delivering on 2012 Legacy commitments through its own services and strategies
  - co-ordinating partnerships
3. By establishing a formal Framework to guide our work, we signal our commitment to 2012 and become a true partner in the most exciting and diverse national projects of the decade.

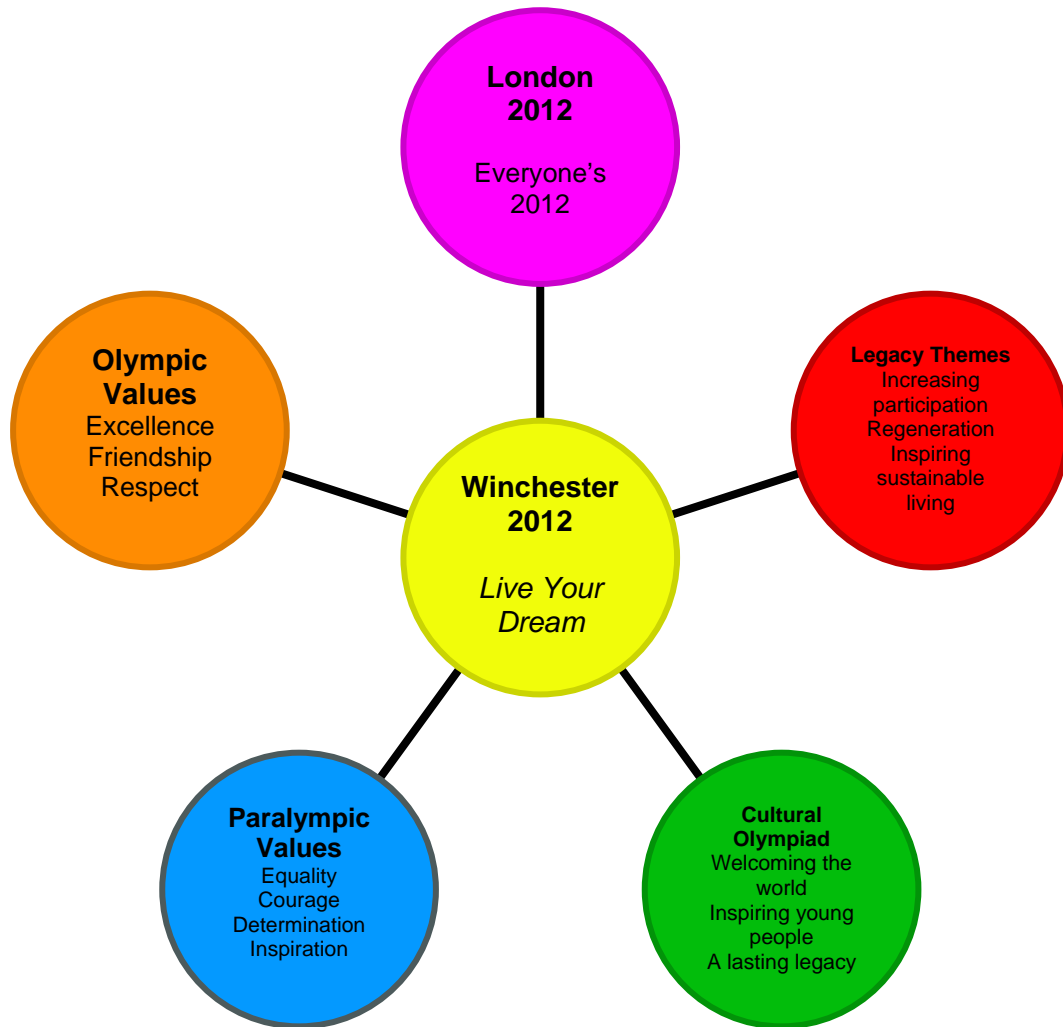
#### 4 Winchester's 2012 Vision

1. The Olympic and Paralympic Games have carried a wide range of meanings and messages down the years. There is a raft of vision and value statements associated with the Games as an institution, and with the 2012 Games specifically. A selection of these can be found on the following page. Although they are the biggest sporting competition in the world, the Games are not 'all about sport'. The official values are inspiring and engaging, and it is important that the Winchester District encapsulates them in its own message.
2. The vision for Winchester is equally inspiring and engaging, works at many levels and encourages new ambitions and ideas. It also provides an immediate association with the Local Development Framework campaign, which goes under the heading *Live for the Future*.

#### **Winchester's 2012 Vision**

*"2012 will be a year of participation and achievement for people of all ages across the Winchester District. It will be a time to make a difference – a difference that will be meaningful and long-lasting. 2012 will be a year that is remembered, not just for the excitement of the once-in-a-lifetime chance to enjoy the Olympic and Paralympic Games in our own capital city, but because it marked a real turning point. 2012 will be the year to **Live Your Dream.**"*

3. Winchester City Council, working with its partner organisations, has produced this framework to help people to live their dream for 2012. A dream might be any of the following – or something completely different:
  - striving for a personal best – for example in sport, at school, on a diet programme
  - setting up your own business
  - taking part in a new experience, sport or cultural activity
  - adopting a healthy lifestyle
  - becoming a volunteer – perhaps at a local sports club, charity shop, museum or theatre
  - gaining new skills to help get a job
  - making new friends at home and abroad
  - putting the environment first



## 5 Winchester's 2012 Objectives

1. This framework is a means to draw together those aspects of existing plans and strategies that will deliver the *Live Your Dream* vision with a clear, focus. The objectives below reflect this approach:
  - a) to use the 2012 Olympic and Paralympic Games as a catalyst for the delivery of outcomes in the Winchester District Community Strategy and the Local Area Agreement;
  - b) to ensure that 2012 is 'Everyone's Olympics' in the Winchester District by using 2012 as a basis for consultation, communication and joint planning for the future across our communities;
  - c) to use 2012 as a means to involve, celebrate and enhance the wellbeing of the young and the older people of our Winchester District.

## 6 The Framework

### 1. Why now?

On Sunday 24 August 2008, the official handover ceremony will take place at the end of the Beijing Olympics. At this point, London becomes the incoming host city. In addition to the ceremony, communities across the country are being invited to mark the occasion with local cultural events ranging from raising the handover flag on landmark buildings and giant television screens in public places to full-scale celebrations.

This handover signifies the true beginning of the Olympics in Britain. It is followed by the Paralympic Handover on 17 September 2008, the launch of the Cultural Olympiad on the weekend of 26 – 28 September 2008 which takes us to the opening of the London Games on 27 July 2012. The years immediately after the Games will testify to their legacy.

The handover date is a perfect occasion on which to launch Winchester's 2012 Framework, and its formal adoption by the City Council will ensure that there is a clear set of objectives for the 'Olympic Years' in the District.

### 2. Live Your Dream Themes

If Winchester's vision for 2012 is to be realised, then this framework needs to look to the long term and embrace the five legacy themes established by national Government. These are:

- a) increasing participation in sport and/or physical activity
- b) regenerating communities and/or neglected space
- c) increasing participation in cultural and/or volunteering activity
- d) inspiring sustainable living
- e) increasing skills and the capacity of local business and industry

The South East England Development Agency has established six areas under which to deliver its 'offer' for 2012. These are:

- sport
- business
- tourism
- culture and communities
- skills, education and employment
- transport and infrastructure

Winchester's framework broadly reflects these two sets of groupings, as can be seen from the table below.

### 3. The Framework

The table is in outline form: it will certainly grow and evolve over time. Further ideas and commitments will be gathered during the summer consultation period. The framework will then reflect the most ambitious and the most inspiring local projects as milestones. It is not intended to be a comprehensive list of every activity but to identify:

- a) key actions required of the City Council and its partners to help local people take part;
- b) links to relevant strategies which will support delivery of the framework, and
- c) projects for which the City Council may be expected to provide a significant level of corporate support (not necessarily financial).

4. Partnerships for 2012

The Winchester District Strategic Partnership brings together each of the key agencies responsible for delivering local services and shaping local life in the Winchester District. It is well supported by a range of themed partnerships committed to working together to achieve these aims. These partnerships are listed and described in the [Winchester District Community Strategy \(2007\)](#) and each has its own, cross-cutting programme of work which will underpin of the 2012 Framework.

As part of the *Live Your Dream* consultation, each of the partnerships with whom we work will be asked to make three commitments to the 2012 legacy. Some of these may become milestone projects for the district, whilst others may be relatively simple.

It goes without saying that the *Live Your Dream* framework will be delivered only with the help and expertise of our formal partners. But it will also need to be brought to life by the creativity, the insight, the pride and the passion of those who live in the Winchester District.

Theme		Milestone project(s) and dates		WCC enabling strategy(ies) for theme	Key actions for WCC and partner organisations	Community strategy reference
<i>Live Your Dream...</i>						
1	<p><b>through sport</b></p> <p><i>by leading a more active life, taking up a new sport or winning a medal</i></p>	<p>Winchester Sports Stadium</p> <p>New Winchester &amp; District Sports Awards</p> <p>Artificial turf pitch at Henry Beaufort School</p> <p><i>It's OK to Play</i> programme</p>	<p>2008</p> <p>2008</p> <p>2009</p> <p>2007 - 2010</p>	<p>SPAA strategy and action plan for 2008 – 2012</p> <p>Built Facilities Strategy 2008</p> <p>It's OK to Play (Play Strategy) 2007 - 2012</p>	<p>As listed in Olympics Action Plan for 2008 – 2012 (see Appendix 1)</p>	<p><i>Outcome 1:</i></p> <p>health and wellbeing</p>
2	<p><b>in your neighbourhood</b></p> <p><i>by holding a special celebration, supporting local producers, offering your help for a local charity or finding a way to brighten up your street</i></p>	<p>Parchment Street public art commission</p> <p>Hyde 900 Festival</p>	<p>2008</p> <p>2010</p>	<p>New Cultural Strategy (2008 – 2013)</p>	<p>Launch 2012 Legacy theme for City Council grants (2008)</p> <p>Implementation of equality action plans</p> <p>Mark the handovers with special occasions in the district (2008)</p>	<p><i>Outcome 5:</i></p> <p>inclusive society</p>

Theme		Milestone project(s) and dates		WCC enabling strategy(ies) for theme	Key actions for WCC and partner organisations	Community strategy reference
<i>Live Your Dream...</i>						
3	<p><b>through the arts or local history</b></p> <p><i>by taking part in a cultural event, joining an amateur dramatics club, lending a hand at the museum or volunteering for a community archaeology dig</i></p>	<p>Nunnaminster sculpture installation</p> <p>The English Project</p> <p>IHBC annual conference in Winchester</p>	<p>2010</p> <p>2012</p> <p>2012</p>	<p>Arts development strategy 2007 – 10</p> <p>Museums Forward Plan 2007 – 2009</p>	<p>Winchester Museums Service community programme</p> <p>Marking the launch of the Cultural Olympiad (2008) and participating in key regional projects</p> <p>Multicultural exchange programme for young people in the District</p>	<p><i>Outcome 5:</i></p> <p>inclusive society</p>

Theme		Milestone project(s) and dates		WCC enabling strategy(ies) for theme	Key actions for WCC and partner organisations	Community strategy reference
<i>Live Your Dream...</i>						
4	<p><b>by making the district a greener place</b></p> <p><i>reducing your carbon footprint, and encouraging others to follow your lead</i></p>	<p>Whizzgo car club</p> <p>Parish 'greening' programme</p> <p>Plastic bag-free Winchester programme</p> <p>The Itchen Navigation project</p>	<p>2008</p> <p>ongoing</p> <p>ongoing</p> <p>tbc</p>	<p>Climate Change Framework and Action Plan 2007</p> <p>Sustainability Strategy 2004</p> <p>Winchester Transport and Access Plan 2008</p> <p>Local Development Framework Core Strategy</p> <p>Winchester Biodiversity Action Plan</p>	<p>Introduction of a 'sustainable business' category in the Winchester Business Excellence Awards (2008)</p> <p>Roll out of Green Leaf Tourism Scheme</p> <p>Introduction of salary sacrifice for staff bicycle purchases</p> <p>Support for the University of Southampton Green Logistics project (2008)</p>	<p><i>Outcome 4:</i></p> <p>high quality environment</p>



Theme		Milestone project(s) and dates		WCC enabling strategy(ies) for theme	Key actions for WCC and partner organisations	Community strategy reference
<i>Live Your Dream...</i>						
5	<p><b>at work</b></p> <p><i>by setting up your own business, getting a useful qualification, winning a business award, offering the best customer service or getting your products used at the 2012 stadium</i></p>	<p>Winchester and Segensworth Business Improvement Districts (BIDs) (2007)</p> <p>Working with the local action group to distribute LEADER grants to support innovative projects in the rural economy</p> <p>Silver Hill redevelopment project</p>	<p>2007</p> <p>2008 – 2013</p> <p>2012</p>	<p>New local economy and tourism strategy for Winchester (2008 – 2012)</p> <p>LEADER/Fieldfare Local Development Strategy                      BID business plans</p> <p>Winchester Evening Economy Framework</p>	<p>Driving up participation in accredited quality schemes across the tourism industry</p> <p>Setting the standard by achieving Customer Service Charter for all divisions</p> <p>Increasing access to business support channels</p> <p>Increasing opportunities for businesses to sell to the public sector</p> <p>Annual Winchester Business Excellence awards</p>	<p><i>Outcome 3:</i></p> <p>economic prosperity</p>

## 7 Equalities Impact Assessment (EIA)

1. Winchester City Council published its revised Equality Policy and Action Plan in May 2007. In order to ensure that 2012 is truly for everyone, the City Council must consider the key strands of race, disability, gender, age, sexual orientation, and religion and belief. The impact assessment below is a starting point only, designed to prompt further discussion about making the 2012 experience an inclusive one for Winchester's communities.

Activity		Issues for target equalities groups	Mitigation actions already taken	Further action required
1	Communications and consultation	Communications made in a way that is inaccessible or exclusive for target groups (eg language, meeting times, use of internet)	Communications planned in line with findings of 2008 corporate communications EIA already completed and Equality Action Plan  Consultation via a wide range of representative bodies	Sharing best practice with partner organisations involved in 2012 projects
2	Special events (eg handover celebration)	Events inaccessible or exclusive for practical or cultural reasons	Grants programme available to support broad range of community events and activities, including those designed for target groups  Working with LSP and other community partners who work closely with target groups to shape inclusive Framework	Individual events to be subject to dedicated EIA at project planning stage  Ensure wide range of events/milestones for broad access/appeal
3	Milestone project selection/promotion	May appear to marginalise certain target groups as above		Proactive support required to encourage development of potential milestone projects from target groups

**8 Risk Assessment**

1. Whilst each of the projects under the 2012 banner will need to be risk assessed in their own right, there are four key identified risks associated with the production and adoption of the *Live your Dream* framework as set out in the table below.

Activity or Issue	Nature of risk and likelihood	Level and nature of impact	Mitigation actions already taken	Further action required
1	2012 success – projects multiply  resourcing - increased requirement for WCC involvement  <i>probable</i>	<i>medium</i>  public frustrated by lack of WCC capacity to support 2012  additional pressure on already demanding staff workloads  reduction of services to meet needs of time-specific 2012 projects	established corporate planning cycle helps determine priorities  established process for grants streamlines administration/monitoring  refocusing of WCC events officer’s work as advisory/strategic role	possible need for criteria to be set to determine WCC involvement in community projects  use of talent management initiative for internal secondments to ease pressure and ensure efficient projects
2	2012 failure – low take-up, interest or outputs  reputational – poor public opinion of WCC  <i>unlikely</i>	<i>medium</i>  WCC associated with failed initiative, or considered to be lacking in drive/vision/commitment to make the most of 2012  WCC considered to be wasting resources on 2012	wide community and partner support already established, esp via Stadium project  wide consultation process shd increase level of engagement/ownership	communications to show that WCC is using 2012 as a catalyst to deliver community strategy and not a diversion

3	Failure to adopt formal framework for 2012	reputational – peer councils, Audit Commission, SEEDA, staff and other stakeholders may consider WCC to be failing to grasp opportunity for community leadership  <i>probable</i>	<i>minor/medium</i>  may influence formal external assessments of WCC  may preclude WCC from participating on some 2012 national initiatives or funding streams	early action for 2012 already demonstrated  draft framework produced for Member consideration  Beacon submission in preparation for 2012 Legacy theme	
4	Overuse of 2012 references	reputational – poor public opinion of WCC  <i>unlikely</i>	<i>minor</i>  2012 objectors may feel that ‘real’ issues are being obscured by Olympics hype	established corporate planning cycle helps determine priorities	communications to show that WCC is using 2012 as a catalyst to deliver community strategy and not a diversion
5	Confusion with WCC’s 2010 modernisation agenda	strategic - staff, Members and stakeholders unclear about WCC priorities  <i>possible</i>	<i>minor</i>  time wasted in resolving any confusion	established corporate planning cycle helps determine priorities	strong internal communications programme required to minimise confusion

**Appendix 1: Olympics District Action Plan**

produced by Winchester District Sport and Physical Activity Alliance following public consultation meeting in June 2007

<b>Objectives</b>	<b>Action</b>	<b>Lead responsibility</b>	<b>Resources</b>	<b>Timescales</b>	<b>How will success be measured?</b>
<b>Get the Schools involved</b>	Olympic Torch and Elite Athletes Programme	Sport Hampshire and IOW, School Sport Partnerships and Winchester City Council	Youth Opportunity Fund, School Sport Partnership, Sport England Business sponsorship	2011 - 2012	Number of schools involved Number of children participating in activities  Number of ambassador visits to schools. Number of children signed up to new activity programmes
<b>Encourage Grass Roots Participation</b>	Olympic multi sports taster event targeting Olympic and minority sports. Including have a go taster sessions for teenagers. Event to be held at University of Winchester Community Outdoor Sports Centre	Sports clubs University of Winchester Winchester City Council School Sport Partnership Sport Hampshire & IOW, DC Leisure Hampshire Youth Service, Competition Managers	Sport Relief SPAA grant University of Winchester Awards for All Norwich Union Join our Team Business sponsorship	2009 then 2011	Number of sports Number of people participating Number of people linked to sports club after event Number continuing healthy lifestyle activities after 6 months
<b>Encourage Village and Parish Opportunities</b>	47 Olympic Projects – WCC to set the challenge and provide the framework for Parish Councils	Parish Councils, Winchester City Council Hampshire Association of Parish Councils	Winchester City Council Parish Councils	2012	Numbers linked to local clubs and facilities after event

