

REPORT TO CABINET

Title: **OLYMPICS – PROGRESS REPORT**

Date: 25th November 2010

Member Reporting: Cllr Simon Dudley, Deputy Leader & Lead Member for Adults & Community Services

Contact Officer(s): David Oram, Strategic Director of Environment & Deputy Chief Executive and Olympic Programme Board

Wards affected: All

1. SUMMARY

- 1.1.1 Eton Dorney Rowing Lake is designated as the venue for the rowing and flat water canoeing Olympic and Paralympic events in 2012. Whilst the Royal Borough is not the official host authority, as the site is geographically located in South Bucks District Council, the event will have a significant impact upon the Royal Borough with the majority of the public access to the Olympic events, being via Windsor Racecourse.
- 1.1.2 The Royal Borough therefore has a significant role to play in off-site support during Games time. In addition, there will be a real opportunity for the local economy, particularly the visitor economy, including shops and restaurants, with the large number of rowing enthusiasts from home and abroad, who will want to experience the Games at Eton Dorney. The back drop of Windsor Castle and local heritage will also undoubtedly give an international press focus as part of the worldwide press coverage of the Games. All these things present pressures and opportunities for the Borough and its businesses and residents.
- 1.1.3 The role that the Council has adopted to date therefore is to liaise directly with appropriate authorities, ie., Olympic Delivery Authority (ODA) and London Organising Committee of the Olympic & Paralympic Games (LOCOG) to support their development and preparations for the Games. This has been particularly the case in the area of transport and transport planning. At the same time, the Council has facilitated opportunities for businesses, both to be able to bid for particular contracts through the Compete 4 programme and worked closely with the Visitor Management Sector for advance preparations in the lead up to and post Games. This report sets out some of the key successes in each of those areas.
- 1.1.4 However, with now just under two years to go to the Games, the Officer Programme Board has taken the opportunity to review the Council's strategy and the revised version is enclosed for comment and endorsement. The report also highlights the areas where the Council might want to focus its activity and support during the period of the next two years.

2. RECOMMENDATION

That :

- i) the content of the report be noted and the priority work for the next two years be endorsed**
- ii) the revised strategy be endorsed**
- iii) the revised Governance arrangements be endorsed**

What will be different for residents as a result of this decision?
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The revised Strategy will give clarity of roles and responsibilities for all in the support for delivery of a successful 2012 Olympic & Paralympic Games with opportunities for residents and businesses to benefit and deliver a positive legacy for the Royal Borough.
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3. SUPPORTING INFORMATION

3.1 Background

3.1.1 The Council has worked closely with its neighbours and partner organisations and in 2008 developed a strategy for the Eton Dorney corridor in support of preparations and delivery of the Olympic Games at Eton Dorney Rowing Lake. There have been considerable achievements since and these are summarised below:-

- Transport
 - Support for the ODA in the development of their Venue Transport Plan
 - Close working relationship with the ODA for the development of their Olympic and Paralympic Route Network which highlights key routes for access for the Games Family
 - Agreement for Maidenhead Station to become one of the rail hubs for events at Eton Dorney
 - Working closely with the ODA to develop Park & Ride in Ascot and Maidenhead to support the Games
 - Working closely with ODA and Windsor Racecourse in respect of all aspects of Windsor Racecourse becoming the transport hub and main access to the Eton Dorney site for spectators and visitors to the Games
 - Achievement of £5 million pounds for the capital maintenance and improvement works to Windsor & Eton Relief Road to be completed in time for the Games
 - Achievement of £5 million pounds of funding from SEERA for the Windsor Parking and Transport Strategy which will again be in place in time for the Games as well as supporting the local economy in Windsor and the surrounding area. The Clarence Road Roundabout forms part of this funding stream and is now included as part of the Windsor & Eton Relief Road project for project

implementation purposes.

- Support for Businesses and the Local Economy
 - Access audit undertaken supported by grant funding to review accessibility arrangements in the surrounding area, required to highlight improvements needed to support competitors and visitors to the Games, whether to the Olympics themselves or to the Paralympics
 - Skills Audit
 - Welcome Host Programme
 - Presentations to the Chambers of Commerce and local businesses to highlight the opportunities available to them to compete for contracts through the Compete 4 Programme.
- Engagement of Young People
 - 34 schools signed up to the London 2012 Get Set Programme
 - £75K of grant funding achieved for the Adizone project
 - Ongoing financial annual support (£6K per year for 4 years) for sports and arts bursaries from the Louis Baylis (Maidenhead Advertiser) Charitable Trust.
 - Achieved over £70K of grant funding to increase participation in sport and physical activity for young people and families.
- Volunteering
 - As well as national promotion, being promoted by the Windsor Visitor Centre website with a link to the WMVA website.
 - All libraries have publicity about the 'Games Maker' volunteer recruitment programme (www.london2012.com/get-involved/volunteer) and staff are aware of how to register in order to assist those residents who wish to volunteer but do not have access to the Internet at home or at work.
- Cultural Olympiad
 - The Cultural Olympiad runs from 2008-2012 and RBWM has been involved in a number of activities not least of which was the lighting event in Alexandra Gardens/Eton Bridge.
 - Windsor Festival is working with partners to develop a project involving schools & young people including dance, LED illuminated sculptural trees powered by renewable energy and outdoor performance in Windsor & at Dorney Lake in the summer of 2012.
 - Firestation Centre for Arts and Culture planning a 'Games Walk' Sculpture Trail along the bridges & other riverside structures between Windsor/Eton and

Dorney Lake, funding is currently being sought

- Participation in ongoing events and projects: Discovering Places, Open Weekend, Peoples Record, including installation this year of 'The Prize' by Steve Yeates at Maidenhead Library. Purchased using S106 funding for public art, the sculpture has 300 years of British successful invention, ranging from the anemometer to the world wide web, printed on the body of a striving athlete made from recycled paper over a steel skeleton & suspended in front of a Union Flag
- Planning has started for photographic competition involving local communities being jointly by Maidenhead Camera Club & Windsor Photographic Society working with Norden Farm & Firestation
- The recent successful bid to Heritage Lottery Fund for a development grant of just under £25K to work up the second phase of the Museum at the Guildhall includes the development of a programme of community case displays and could include an Olympics related theme
- The Berkshire Record Office, funded in part by the RBWM, is engaged in a programme of active collection and interpretation of sports club records leading to an exhibition in 2012 of longstanding sporting achievement in the County.
- Partnership Arrangements
 - The Council has been working with a wide range of partners and had engaged at national and local level to achieve the optimum outcomes for local residents and local businesses. These include:-
 - Membership of the South East Partnership where much of the co-ordination is undertaken.
 - Establishment of sector groups which support the visitor economy, local businesses and others.
 - Regular meetings with key representatives from ODA and LOCOG
 - Ongoing dialogue with neighbouring authorities on any areas of mutual interest
 - Establishment of a major events group which brings together all of the key players, such as Ascot Racecourse, Windsor Racecourse, Legoland, Windsor Castle etc., so that we can manage all of the major events that take place within the Royal Borough and, where possible avoid conflict.
 - Utilities Conference
 - Under the lead of Councillor Colin Rayner, Lead Member for Highways & Streetcare, regular meetings take place with key representatives from the utilities companies to highlight the need for better co-ordination of their works and minimise disruption to residents and road users alike. The Games has given a clear focus

for this area of work.

- Meetings with the Chambers of Commerce and Other Business Representatives

3.1.2 All of the above is co-ordinated by the Officer Programme Board and reported through to Lead Member, Councillor Simon Dudley, Deputy Leader and Lead Member for Adult and Community Services. A corporate risk assessment has also been undertaken which forms part of the Council's Corporate Risk Register and is updated with the Lead Member on a regular basis. As can be seen from the above, much has already been achieved but with just under two years to go, we now need to review and agree our focus of activities for our support for a successful Games, against the backdrop of the new national agendas of the Big Society, public sector spending etc.

3.1.3 Next Steps

3.1.4 Review of Governance Arrangements

Whilst the governance arrangements described above have worked well, it is suggested that new arrangements be put in place to address the new focus of activities as follows:

- Informal Member Working Group comprising:
 - Cllr Simon Dudley – Lead Member & Deputy Leader
 - Cllr Colin Rayner – Lead Member for Highways & Streetcare
 - Cllr Mrs Christine Bateson – Lead Member for Community Partnerships & Consultation
 - Cllr Mrs Eileen Quick – Lead Member for Children's Services
 - Cllr Mrs Cynthia Endacott – Representing West Windsor Residents – Local Ward Member

These Members are suggested due to their particular Lead Member roles and expertise.

- Terms of Reference (tbc) but the group to meet on a bi-monthly basis or at such times to meet the work programme and receive reports from the leads for each work stream. The group could also invite presentations from local business groups, resident groups, ODA / LOCOG, major event holders, cultural groups, schools etc or co-opt representations from such organisation as appropriate.
- The role of the group will be :-
 - i. To facilitate local residents, business and other groups to maximise the local potential and benefits from the Games in the lead up to, during Games time and as a real legacy from the Games.

- ii. To support ODA / LOCOG in their preparations for and delivery of the Games, particularly through delivery of its local authority functions eg., licensing, environmental health, highways, car parking enforcement, street cleaning etc..
- iii. To support and facilitate Torch Relay activities should the Royal Borough be chosen as part of the Torch Relay route.
- iv. For the avoidance of doubt the Council's role is one of support and facilitating and is not an organiser of the Games.

- Programme Board – the Group will be supported by the Officer Programme Board.

3.1.5 Strategy for the London 2012 Games

3.1.6 In the light of the above and with the clear focus required for the next two years, against a backdrop of financial constraint, officers have taken the opportunity to review the strategy and ensure that it meets both Member and resident requirements as a clear focus for work over the next two years. This document is included as Appendix 1.

3.1.7 Summary of Key Areas of Focus / Activity

- The Economy & Support for Local Business – it is expected that the local Chambers of Commerce and local business take the lead on this.
- Cultural Olympiad & Cultural Legacy – to be led by local arts centres and arts groups.
- Sport & Young People – jointly led by RBWM, schools & sports partnerships
- Residents & Opportunities for Volunteering – Lead WMVA
- Transport – Support for ODA – RBWM & Bucks CC
- Torch Relay (if confirmed) - tbc
- Local Authority service delivery – support in conjunction with South Bucks DC, Bucks CC, LOCOG and ODA.
- Communications

3.1.8 Resources to Support the Above

3.1.9 No additional resources have so far been provided for this work.

4. **OPTIONS AVAILABLE AND RISK ASSESSMENT**

4.1 **Options**

	Option	Comments	Financial Implications
1.	Support the	Recommended option	Please refer to 4.2.1

	Option	Comments	Financial Implications
	recommendations contained in this report as the focus for the Council's work and support for the Games over the next two years.		below
2.	Reject the recommendation and cease further work to support the Games.		Revenue Capital
3.	Review the Programme of Work and scale back recommendations within current budgetary constraints.		Revenue Capital

4.2 Risk assessment

4.2.1 Finance and Funding – The funding for the Games and venue infrastructure is in place but the call on additional local support from the surrounding local authorities is being assessed. This will be subject to further report as no specific budget has been set aside to support the Olympic preparations/activities.

This will include a review of the Councils own infrastructure such as roads, car parks, parks and open spaces etc to ensure that they are fit for purpose.

At the time of writing this report a planning application for the onsite infrastructure and temporary bridge had not been received.

4.2.2 Resources – as above.

4.2.3 Support to / from Businesses – A meeting has taken place with the President of the Maidenhead and District Chamber of Commerce and another is to take place with the President of Windsor. The expectation via the Strategy is that local businesses, Chambers of Commerce, Town Partnership etc will take ownership and responsibility for the coordination of business activity.

4.2.4 Expectations from Residents – this will be subject to further report.

4.2.5 Press and Local Communications – the Strategy sets out proposals for local volunteering, cultural Olympiad all aimed at engaging with and supporting local residents.

5. CONSULTATIONS CARRIED OUT

5.1.1 There has been extensive discussion with ODA/LOCOG on issues relating to the Eton Dorney venue which directly affect the Royal Borough. These will continue through the local planning groups.

5.1.2 The Olympic Route Network’s transport plans have been subject to consultation and available on the ODA website. A planning application is expected for infrastructure improvements and temporary bridge. A local exhibition took place in September and will be subject to further consultation through the planning application process.

6. COMMENTS FROM THE OVERVIEW AND SCRUTINY PANEL

6.1.1 TBC.

7. IMPLICATIONS

7.1.1 The following implications have been addressed where indicated below.

Financial	Legal	Human Rights Act	Planning	Sustainable Development	Diversity & Equality
✓ or N/A	✓ or N/A	✓ or N/A	✓ or N/A	✓ or N/A	✓ or N/A

Background Papers:

Draft

The London 2012 Olympic and Paralympic Games

Maximising opportunities Minimising disruption



A strategy for getting the best from the Games at Eton Dorney for Royal Borough residents, businesses and visitors



Foreword

Maximising opportunities Minimising disruption



We are absolutely delighted that the rowing and canoeing events for the 2012 London Olympic and Paralympic Games are to be held at Eton Dorney's world class venue. I know the Royal Borough's usual warm welcome will be extended to the thousands of competitors and spectators expected for this exciting sporting spectacular.

To have the Olympics and Paralympics right on our doorstep is not only a thrilling prospect but also a challenge. However, when it comes to the 'Big Occasion' the Royal Borough is up there with the best. Helping with the organisation of royal events, state visits and crowd-pullers like Royal Ascot and the Windsor Tattoo is part of the council's normal working life.

Of course, the Games will demand even more of us. In global terms events don't come any bigger. That's why the Council is working hard – both within our own services and with other councils and partner organisations – to plan ahead, making sure we maximise the undoubted opportunities the Games will bring but ever mindful that we must do all we can to minimise disruption for our community.

It would be naive to think that the Games will not have an impact and I want to reassure local residents and businesses that at all stages of the planning process we are putting their needs and best interests first.

You will notice that community involvement and volunteering are 'priority outcomes' in the majority of areas covered by this strategy. The success of the Games depends on people of all ages volunteering their time and skills to ensure they run smoothly – the ultimate Big Society project – and the Council will be working hard to encourage people throughout our borough to get involved, with opportunities to learn new skills, meet new people and be part of a once-in-a-lifetime experience.

This strategy demonstrates how the Council is exploring every avenue to ensure our community will benefit from opportunities before, during and after the Games so that in years to come we will remember the London 2012 Olympic and Paralympic Games with affection and can easily identify the important legacy they left behind, particularly for our young people.

Simon Dudley
Deputy Leader and Cabinet Member for Adult and Community Services
Lead Member for the 2012 Olympic and Paralympic Games.

Photo (above) shows Cllr Simon Dudley with Lord Coe during his visit to Windsor in April 2009.

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Setting the scene

The London 2012 Olympic and Paralympic Games have particular significance for the Royal Borough of Windsor and Maidenhead, with the rowing and canoe sprint events to be held at the Eton College Rowing Centre at Dorney Lake.

The Olympic competitions will run from 28 July to 11 August and the Paralympic events from 31 August to 2 September.

At that stage the eyes of the world will be on this venue at the eastern edge of the Royal Borough. More than 30,000 spectators are expected to attend every day, and up to 30,000 media representatives. That's why it is vital for the Royal Borough to plan ahead for such a high profile global event to maximise the benefits for our community and do everything we can to minimise disruption.

Eton Dorney venue location



The location of Dorney Rowing Lake right on the borders of a number of local authority areas means the Games will impact not only on the Royal Borough but also on Buckinghamshire County Council, South Bucks District Council and Slough Borough Council. For this reason we have been working with them and other partners through the Dorney Corridor Strategy Working Group to ensure plans are co-ordinated and effective across borders.

Within the working group, sectoral groups have been set up to mirror those of the regional South East Partnership (SEP) for the London 2012 Games to ensure continuity of reporting and focused output.

There are currently six Dorney Lake 2012 sectoral groups:

- Sports
- Visitor Economy
- Transport
- Culture

- Skills and Training
- Business and Inward Investment

There are also three areas that have cross sector significance: Volunteering, Sport & Young People and Communications & Media.

Robust links have also been established with the Olympic Delivery Authority and LOCOG (the London Organising Committee of the Olympic and Paralympic Games) which is responsible for preparing and staging the Games. This means that the Royal Borough has been directly involved in the planning processes, particularly having a voice in transport planning and arrangements.

While not the host authority – the site is in the South Bucks District Council area – the Royal Borough will have an important role to play in off-site support during the Games. The events at Dorney Lake will have significant local impacts, many of them with the potential to be of tremendous benefit to current and future generations of residents, particularly young people.

There will also be significant impact on the local economy, particularly the visitor economy, as the huge numbers of Games visitors (competitors, officials and spectators) take advantage of the opportunity to experience the wider attractions of the Royal Borough during their stay.

This strategy, while recognising the vital cross-boundary co-operation needed to explore and exploit the Olympic potential across the Dorney Corridor, underlines how the Royal Borough will work to:

Maximise opportunities and minimise disruption for our residents, businesses and visitors.

The following sections reflect the strategic planning for the 2012 Olympics in the Dorney Corridor. They demonstrate the Royal Borough’s partnership approach to maximising the positive impacts of the Games on our local community and minimising potential disruption.



Transport

We will work with our partners to deliver high quality, accessible and sustainable transport to the Eton Dorney venue and local visitor destinations, whilst minimising travel disruption for our residents, businesses and non-Games visitors.

DESIRED OUTCOMES	PRIORITY ACTIONS
<ul style="list-style-type: none"> The transport impacts of the Games are clearly understood, suitable mitigation measures are in place and activities of key partners are co-ordinated 	<ul style="list-style-type: none"> Work with the ODA, Highways Agency, police and neighbouring local authorities to develop a Venue Transport Plan based on appropriate traffic modeling
<ul style="list-style-type: none"> The Games Family are able to travel to and from Eton Dorney quickly, easily and without incident or delay 	<ul style="list-style-type: none"> Work with partner agencies to ensure that the Olympic and Paralympic Route Networks are kept clear, with clearly defined parking enforcement, incident management, road/street works and third party events policies
<ul style="list-style-type: none"> The vast majority of spectators access the venue by sustainable forms of travel 	<ul style="list-style-type: none"> Work with partner agencies to provide park and ride, rail, coach, local bus, taxi, walking, cycling and river transport
<ul style="list-style-type: none"> The Eton Dorney venue, spectator transport services and local visitor destinations are fully accessible 	<ul style="list-style-type: none"> Audit and upgrade existing pedestrian/interchange infrastructure Ensure correct specification of temporary transport infrastructure and services
<ul style="list-style-type: none"> The impacts of Games traffic on local communities are minimised 	<ul style="list-style-type: none"> Work with public transport operators to provide additional capacity Work with partner agencies to develop and implement Local Area Traffic Management and Parking Plans Provide travel information, advice and support before and during the Games
<ul style="list-style-type: none"> Spectators can readily access local visitor destinations and are encouraged to do so 	<ul style="list-style-type: none"> Operate free shuttle buses to rail hubs and park and ride sites into evening Cycle hire facilities provided Travel and visitor information services available pre-trip and at the venue
<ul style="list-style-type: none"> The Games deliver a lasting legacy for local transport networks 	<ul style="list-style-type: none"> Upgrade walking and cycling routes between venue and surrounding towns, including Maidenhead, Windsor and Eton

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Visitor Economy

We will work to:

- achieve an increase in tourism income for the nine year period around the games (2008 – 2016)
- ensure that the events at Eton Dorney Lake are a success and that visitors have the best possible experience at every stage.

DESIRED OUTCOMES	PRIORITY ACTIONS
<ul style="list-style-type: none"> • Potential displacement of visitors/normal business during 2012 is mitigated. 	<ul style="list-style-type: none"> • Work with domestic and inbound travel trade, regional and national tourist boards, local industry partners and press and media to promote the many reasons to visit during 2012. • Encourage local industry partners to sign up the Fair Price & Practice Charter.
<ul style="list-style-type: none"> • Windsor & The Royal Borough further recognised as a “must visit” destination in both established and new markets at home and abroad. 	<ul style="list-style-type: none"> • Work with VisitBritain, Tourism South East and local industry partners to maximise the “once in a lifetime” opportunity to showcase the destination to a 4bn global audience through effective management of the accredited and non accredited press & media. • Create an online media resource to include an image bank, B Roll footage, media contacts, facts and figures etc. • Work with VisitBritain, Tourism South East and local industry partners to create a press pass scheme to our major visitor attractions and hospitality businesses.
<ul style="list-style-type: none"> • The Royal Borough further recognised as an international short breaks destination in both domestic and overseas markets with visitors encouraged to stay longer, spend more money and come back again. 	<ul style="list-style-type: none"> • Work with Visit Britain, Tourism South East and local industry partners to use the run-up period and after the Games to promote the Royal Borough’s offer to new audiences, including new geographic and demographic markets
<ul style="list-style-type: none"> • Games spectators will be well informed about accommodation options, parallel events, shopping & dining opportunities and transport options and encouraged to extend their stay and enjoy all that the Royal Borough has to offer. 	<ul style="list-style-type: none"> • Work with industry stakeholders, neighbouring authorities, GOE and LOCOG to bring together all relevant Games-time information. • Disseminate information in a timely and appropriate manner using all available methods including the Visitor Information Centre, volunteers, printed information, online promotion, social media and

	hand-held devices.
<ul style="list-style-type: none"> • Increase in visitor accommodation that is quality assured and accessible 	<ul style="list-style-type: none"> • Demonstrate to accommodation providers the business benefits of being part of an accredited quality assurance scheme
<ul style="list-style-type: none"> • Improved welcome for visitors with an increase in the number of tourism businesses attending a Windsor Welcomes course, Hosting the World training programme or and/or Welcome Host Gold/World Host 	<ul style="list-style-type: none"> • Continue to promote relevant industry specific training to all local businesses whose staff interact with visitors to the Royal Borough including existing uniformed staff such as traffic wardens.
<ul style="list-style-type: none"> • Expanded Visiting Friends and Family market 	<ul style="list-style-type: none"> • Work to raise residents' awareness of, and regular attendance at, tourism venues in the area by 2012, building on the power of 'word of mouth' recommendations
<ul style="list-style-type: none"> • Increased business tourism pre and post the Games. 	<ul style="list-style-type: none"> • Work with Tourism South East, VisitEngland, VisitBritain and local industry partners to raise awareness of the Royal Borough's meetings, incentive, conferences and events product to both the domestic and key international markets.
<ul style="list-style-type: none"> • Improvement and expansion of the borough's Destination Management System and website. 	<ul style="list-style-type: none"> • Expand the Royal Borough's Destination Management System with e-commerce, accommodation, attractions, events and transport and with full integration into the regional and national tourist board systems.
<ul style="list-style-type: none"> • The measurement of a stronger performing tourism industry through the Dorney Corridor research. 	<ul style="list-style-type: none"> • Help to create a research model to better measure, capture and inform.

Lead Officer: Julia White, Visitor Manager
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Business, skills and training

We will work to

- help Royal Borough businesses to position themselves to make the most of the 2012 opportunity
- help ensure that appropriate training is available for local people and businesses to benefit from the employment and volunteering opportunities

DESIRED OUTCOMES	PRIORITY ACTIONS
<ul style="list-style-type: none"> • Local companies bidding for, and winning, contracts associated with the Games and other events, particularly at Dorney Lake 	<ul style="list-style-type: none"> • Creation of a business section on the www.windsor.gov.uk/2012 website with relevant documents available for download and signposting to useful resources to advise on CompeteFor requirements and opportunities • Facilitate the identification of priority sectors for development around the 2012 opportunity, including construction, creative industries and environmental technologies • Work with Tourism South East and BSK CIC to deliver a 2012 Business Workshop for Berkshire Businesses
<ul style="list-style-type: none"> • An increase in local businesses winning 2012 related contracts and using e-procurement systems post 2012. 	<ul style="list-style-type: none"> • Encourage Royal Borough businesses to register for opportunities on the 2012 procurement website “CompeteFor”
<ul style="list-style-type: none"> • Retail and dining sectors benefitting from Games-related footfall driven to and around key town centre sites in the borough. 	<ul style="list-style-type: none"> • Work through local Town Centre Partnerships and Chambers of Commerce to devise and promote a sustained programme of Games-related events and activities to attract shoppers and visitors
<ul style="list-style-type: none"> • Royal Borough jobseekers supported to gain employment associated with the games and beyond 	<ul style="list-style-type: none"> • Work with Grow Our Own, Business Link, Job Centre Plus, the HE, FE and Adult Education sectors, and local schools to agree a clear communication strategy around job opportunities and work-place learning
<ul style="list-style-type: none"> • Up-skilled volunteers, through stronger community-based learning, with an emphasis on engaging disenfranchised groups 	<ul style="list-style-type: none"> • Work with the voluntary sector, Grow Our Own and relevant training providers to widen and promote access to training opportunities for volunteers
<ul style="list-style-type: none"> • Post-16 education focus on the quality and range of work-place learning and apprenticeships 	<ul style="list-style-type: none"> • Help facilitate the promotion of learning opportunities around the Games to nurture and encourage local skills development.

- Investigate opportunities through the National Apprenticeship Service Team
 - Encourage large companies to over train and offer places on training courses to staff from SMEs.
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- An increase in small businesses actively engaged in training managers and staff
 - Work with People 1st, local training providers and large borough businesses to launch a ‘Skills Incubator’ for SMEs.
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Culture

We will work to use the 2008 – 2012 Cultural Olympiad to celebrate the role of culture at the heart of an evolving, vibrant and prosperous area to include the arts, heritage, music, theatre, festival, food and drink and street entertainment.

DESIRED OUTCOMES	PRIORITY ACTIONS
<ul style="list-style-type: none"> A lasting legacy across the cultural sector post 2012 	<ul style="list-style-type: none"> Capitalise on the Dorney Corridor’s designation as a priority area in the South East and the work of the Regional Creative Programmer to assist local organisations
<ul style="list-style-type: none"> The Royal Borough recognised as a location of national and international significance for its cultural venues and activity 	<ul style="list-style-type: none"> Pursue and promote a range of cultural activities and continue to explore the creation and delivery of a brand for the Dorney Corridor’s cultural sector, including the output of newly created content through local digital media screens.
<ul style="list-style-type: none"> Arts, culture and heritage’s position at the heart of local communities reinforced. 	<ul style="list-style-type: none"> Use culture to create a sense of place and improve the public realm experience for visitors, focusing on heritage and transport points. Encourage and facilitate local cultural projects, e.g. the Games Walk Public Art Trail run by Firestation Arts and Culture CIC – public art on the bridges and other structures visible from the towpath between Windsor and Eton Dorney An exhibition of the role of Lord Desborough in the modern Olympics movement housed at Maidenhead Heritage Centre
<ul style="list-style-type: none"> Young people engaging with their local community, and having the opportunity to explore commonality with international communities, including through digital media 	<ul style="list-style-type: none"> Windsor Festival is working with partners to develop a project involving schools & young people including dance, LED illuminated sculptural trees powered by renewable energy and outdoor performance in Windsor & at Dorney Lake in the summer of 2012.

- Existing activities and events linked to the Games through existing and in-kind resources and by working closely with volunteers
 - Explore events and projects opportunities, e.g. the 2010 St George's Day programme which demonstrated what the council and the local community could achieve by working together and at low cost
 - Support to the Maidenhead Camera Club & Windsor Photographic Society's 'Sport in Focus' photographic project with two main outcomes; a book and most significantly an exhibition of sports photographs from local residents, which will be held before the games.
 - Torch Relay a highlight of the inclusive Games experience for people of all ages in the borough
 - Submit a robust and informed bid for the Torch Relay to visit the Royal Borough (outcome to be known by spring 2011)
 - The refurbished Guildhall will be a prestigious venue for corporate hospitality and dining during the Games
 - Implementation of the commercialisation strategy, preserving the weeks of the games for high level selling tied to river trips to and from Dorney Lake.
 - Sporting theme for the new museum in the Guildhall to link with the staging of the Games
 - Work to stage a relevant sporting exhibition in the temporary exhibition case
-

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Sport and Young People

We will work to raise the profile and long term standing of sport by inspiring communities to actively engage in sport, physical activity and healthy living, whilst also enriching their understanding of the global society in which they live.

DESIRED OUTCOMES	PRIORITY ACTIONS
<ul style="list-style-type: none"> Local sport recognised for its contribution to health, quality of life, community and economic development and regeneration, community safety, education and social cohesion 	<ul style="list-style-type: none"> Link the Games to a campaign to raise participation levels in sport and physical activity, and secure and redirect funding for activity programmes
<ul style="list-style-type: none"> Increased participation in sport and physical activity to contribute to improving the health and well-being of our communities 	<ul style="list-style-type: none"> Engage communities in programmes that enhance their knowledge and understanding of the physical, emotional and social benefits of regular exercise and everyday activity, thereby encouraging them to be more active
<ul style="list-style-type: none"> A number of pre-games training camps for visiting Olympic and Paralympic teams established, resulting in enhanced international contact with participating nations 	<ul style="list-style-type: none"> Act in a ‘strategic support’ capacity to all venues looking to attract pre-games training camps
<ul style="list-style-type: none"> Increased number of people actively involved in coaching and volunteering 	<ul style="list-style-type: none"> Develop a volunteer pathway and secure more local volunteers through using the Games as a catalyst
<ul style="list-style-type: none"> Sport and recreation benefits form a lasting legacy post 2012 	<ul style="list-style-type: none"> Achieve greater involvement amongst our communities in sports leadership programmes, encouraging active involvement in coaching, volunteering and planning events for young people, including those such as a Dorney Corridor Youth Games for disaffected and hard-to-reach young people
<ul style="list-style-type: none"> Increased and sustained interest and participation of young people in competitive school sport and active recreation, physical education and everyday activity, leaving a strong legacy post 2012 	<ul style="list-style-type: none"> Increase the profile of competitive sport in local schools through Olympic-themes events and projects, such as the Be Inspired programme

Improved participation and engagement by children and young people in sport, cultural, community, youth, international and adventurous activities through the hook of the Olympic and Paralympic Games, thus supporting the building of community cohesion.

- Engage young people within all our schools in a range of learning experiences and opportunities related to the London 2012 Olympic and Paralympic Games, including making best use of the London 2012 resources at a local level.
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Lead Officer: Helen Preedy, Sports Development Officer
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Volunteering

We will work to ensure a greater appreciation of the potential of the continuing legacy of volunteers, contributing to a real quality of life in the Royal Borough.

DESIRED OUTCOMES	PRIORITY ACTIONS
<ul style="list-style-type: none">• A proportion of the required 70,000 volunteers at the London Games from the Royal Borough – particularly the 500/600 required at Dorney Lake	<ul style="list-style-type: none">• Work to ensure that local residents interested in being a London 2012 volunteer have access to appropriate information and training
<ul style="list-style-type: none">• The games pre-volunteering programme and games themselves used as an opportunity for raising the profile of local volunteering, leading to an ‘army’ of volunteers post 2012 available to benefit the wider community	<ul style="list-style-type: none">• Work with the local voluntary and community sector to encourage more residents to participate in volunteering across the Royal Borough and provide them with an opportunity to do so and to benefit/support/contribute to their local community
<ul style="list-style-type: none">• All sections of our local community involved in volunteering roles pre and post 2012, supporting wider objectives of social inclusion and community cohesion	<ul style="list-style-type: none">• Focus on engaging those not in education employment or training and on young black and minority ethnic groups and those residents with a ‘softer voice’ to highlight volunteering opportunities.

Lead Officer: Harjit Hunjan, Community and Business Partnerships Manager
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Communications

We will work to ensure that Royal Borough residents, businesses and visitors are provided with timely, accessible and accurate information that enables them to be fully informed about the games at Dorney Lake and their potential impact on and opportunities for the local community

DESIRED OUTCOMES	PRIORITY ACTIONS
<ul style="list-style-type: none"> An informed local community who feel involved in council plans for managing the Games locally and the over-riding commitment to putting residents first 	<ul style="list-style-type: none"> Establish and deliver a Royal Borough communications strategy to ensure the borough is well positioned to deliver high quality, targeted communications to its residents, businesses and to those visiting the borough for the Games
<ul style="list-style-type: none"> Strong partnership working with other local authorities and agencies, such as the police, in the Dorney Corridor 	<ul style="list-style-type: none"> Involvement in the establishment of a Dorney Corridor communications group, to progress mutually-agreed, co-ordinated objectives and activities
<ul style="list-style-type: none"> All aspects of the Royal Borough’s involvement in the Games promoted to local, national and international audiences, as appropriate, through the expected 30,000 accredited and non-accredited media attending the Games 	<ul style="list-style-type: none"> Establish and deliver a targeted media plan for the Royal Borough Help to deliver a successful non-accredited media centre in the Dorney Corridor. Be part of the design and delivery of individually targeted Dorney Corridor press packs for accredited and non-accredited media, including appropriate, proactive and attractive written and visual materials about the area, tailored tours of key infrastructure, and ease of access to leaders across all sectors
<ul style="list-style-type: none"> Effective use of media, including social media, for communicating council messages to identified target audiences 	<ul style="list-style-type: none"> Ensure communications methods are appropriate for target audiences, including ‘softer voice’ groups



Legacy

When the last race is won and the athletes and spectators have left, the Royal Borough's active involvement in the Games will ensure that the community benefits from a lasting legacy.

TRANSPORT

- Upgraded walking and cycling routes between the venue and neighbouring urban areas.
- Improved facilities at local rail stations to support delivery of future major events.
- Improved physical access to the venue and local visitor attractions.
- Established working relationships with local businesses regarding travel planning.

VISITOR ECONOMY

- Windsor and the Royal Borough recognised world-wide as a must visit destination for both leisure and business purposes, thereby securing a sustainable future for businesses in the local leisure, travel, tourism and hospitality industry for many years to come.
- Visitors to the Royal Borough during 2012 and long afterwards receiving the very best welcome from all our front line staff.
- The Royal Borough as a visitor destination will be accessible and quality assured.

BUSINESS, SKILLS AND TRAINING

- Local businesses using e-procurement systems to bid for contracts post 2012.
- Small businesses aware of and accessing the training they need for their managers and staff.
- An increase in the number of post-16 apprenticeships within borough businesses.
- Greater awareness of employment and skills support available to local businesses via agencies such as JCP, Business link etc and local organizations such as GROW, Executive Job Club etc.
- Greater networking activity/interactions between local businesses, business representative groups, such as the federation of Small Businesses, the Chambers of Commerce and the Council.

CULTURE

- An installation of intriguing art along the river towpath between Windsor and Dorney Lake.
- A photographic record of sporting activity in the borough in the years leading up to the Games.
- Creative digital content relative to the games available via the web or on screens in local venues.
- Research and completed exhibition on Lord Desborough's involvement in the modern Olympic movement and the London Games of 1908.
- Public art installation in Maidenhead Library of Steve Yeates' The Prize, offering inspiration to future generations on the subjects of striving for success and the celebration of British inventiveness.
- The Guildhall recognised as a prestigious venue for corporate hospitality and dining during following marketing initiatives linked to the Games.
- The new museum positioned as a must-see venue for residents and visitors to the Royal Borough
- Development (during 2011) of a sporting exhibition in the museum's case for

temporary displays during the Olympic year

SPORT AND YOUNG PEOPLE

- Inspired, active communities engaged in sport and physical activity contributing to improved health and wellbeing.
- A range of quality sport and physical activity provision meeting the needs of the community and accessible to all.
- Increased number of people actively involved in coaching and volunteering
- Increased and sustained participation in competitive school sport, community sport and physical education.
- Olympic and Paralympic values embedded in schools and the community.

VOLUNTEERING

- Greater awareness of and desire to get involved in civic/community participation and of the different routes and opportunities to becoming an active citizen through volunteering.
- An established 'easy route' to accessing volunteering opportunities.
- A large resource of up skilled volunteers readily available to take opportunities across the borough.

COMMUNICATIONS

- A community-wide appreciation of the Royal Borough's commitment to putting residents first as a key part of a global event.
- A stronger platform for partnership working across the local authorities involved in the Games.

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