



THE POWER OF POSSIBILITIES

RISING TO THE
CHALLENGE
EAST OF ENGLAND



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INTRODUCTION

NATIONS AND REGIONS EAST STRATEGY AND BUSINESS PLAN

THIS DOCUMENT CONTAINS THE FULL DETAILS OF THE REVISED STRATEGY AND BUSINESS PLAN PRODUCED BY NATIONS AND REGIONS EAST, PUBLISHED IN JULY 2009.

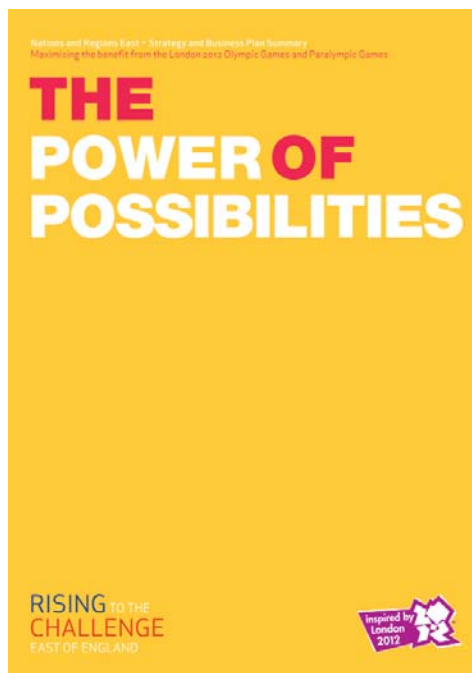
IN ADDITION, IT CONTAINS TWELVE MONTH ACTION PLANS FOR THE PERIOD 2010/2011 FINANCIAL YEAR.

Nations and Regions East Strategy and Business Plan

This document contains the full details of the revised strategy and business plan produced by Nations and Regions East (NRE) and published in July 2009.

For the full picture, we recommend that you also refer to the Strategy and Business Plan Summary which covers NRE's role, structure and key achievements so far and provides information on all stakeholders, how to get involved and who to contact. There are also overviews to each theme, providing a synopsis of achievements and planning for the next three years. This summary is also a useful reference point for details on the two Olympic events which will take place in the East of England, the White Water Canoe Slalom at Broxbourne in Hertfordshire and Mountain Biking at Hadleigh Farm in Essex.

Another useful source of information is the regional page on the London 2012 website. Please click here to have a look.



The story so far

Even before London won the bid for the 2012 Games, the East of England was one of the most proactive regions in terms of our support for the London 2012 Olympic and Paralympic Games, achieving the highest level of public support in the UK. NRE then came together soon after the bid was won and jointly with stakeholders set out to crystallise how our region could benefit from the Games and generate a lasting legacy for communities. An economic impact study was commissioned to identify and quantify possible risks and benefits and this was used to shape the original strategy, which was published in 2006. Now that the Beijing Games have taken place, the strategy required an update to reflect learnings, new developments and a change of pace, with only three years to go before the Games take place.



WHAT SUCCESS LOOKS LIKE

9 PRIORITY THEMES THESE WERE IDENTIFIED FOR OUR REGION TO PROVIDE CLARITY FOR PLANNING AND TO PROVIDE A PLATFORM FOR ACHIEVING OUR GOALS. THE GOOD NEWS IS THAT WE'RE STARTING TO SEE RESULTS. THESE SEEDS OF CHANGE WILL, IF MAINTAINED, CONTINUE TO DELIVER EVEN GREATER RESULTS.

BUSINESS

TOURISM

SKILLS AND EMPLOYMENT

CULTURE

HEALTH AND WELLBEING

EDUCATION

VOLUNTEERING

SPORT

COMMUNICATION

INSPIRE PROGRAMME

We have a clear goal – we want to take an active role in making the Games deliver for the people who live in the East of England. This means everybody from school children to the unemployed to business leaders, to the disenfranchised and the elderly. The Games are our opportunity for so much more than just watching a sporting event for two weeks. If we act to take advantage, there are great benefits. If we don't, it's possible that we will suffer costs, in terms of skills, people and talent flowing away from our region.

In a region with many small and medium sized businesses the main targets are not necessarily the high profile, major contracts, but nevertheless there are thousands of other contract opportunities that are available to our companies. At the time of going to press, May 2010, over 12634 companies have won contracts and we'd like to make it many more, so we're making it as easy as possible for businesses to gain access to information.

Our population could be healthier – we just need to move more, more frequently. We don't all need to turn into fully-fledged sports champions functioning at top-level. A regular walk, popping down to the swimming pool for a few laps, taking up badminton after a 15 year break can all contribute to a more active lifestyle. The more active people are, the fitter and healthier they'll be and often the happier they'll be too.

We have the distinction of having two events taking place in our region and also of having the Games just 'next door'. Visitors will be coming from across the world and many will be looking for somewhere to stay and also for something else to do, as well as enjoying the sporting spectacle. There is a wealth of beautiful landscapes and history to enjoy and we need to give our new visitors the means to find out easily all about us and encourage them to set up base with us. Better still, to make it an extended stay exploring the East of England.

Volunteering is a dynamic force for good especially when it helps people who have fallen out of a pattern of work or the community and are at risk of becoming isolated. Volunteering action, with the extra push of the Games, will help to achieve a number of goals on the social agenda, and more importantly, give many individuals a new lease of life and greater independence.

Lord Coe said on 6th July 2005 that the Games are about young people and creating opportunity to expose them to new ideas as well as helping them to realise their potential.

Through links with schools, through sports events, through dance and culture, children will be given many opportunities to discover more about their own capabilities and gain the confidence to try new things. The London 2012 domestic education programme 'Get Set' challenges our young people to live by the values of the Games.

The Cultural Olympiad is a powerful means by which to engage the greater majority of people in the Games. Not everyone gets excited by sport, however the combination of sport and culture, athleticism and creative self-expression are closely linked and can lead people to try something they would never have dreamed of before.

However we cannot forget that sport is at the heart of the Games. The UK had a phenomenal result at the Beijing Games and now children and young adults have been inspired by seeing how people, just like them, have pursued the development of their talent with the kind of determination that leads to achievements and great moments. If there's young talent in the region we will nurture it and hope to contribute a number of medals, which we can claim for the East of England.



WHAT SUCCESS LOOKS LIKE

BUSINESS

WHAT DOES SUCCESS LOOK LIKE?

Regional aspirations

- Businesses to secure 5-10% of total value of Games contracts
- Maximise opportunities for businesses from the two Games venues in the region

AND, THIS IS WHAT WE'RE DOING...

Regional interventions

- Investment in CompeteFor
- Ongoing support to CompeteFor registrants
- Scoping and promotion of opportunities linked to venues
- Increased sector specific support

TOURISM

WHAT DOES SUCCESS LOOK LIKE?

Regional aspirations

- Domestic tourism in East to exceed average rate of growth for other regions
- Increase number of international and business visitors by 3% per annum over the period 2009 to 2015

AND, THIS IS WHAT WE'RE DOING...

Regional interventions

- Consumer marketing campaigns and transport and tour operator engagement programmes
- Quality improvement activity including passenger travelling experience
- Regional major event development through Legacy Trust funding

SKILLS AND EMPLOYMENT

WHAT DOES SUCCESS LOOK LIKE?

Regional aspirations

- To increase participation in skills, education and training
- To stimulate regional investment in skills, education and training
- To embed and support the skills agenda in other key sector areas related to the 2012 Games in the region

AND, THIS IS WHAT WE'RE DOING...

Regional interventions

- Legacy Trust/EEDA Volunteering into Employment programme delivery
- Sports and Leisure skills programme delivery
- Delivery of construction skills project
- ODA supported programmes linked to Games venues
- Personal Best programme scoping for region
- Engagement in WorldSkills 2011

CULTURE

WHAT DOES SUCCESS LOOK LIKE?

Regional aspirations

- Increased engagement in cultural activity
- Delivery of an imaginative and compelling Cultural Olympiad
- Strengthened capacity within the cultural sector
- Demonstration of how culture can support development of stronger communities

AND, THIS IS WHAT WE'RE DOING...

Regional interventions

- Employment of Creative Programmer post
- Cultural agency support for the roll out of national major projects in region
- Cultural Olympiad promotion
- Inspire Mark programme support
- Support for national centres of excellence based in the region to engage in the Cultural Olympiad

- Legacy Trust Major Event Fund delivery
- Securing East of England involvement in major mandatory ceremonies

HEALTH AND WELLBEING

WHAT DOES SUCCESS LOOK LIKE?

Regional Aspirations

- Increased adult participation in physical activity
- Rise in childhood obesity halted
- Greater cross sector working achieved

AND, THIS IS WHAT WE'RE DOING...

Regional interventions

- Support roll out of national Legacy Action Plan initiatives in region
- Revise Regional Physical Activity strategy to include 2012 agenda
- 'High Five' Health and employment initiative for NHS to be developed in region
- Regional cycling action plan to incorporate 2012 agenda and venues
- Dissemination of findings from 2012 health and physical activity legacy research
- Engagement across sectors to encourage inclusion of health messages in activity



WHAT SUCCESS LOOKS LIKE

EDUCATION

WHAT DOES SUCCESS LOOK LIKE?

Regional aspirations

- To use the London 2012 Games to inspire our young people to be the best that they can be
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AND, THIS IS WHAT WE'RE DOING...

Regional interventions

- Nations and Regions East communication programme to: support the cascade of information about Get Set into appropriate networks and contacts; identify and promote best practice examples across the region
 - BT Technology Challenge delivered on an annual basis in the three years leading up to the Games working with NRE
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VOLUNTEERING

WHAT DOES SUCCESS LOOK LIKE?

Regional aspirations

- To inspire more people to be more involved in their local communities as a result of the London 2012 Games
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AND, THIS IS WHAT WE'RE DOING...

Regional interventions

- Completion and release of the regional volunteering strategy
 - £2m Legacy Trust/EEDA ESF Funded volunteering into employability programme 'Team East for Skills'
 - 'East Links' £1.3m LSC funded project supporting skills development in the Sport and Leisure industry
 - Personal Best programme
 - NRE engagement with the London Organising Committee for the Olympic Games (LOCOG) and Voluntary and Community Sector to ensure region maximises opportunity provided through London 2012 volunteering strategy and recruitment processes when commenced
 - NRE lobbying for local volunteering opportunities for local people at Games venues in the region
-

SPORT

WHAT DOES SUCCESS LOOK LIKE?

Regional aspirations

- Increase in sports participation – 1m adults doing more sport by 2012
 - Stimulation of investment in sporting infrastructure
 - Regional recognition of the role of sport in meeting other agencies agendas
 - Increased profile of East of England as a region for sport
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AND, THIS IS WHAT WE'RE DOING...

Regional interventions

- Delivery of two legacy venues for the region
 - Delivery of sporting participation programmes
 - Legacy Trust Major Events fund supporting two major sporting events
 - Pre Games Training Camp promotion programme
 - Facility improvement or building programmes supported
 - Engagement with Cultural Olympiad and Health agendas
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COMMUNICATION

WHAT DOES SUCCESS LOOK LIKE?

Regional aspirations

- To increase general public and stakeholder awareness of the London 2012 Games, the associated regional benefits and the opportunities to get involved
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AND, THIS IS WHAT WE'RE DOING...

Regional interventions

- Support for the roll out of national London 2012 PR/Communication campaigns
 - Regional communication programme led by NRE feeding into county communication activity
 - Support for Inspire Mark programme
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INSPIRE PROGRAMME

WHAT DOES SUCCESS LOOK LIKE?

Regional aspirations

- To support an innovative and robust programme of Inspire projects across the East of England.
 - To share and support London 2012 initiatives and information, including up-to-date policies and procedures.
 - To deliver a clear demonstration of how the Games can inspire individuals, communities and groups.
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AND, THIS IS WHAT WE'RE DOING...

Regional interventions

- To provide up-to-date information regarding London 2012 initiatives, campaigns and up-to-date news.
- To deliver an on-going support system for Inspire projects and a workshop programme for potential and successful Inspire projects.
- To compile a Case Study programme and other information to profile the Inspire programme across the region and nationally with London 2012.

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BUSINESS

01





ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
<p>A. Facilitate the flow of information to businesses in the East of England</p> <p>B. Establish business support needs for East of England businesses to engage in procurement opportunities from the London 2012 Olympic and Paralympic Games</p> <p>C. To encourage inward investment and international trade</p>	<ol style="list-style-type: none"> 1. East of England businesses to win 5-10% of value of total procurement opportunities from London 2012 Games 2. Maximise opportunities for businesses in the region from two Olympic venues in the region 3. Maintain funding for CompeteFor website (currently until 2012) 	<p>Regional Role Ensure effective representation for businesses and business support at a national level primarily via London 2012 Business Network but also:</p> <ul style="list-style-type: none"> • Nations and Regions Group • BIS Business Support best practice Group • CompeteFor Strategic and Operations board • Business Support legacy Board Measure A <p>Provide information, support and a conduit to the national agenda for:</p> <ul style="list-style-type: none"> • County Theme leads • Industry specific organisations Measure A, 1 <p>County Opportunities</p> <ul style="list-style-type: none"> • Influence the regional and national support agenda • Financial support for local promotional initiatives • Engage local businesses in the 2012 Games agenda Measure A, 1 	<ul style="list-style-type: none"> • Maintain % of contracts awarded to the Region's businesses via CompeteFor between 7-10% • 8% (20,724) of Business Stock to be registered on CompeteFor • Maintain CompeteFor publication levels to over 50% • Establish baseline for % of businesses registered on CompeteFor engaging in wider public procurement opportunities • Establish baseline for businesses, engaged with CompeteFor, confidence in engaging with public procurement process 	<p>EEDA</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q1 2010</p> <p>Q1 2010</p>



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Regional Interventions CompeteFor</p> <ul style="list-style-type: none"> • Continue to promote CompeteFor via all outlets including partnership working • Continue to support Companies already published on CompeteFor Measure B, 1, 2, 3 <p>Regional venues</p> <ul style="list-style-type: none"> • Scope opportunities presented by two regional venues • Develop clear cross theme coherent message regarding opportunities • Promote opportunities throughout the region Measure 3 <p>Reshape Business Theme Group (BTG) to reflect demands of changing business environment</p> <ul style="list-style-type: none"> • Widen representation to include businesses • Meetings to focus on operational rather than strategic detail • Ensure LOCOG/ODA representation at a least 1 meeting pa. • One joint skills/tourism meeting pa Measure A, B 	<ul style="list-style-type: none"> • Deliver 8 events for businesses registered on CompeteFor to improve their engagement with the site and their chances of success • 4 meetings per year 		



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Strengthen Regional Communications Plan To ensure:</p> <ul style="list-style-type: none"> • Closer coordination of events throughout the region • More effective sharing of intelligence • Better promotion of regional successes • Update and improve marketing collateral through all media including physical, online and via social marketing <p>Measure A</p>			

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Maximise exposure for CompeteFor through partnership working</p> <p>Ensure that CompeteFor companies are fully aware of additional support opportunities available from UKTI</p> <p>Ensure that CompeteFor companies are fully aware of additional support opportunities available via the Improve Your Resource Efficiency business support brand</p> <p>Promote CompeteFor via opportunities with London 2012 sponsors and business intermediaries</p> <p>Continue to engage in partnership working within Greater South East</p>	<ul style="list-style-type: none"> • Circulate 5,000 CompeteFor Brochures • Provide 4 Business e-zines p.a. • Invite UKTI to 8 CompeteFor + events • Invite Envirowise/WRAP to 8 CompeteFor+ events • Deliver presentations to 10 London 2012 sponsor/business intermediaries events • Work in partnership to deliver 3 GSE Events 		

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TOURISM

02





ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
<p>A. An increase in international and business visitors</p> <p>B. For growth in the value of domestic tourism</p> <p>C. To improve the visitor experience, including travel, for the Games that builds the market for tourism for the longer-term</p>	<p>1. A 3%; in business and international visitors, in line with the projection for London</p> <p>2. Domestic tourism in the East to exceed the average rate of growth for the other English regions</p>	<p>Develop East of England Tourism’s consumer website as the digital shop window for Olympics visitors to the region</p> <p>continued promotion of the site as the website for visitor information for the East, including for the 2012 Games</p> <p>Aspirations A, B and C Measures 1 and 2</p>	<p>Website in place and linked to other key sites, including England.net, and to the region’s destination management system through 23 subregional portals</p> <p>Achieve 2 million (1.5 million in 2009/2010) unique visitors per annum to the East of England Tourism’s consumer website: www.visiteastofengland.com</p> <p>Achieve a growth of at least 50% in unique visitors in 2010/2011 (1,000 in 2009/2010) to the bespoke Olympic area on East of England Tourism’s business to business website: www.eet.org.uk</p> <p>(Note: Up-weighted business support activity should ensure the growth target is reached.)</p>	<p>EET</p>	<p>Throughout the year</p>



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Promote the East through a series of major Olympics-related national marketing campaigns, highlighting the region's tourism assets, including its culture and sporting events</p> <p>EET's national campaigns towns and cities and rural marketing campaigns (in 2010/2011 will promote the region as a visitor destination as we approach the Olympics)</p> <p>Start to develop www.visiteastofengland.com as the place to start planning your journey to the Games; work with key stakeholders; and develop technical website functionality</p> <p>Development of marketing initiatives with the region's cultural venues</p> <p>Aspirations A and B and C Measures 1 and 2</p>	<p>Delivery of major media marketing campaigns and website material, including through the Sustainable East project with a target of 37 million for 2010/2011 (33 million in 2009/2010)</p> <p>100% of Cultural Olympiad events featured on the EET's consumer site</p> <p>Progress towards www.visiteastofengland.com being seen in 2011 as the place to start planning your journey to the Games with a target of 25% of all visitors to 2012 related consumer pages using the planned transport planning facility</p>	EET	Throughout the year



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Promote the region through partnerships with its air and sea ports</p> <p>Contact and develop partnerships with the regional gateways</p> <p>Aspirations A, B and C Measures 1 and 2</p>	<p>Promote the region in the region's airports (Luton, Stansted, and Norwich), including gateway signage projects at Stansted with a target of 3 airport and 2 seaport regional awareness campaigns confirmed in 2010/2011</p>	<p>EET/EEDA</p>	<p>Throughout the year</p>



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Work to ensure substantial national and international media coverage of the region before, during and after the Games</p> <p>Develop contacts with and resources for visiting journalists, especially non-accredited journalists, whose remit is beyond covering Olympics events</p> <p>Develop a visiting charter</p> <p>EET host a subregional panel to develop a regional story bank</p> <p>Work with Lee Valley to maximise the PR opportunity of the opening of the Canoe Centre</p> <p>Aspirations A and B Measures 1 and 2</p>	<p>130 journalist visits hosted in 2010/2011 (130 in 2009/2010)</p> <p>(Note: this rises to 175 in 2010/2011)</p> <p>12 Games-related feature articles in national titles in 2010/2011/</p> <p>(Note: Games-related feature articles appearing in at least 75 publications a year by 2011, rising to 100 journalists and features in 2012)</p> <p>Strategy agreed through the PR London 2012 Working Party, for the region for before, during and post Games time</p> <p>(Note: the strategy will cover</p> <ul style="list-style-type: none"> • the number, country of origin and type of journalists to be targeted at each stage • how the regional organisations will work together to achieve this target • how the new VB/VisitLondon media centre can be used to target journalists • a bank of stories that can be used to feed into journalists before and during the Games • a charter for visiting journalists outlining what support will be provided by the region.) <p>A target of at least 5 national and 10 regional journalist hosted visits to the Olympics white water course site opening</p>	EET	Throughout the year



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Develop partnerships with international tour operators that promote the East as a visitor destination</p> <p>Contact and develop partnerships with tour operators including through corporate hospitality agencies</p> <p>Contact other tour operators when their ticket allocations are confirmed (late 2010)</p> <p>Secure partnerships with tour operators</p> <p>Aspirations A and B and C Measures 1 and 2</p>	<p>Progress towards target of 10 partnerships by 2012 with a 2010/2011 target of 5 new agreements (two were established in 2009/2010)</p> <p>A minimum of one operator in each key international market of France, Germany, Netherlands, Belgium and USA to identified and contacted in 2010/2011</p>	EET/EEDA	Throughout the year



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Encourage accommodation providers to participate in a regional fair price programme for the period of the Games and support universities and colleges in securing Games time accommodation bookings</p> <p>Fair Price regional programme launched on 25 March 2010</p> <p>Work to secure awareness of and participation in the programme</p> <p>Hold a minimum of 3 workshops with the regions universities and colleges that have room capacity for August 2012 in order to share best practice and exchange business leads and enquires</p> <p>Aspirations A and B and C Measures 1 and 2</p>	<p>At least 50% of hotel partners featured in March 2010 on East of England's consumer website www.visiteastofengland.com to be signed up to the Fair Price charter by April 2011</p> <p>At least 4 pan-regional university accommodation providers meetings to share best practise and exchange of business opportunities held</p> <p>(Note: the aim is to help ensure the region's universities well are -placed to secure a greater proportion of the volume accommodation market for sponsors' staff requirements and potentially for volunteer programmes)</p>	<p>EET/EEDA/ British Hospitality Association</p>	<p>Throughout the year</p>



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Develop information services for potential hotel developers in the region</p> <p>Continue to develop the bespoke website for hotel developers launched in 2008 in order to increase awareness by developers of opportunities in the East</p> <p>Aspirations A and B and C Measures 1 and 2</p>	<p>The target for the number of visitors to hotel development site in 2010/2011 is 1,250 (900 in 2009/2010)</p>	<p>EET</p>	<p>Throughout the year</p>

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Develop strategies with the region's train operators for a positive passenger experience for the Games</p> <p>Undertake strategic advocacy and discussion with operators highlighting the legacy business benefits of working together to improve the passenger experience for the Games</p> <p>Liaise with Department for Transport over new franchise agreement for East Anglia</p> <p>Develop EET's website to support passengers in making their plans to travel to the Games</p> <p>Aspirations A and B and C Measures 1 and 2</p>	<p>Regional travel information microsite/portal to be launched by March 11 2011</p> <p>Links established between the 3 regional rail operator websites and EET's consumer website by March 2011</p>	<p>EET and EEDA with support and engagement from counties</p>	<p>Throughout the year</p>



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Encourage the region's seaports and airports to take part in customer service initiatives, including training and skills development opportunities</p> <p>Deliver Welcome to Excellence courses, with newly developed special programmes, and promote the courses to businesses</p> <p>Work to engage at least 3 regional gateways in customer service initiatives using Welcome to Excellence courses</p> <p>EET and EEDA participation in the Welcome to Britain working group established by VisitBritain</p> <p>Aspirations A and B and C Measures 1 and 2</p>	<p>Welcome to Excellence courses delivered with a 2010/2011 target of 1,250 (1,000 achieved in 2009/2011)</p> <p>A minimum of 3 gateways participating in recognised customer service programmes</p> <p>Training delivered, including specialist programmes for international and special needs visitors</p>	EET/EEDA	Throughout the year



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Encourage travel to the region's two Olympics venue by low carbon forms of transport</p> <p>Explore strategies with the venue and the with ODA and LOCG</p> <p>Use passengers information pages on EET's website to encourage and provide information about low-carbon travel to the Games</p> <p>Aspirations A and B and C Measures 1 and 2</p>	<p>Website has advice and information on low-carbon travel options</p> <p>100% of recommended travel alternatives to access the games promoted by EET will promote public transport and rail options first</p> <p>Advice on low carbon travel options provided on EET's consumer and business to business websites will</p>	EEDA and EET	Throughout the year

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Support the development of a small number of events which have the potential for growth into major attractions</p> <p>Finalise funding of £500,000 (from the Legacy Trust (for a strategic portfolio of projects</p> <p>Support the projects agreed for funding and ensure they deliver Regional Events Fund and Cultural Olympiad and Legacy Trust aims</p> <p>Ensure liaison between the projects and the Volunteering into Employment (Team East for Skills) programme</p> <p>Aspirations 1 and 2 Measures A and B</p>	<p>Funding agreements in place for cycling sporting events and 4 arts/cultural events and business plans developed and assessed, funding agreed and planning underway and evaluation strategy agreed</p> <p>The second Great Swim East takes place in 2010</p>	EEDA	Throughout the year

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SKILLS AND EMPLOYMENT

03



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
<p>Using the London 2012 Games as a catalyst for employment and skills opportunities, not just to support delivery of the Games, but also to create a lasting legacy through new jobs, skills and a learning culture, and creating more innovative ways for delivering these opportunities to all sections of the community. Specifically:</p> <p>A. Generating sustainable employment through new job opportunities created for the Games and afterwards as a by-product of the Games.</p>	<p>SKILLS The Thematic Delivery Plan will contribute towards a number of other previously published Government ambitions and targets (Leitch) in England, by 2020:</p> <ul style="list-style-type: none"> • 95% of the working age population to have Functional literacy(Level11 and numeracy (Entry Level 3) skills; • More than 90% per cent of the working age population qualified to Level 2; • 68% per cent of the working age population Qualified to Level 3; • 20% of young people undertaking an Apprenticeship 	<p>Generic Use partner E-newsletters to promote skills</p>	<ul style="list-style-type: none"> • AUUEE (twice a year) • ACER (twice a year) • NRE Business (twice a year) • EESCP (twice a year) • County publications (twice a year) 	<p>AUUEE/ACER/ NRE Business group/EESCP/ County Leads</p>	<p>Throughout 2010/11</p>
	<p>Specifically:</p> <ul style="list-style-type: none"> • FEI/HEI sports coaching and training provision to generate a 5% year-on-year student increase in those entering the sport employment sector 	<p>Measured by Skills Active on a growth basis every 2-3 years</p>	<ul style="list-style-type: none"> • Delivery of East Links • Lead partners to promote awareness and opportunity 	<p>SSC/Skills Active</p>	<p>2010/11</p>
	<ul style="list-style-type: none"> • Engagement of not less than 10% of FEIs /HEIs with PODIUM and its work opportunities 	<p>a) Use North Herts college as a role model b) Use ACER to publicise at events</p> <p>a) Promote E of E event at Norwich City College b) Podium to present at Deputy Vice Chancellors meeting through AUUEE</p>	<p>Working with Podium to:</p> <p>a) increase number of colleges registered on Get Set by 25% in 2010/11 b) Increase HEIs Inspire Mark holders from University of Cambridge and Anglia Ruskin (2) to (4). c) Podium to present to County Leads networks</p>	<p>N Herts College ACER</p> <p>EESCP</p> <p>AUUEE</p>	<p>Throughout 2010/11</p> <p>March/April 2010</p> <p>March/April 2010</p>

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
<p>B. Developing and creating new skills in the East of England workforce that will benefit people in their jobs up to 2012 and beyond.</p> <p>C. Promoting a culture of learning new skills in the East of England workforce through the ethos of sporting excellence and volunteering.</p>	<p>BUSINESS</p> <ul style="list-style-type: none"> • 15% of companies based within the region that are registered on CompeteFor that go on to publish to complete a Skills Health Check and/or commit to skills pledge • 10% of published CompeteFor companies to become Local Employment Partnerships employers 	<p>Promote the new business opportunities created through the 2012 Games to businesses through the integrated brokerage service provided by IIDB Ltd from April 10</p> <p>Businesses registered for CompeteFor targeted for Skills Health checks/ Skills Pledge/ LEPs</p>	<p>Agree with IIDB Ltd measurement capability</p> <p>Promote skills in E-newsletter to businesses</p>	<p>EEDA / NRE Business lead/EEDA Skills lead/EESCP/ /IIDB Ltd</p>	<p>Throughout 2010/11</p>
<p>D. Creating a wider and lasting impact by innovating and demonstrating new and effective ways of promoting workforce development and engaging people in the workforce.</p>	<p>PERSONAL BEST</p> <ul style="list-style-type: none"> • Aspiration of 100 graduates delivered through the Personal Best programme <p>PB regional plans and assurance templates agreed by PBNSG</p> <p>75% PB graduates supported into further work, volunteering or training</p>	<p>Delivery of a Personal Best programme in the region.(C)</p> <p>Update: extra places sourced for Essex CC 80 places, 20 for Suffolk and from infill to London Borough provision. Norfolk bid for 50 places yet to be confirmed</p>	<p>Programme running within the region</p> <ul style="list-style-type: none"> - monitoring via contracts management per contract - overview via this sub group quarterly (125 places have funding awaiting details from Suffolk regarding commence date) 	<p>COVER/ ACER/Stuart Wilson / LSC/ Essex CC – Dominic Collins/ Suffolk – Adam Baker/ Norfolk Andy Hodgson</p>	<p>2010/11</p>
	<ul style="list-style-type: none"> •NEET 	<p>Promote training opportunities for 14-19 NEET using 'pull' of the 2012 Games. See also apprenticeships</p>	<p>Reduced number of NEET young people, specifically in venue location areas (see county action plans) and Personal Best for Essex directed at this customer group</p>	<p>Skills Active County leads Essex/ Herts and JCP District leads</p>	<p>2010/11</p>

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
<p>E. Through improving the skills of the workforce, increasing business opportunities for tourism, media, sport and related sectors, including the potential for inward investment and exports, throughout the East of England.</p> <p>F. Support the development of a workforce (employed and volunteer) with the right skills in the right place at the right time to construct the 2012 Games venues in the East of England</p>	<p>SKILLS Volunteering</p>	<p>Delivery of The Legacy Trust Volunteering into Employability programme Team East for Skills</p>	<p>Aggregated 2010/11 targets reviewed quarterly 26 Team East meetings 1950 Warm up participants 4320 Bronze participants 1600 participants in jobsearch /further learning 180 participants as volunteers post learning 796 participants in work 78 case studies produced</p>	<p>EEDA Contracts Manager / COVER-Jan Cunningham and Sub regional leads. Arts East: Suffolk/Norfolk</p>	<p>Throughout 2010/11</p>
		<p>Delivery of the LSC ESF Sports and leisure - East Links.</p>	<p>2010 delivery of 813 qualifications (April to Dec 2010) – 558 coaching qualifications, 15 coaching tutor qualifications, 64 community development qualifications, 64 operational qualifications, 64 health and fitness qualifications, 128 officiating qualifications</p>	<p>LSC/ ACER (Keith Middleton Contracts Manager and Stuart Wilson)</p>	<p>Financial year 2010/11</p>
		<p>Delivery of Regional Volunteering event</p>	<p>Deliver event to increase awareness/ infrastructure of volunteering and its legacy.</p>	<p>NRE Team /EESCP/ COVER</p>	<p>June 2010</p>
		<p>Linking language skills development between Pre Games Training Camps, Transport Hubs and venues and exploring the link between customer service, language and culture.</p>	<p>Language Framework produced for 2005-12. Pages 65-67 refers to NRE. - Language and cultural training for a selection of Stansted Airport staff - One day workshops at training camps - Meeting Goskills SSC re: Stansted activity</p>	<p>David Owen UKTI/RLN</p>	<p>Throughout 2010/11 2010/11</p>

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
	<p>SKILLS cont. Increase WorldSkills competition awareness with colleges and NAS in East of England – aspire for an applicant for 2011 entry</p>	<p>Supporting WorldSkills 2011 to maximise the contribution it will make in promoting skills for 2012 Games</p>	<p>Agreed action plan to raise awareness of WorldSkills in liaison with UK Skills to include presentations to NRE group and Executive Use logo of support on all publications including EEDAs.</p>	<p>ACER/EEDA/ Colleges/ EESCP/ UK Skills</p>	<p>Throughout 2010/11</p>
	<p>EMPLOYMENT</p> <ul style="list-style-type: none"> • Job opportunities provided in the development of 2012 venues in the East of England i.e: <ul style="list-style-type: none"> - Apprenticeships - Unemployed into jobs - Up skilling workforce 	<ul style="list-style-type: none"> • Ensure local JCP contacts feed into county leads progress with recruitment at sites 	<p>Quarterly update of vacancies/ placings in venue sites</p>	<p>JCP/ County Leads</p>	<p>2010/11</p>
	<p>We will be clearer as we progress towards 2012, what impact innovation in employment, driven by work on 2012 Games, will have on employment and skills levels as the longer term legacy for employment is hard to estimate with any accuracy (specifically see across)</p>	<ul style="list-style-type: none"> • Delivery of 'Bridging the Gap' 2012 related security sector programme 	<ul style="list-style-type: none"> - Programme running in the region. - Consider basic culture/language element - Link to JCP regarding permanent job opportunities 	<p>Herts College Michael Wright 01462 424377) and county lead John Fuller/ David Owen UKTI/ Dee Wood JCP</p>	<p>From Jan 2010</p>

SKILLS AND EMPLOYMENT 5/5



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
	<p>SKILLS & EMPLOYMENT Ensuring integration of skills and employability agendas including employer integrated offer as we deliver mainstream activity linked to 2012 legacy</p>	<p>Ensuring that the Integrated Employment and Skills trials live running access opportunities created through the Olympics, using the volunteering programmes to support individuals toward employment. AACS</p>	<p>Ensure nextsteps adviser awareness & AACS Regional Steering Group to include on agenda</p>	<p>LSC/JCP/IES Next steps/ AACS</p>	<p>Throughout 2010/11</p>
		<p>Promote apprenticeships within the context of the Olympics to employers and individuals. (Update: Essex CC linking with Personal Best and Suffolk CC linking 7 vacancies to 2012). Positioning statement awaited</p>	<p>National Apprenticeship Service (NAS) include Olympic related opportunities into business and marketing plans, agree positioning statement with them. Meeting taking place to be actioned by EESCP</p>	<p>NAS/County leads</p>	<p>Throughout 2010/11</p>

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CULTURE

04





ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
A. Deliver an imaginative and compelling Cultural Olympiad across the East of England	1. Number of people participating in the Cultural Olympiad using the 2008 numbers as a baseline (36,000 in 2008 at Launch Weekend)	Ensure East of England profile in Ceremonies including Opening and Closing Ceremonies and Torch Relay Measure A 8	Torch relay submissions and route development supported. Cultural assets featured in local authorities submissions to 2012 and final route.	Creative Programmer, NRE, LOCOG	31 March 2010 Route autumn 2010
B. Achieve higher levels of engagement in culture across the East of England	2. Number of events delivered as part of the Cultural Olympiad using 2008 numbers as a baseline (61 events held as part of the Launch Weekend)	Engagement with major projects Measure A,B,C,D 1, 6, 7,11, 12	On Landguard Point project at research stage and project planning for events in 2011	Creative Programmer, ACEE	2010 - 2012
C. Strengthened capacity within the cultural sector	3. Number of Live Sites and number of viewers/contributors. (1 in year 1 achieved, cumulative target by 2012 - 2)	<i>Artists Taking the Lead</i>	Eastern Exchanges delivered by the hub museums, events in Cambridge, Colchester, Luton and Norwich	Creative Programmer, MLA	2010 - 2012
D. Deliver a clear demonstration of how culture can support development of stronger communities, and support delivery across other agendas	4. Number of Inspire Marks awarded. (5 in year 1 achieved, * in year 2, cumulative target 40 by 2012)	<i>Stories of the World</i>	Ensure strong bids for 1 October 2010 (target 5 bids and 2 awards) and development for April 2011 deadline	Creative Programmer, ACEE	October 2010
	5. Value of investment in Inspire Marks (currently £994,000)	<i>Unlimited</i>	Film Nation Shorts launched with workshops in the region. Support links with festivals and Firstlight programme for young filmmakers Participating films shown on the Live Site. Participating films shown on the Live Site	Creative Programmer, ACEE, Screen East, BBC	Mar 2009 - 2012
	6. Regional involvement in all 10 national major projects.	<i>Film Nation</i>	Launching for Open Weekend 2010	Creative Programmer, NE, EH, MLA. NT and EET	Mar 2010 - 2012



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
	<p>7. Percentage of investment in Major Project activity in the region (£40 million currently aligned nationally for the delivery of these programmes)</p> <p>8. Regional involvement in ceremonies including Torch relay for 2012, opening and closing ceremonies for Olympic and Paralympic Games.</p> <p>9. 70% of Legacy Trust regional programming to involve cultural volunteering</p> <p>10. 4 major cultural events in the region through the Legacy Trust Events Fund</p> <p>11. Additional investment by the cultural agencies into 2012 activity (2008 figures as a baseline)</p> <p>12. Investment levered into cultural agency led activity</p> <p>13. Continued employment and regional support for the post of Creative Programmer</p>	<p><i>Discovering Places – Open Up to Nature</i></p> <p><i>Festival 2012</i></p> <p><i>Sounds</i></p> <p><i>Shakespeare festival</i></p> <p>Community Celebration/Outdoor Arts (Legacy Trust UK)</p> <p>Other UK wide activity as it is announced</p>	<p>Support the development of Festival 2012</p> <p>Work with the BBC and Youth Music on elements of the programme as they are announced</p> <p>Support delivery of programme to reach into region</p> <p>Support development and assessment of applications (proposal invited to develop EOI from region)</p> <p>As the programme is developed ensure the East of England makes a full contribution</p>	<p>LOCOG and Creative Programmer</p> <p>Creative Programmer, Youth Music and BBC</p> <p>Creative Programmer, LOCOG, RSC</p> <p>Creative Programmer</p> <p>Creative Programmer and Culture Theme Group</p>	<p>October 2010 - 2012 July 2010 - 2012</p> <p>2010 -2012</p> <p>5 April notified, 28 May deadline 21 July decisions</p> <p>2010 - 2012</p>



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		Region-wide promotion of the Inspire Mark Measure A, B, C, D, 1, 2, 4, 5, 11, 12	Surgeries held in each county Target of 20 Inspire Marks awarded to the region in 2010 (8 awarded in 2009) Collation of key data from evaluation reports	Creative Programmer, county leads, Culture Theme Group	April – Oct 2010
		Regional engagement in Open Weekend: 24-27 July 2009 Measure A, B, 1, 2, 11, 12	Support for counties wishing to take part (target 100 events, 72 in 2009) Effective communication about Open Weekend through Culture Theme Group and e bulletins A case study document	Creative Programmer, Culture Theme Group, county leads	April – Oct 2010
		Develop Norwich Live Site use Measure A, B, 1, 2, 3	Open Weekend activity at the Live Site Increased engagement from cultural agencies, content providers	Creative Programmer, Live Site Coordinator	April 2010 – Mar 11
		Influence the positioning of future regional Live Sites Measure A, B, 1, 2, 3	Involvement in the review and future planning for phase 2 with 4 locations wishing to secure a Live Site Support proposals for second Live Site for the region	Creative Programmer, Live Site Coordinator, LOCOG, County leads	2010 - 2012
		Ensure wide cultural engagement in Legacy Trust/ ESF skills development programme- Team East for Skills Measure D, 9	Volunteering opportunities developed across the cultural sector	Creative Programmer, Regional Advisory group, COVER, CLIP Partnership	April 2010 - 2012



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		Support the development of Inspire Mark projects linked to the Legacy Trust Events Fund Measure A, B, C, D, 10	Inspire Mark projects linked to all successful events - Aldeburgh Music, UK Centre for Carnival Arts and Norfolk and Norwich Festival and Cambridge Film Festival	Creative Programmer, Regional Advisory Group, ACEE, Sport England	April 2010 - 2012
		Explore how the Cultural Olympiad can add value to the two regional venues in Broxbourne and Hadleigh Measure A, B, 1, 2, 4	A plan for Cultural Olympiad activity developed for each venue	Creative Programmer, HCC, ECC, EH*	April 2010 - 2012
		Develop an agreed set of priorities with cultural agencies Measure A, B, C, 2, 4, 11, 12, 13	A shared set of priorities for London 2012 and the Cultural Olympiad Continued support for the Creative Programmer post	ACEE, Sport England, EH, MLA and Screen East	April 2010 - 2012
		Identify opportunities for cross regional high profile projects Measure A, B, 1, 2, 3, 4	Regional activity within 2 national Inspire Marked programmes (Bandstands Marathon and Glastonbury Screens)	Creative Programmer, Superact, county leads, Culture Theme Group	26/27 September 2010 - Please confirm
		Ensure effective communication about the Cultural Olympiad Measure A, B, D, 2, 4, 6, 8	Regular e bulletins A case study document Regularly updated East of England Cultural Olympiad pages on the London 2012 site A clear communications plan	Creative Programmer, Culture Theme Group, Communications Theme Group LOCOG	April 2010 - 2012

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Ensure the Cultural Olympiad offers opportunities for the delivery of other themes Measure A, B, D, 1, 2, 4</p>	<p>Increased registration for Get Set through Cultural Olympiad Activity</p> <p>An Inspire Mark project delivering for the Active celebrations report</p>	<p>Creative Programmer, county leads</p> <p>Creative Programmer, Sport and Health theme leads</p>	<p>April 2010 – 2012</p> <p>April 2010 - 2012</p>

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HEALTH AND WELLBEING

05



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
<p>Improve Health and Wellbeing by</p> <p>A. Increasing adult participation in physical activity (PA) for physical and mental health</p> <p>B. Halting the rise in childhood obesity</p> <p>C. Increasing cross-sector working and the contribution of other themes to health and wellbeing, specifically mental health and social inclusion</p>	<p>1. Contribution towards successful delivery against the Legacy Action Plan (LAP) national target of ‘2 million more people in England to be more active by 2012’ – work to establish baseline and method of monitoring for the East of England</p> <p><i>(2 million LAP target to be measured via Active People Survey – baseline taken from 2008)</i></p> <p><i>(Impact of National PA Plan programmes will be monitored through indicators measured through the Health Survey for England)</i></p> <p>2. Contribution towards the delivery against the regional Improving Lives; Saving Lives pledge, ‘We will halt the rise in obesity in children and then seek to reduce it’</p> <p><i>(Childhood obesity measured by NCMP at PCT level and NI 56 targets which are in all LAAs)</i></p>	<p>Refresh of 12 month action plan for regional physical activity coordinator (RPAC) post in line with DH expectations for PA programme budget/delivery.</p> <p>Measure A, B, C, 1, 2, 3</p>	<p>Continuation of RPAC post to March 2011 and refresh of priorities will allow RPAC to</p> <ul style="list-style-type: none"> • further develop and deliver the NRE health and wellbeing theme group • develop further links between health, sport and culture 2012 theme groups • encourage use of Active Celebration, in particular linking to Inspire Mark opportunities with the aspiration of 2 regional inspire marks being awarded • continue to provide awareness raising opportunities for 2012 projects across the region • use the regional physical activity alliance quarterly meetings to signpost members to 2012 legacy programme information and highlight potential links for health checks and Let’s Get Moving care pathway, the Natural Health Service and Health Trainers • encourage the 2012 link through existing networks and partnerships, in particular challenging Primary Care Trusts and County Sport and Physical Activity Partnerships (formerly CSPs) to be involved in local delivery via: 	<p>Regional public health and social care directorate in the East of England (PH&SCD EoE)</p>	<p>2010/2011</p>

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	<p>3. To promote active travel routes (walking and cycling) into and around the 2 Olympic venues in the region</p> <p><i>(measure of use of active travel routes to be locally determined at venue)</i></p>		<ul style="list-style-type: none"> > using Active Celebration as a commissioning tool > using the National Child Measurement Programme as a springboard for 2012 legacy events > supporting each county to work closer with at least one leisure provider > supporting each county to target school health improvement teams/school nurses for a whole school approach in at least one School Sport Partnership 		
		<p>Refresh of regional physical activity plan Measure A, B, C, 1, 2, 3</p>	<p>Revised regional physical activity plan will be launched in July 2010 and will:</p> <ul style="list-style-type: none"> • include the NRE 2012 health and physical activity legacy plan and associated actions (including any potential regional walking and cycling delivery plans) 	<p>PH&SCD EoE</p>	<p>2010/ 2011</p>
		<p>Utilise findings from 2012 health and physical activity legacy research and Active Celebration. Measure A, B, C</p>	<p>Support development of a 2012 evaluation programme for use alongside Active Celebration.</p> <p>Launch Active Celebration to the region via 2012 platform at the annual physical activity conference in July 2010.</p>	<p>PH&SCD EoE.</p>	<p>Throughout 2010/ 2011;</p> <p>Great East Swim 19th June 2010;</p>

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			<p>Use of the 2012 publication Active Celebration to:</p> <ul style="list-style-type: none"> • encourage cross-sector working between 2012 theme groups of health, sport and culture – one joint meeting during 2010/11 • extend the target groups that are given opportunities to be involved in creating a 2012 legacy e.g. later life opportunities • support the local development of one active challenge route per 4 GP practices in the region between now and 2012 (out of the 2,012 to be developed nationally) • support promotion of everyday cycling alongside the 3 Tour of Britain legs (Norfolk, Suffolk and Essex) and 1 Tour Series event (Peterborough) with a wider event at each that includes change4life and uses the demonstration effect and festival effect concepts. • support each county in their development of a mass participation event plan to occur in 2012 for a minimum of one walking, cycling or dance event to occur near/shadowing the Torch Relay route 	<p>Health theme group; Sport theme group; culture theme group; DfT and Cycling England; Natural England;</p> <p>PH&SCD EoE and Sport England East support</p>	<p>Annual conference 14th July 2010;</p> <p>Open weekend 23-25th July 2010;</p>

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			<ul style="list-style-type: none"> • increase awareness of change4life at the Great East Swim via stand and banner presence; carry out survey of participants to determine if the GES changes behaviour • support partners to ensure health and wellbeing via change4life is engaged in a minimum of 6 activities on open weekend <p>– extent of delivery and metrics to be confirmed in project development with sport/culture theme groups and county groups</p>		
		<p>Social marketing tools used to develop 2012 programmes. Measure A, B</p>	<ul style="list-style-type: none"> • Engagement with each 2012 county working group (via RPAC or county health rep) to promote Change4Life (eat well and/or move more) in conjunction with local delivery of 2012 initiatives – one project per County to be branded with C4L and 2012 Inspire mark applied for • Updates on change4life 'Promoting Activity Toolkit' and 'Active Celebration' provided to Alliance and Theme Group members at quarterly meetings for enhancing members understanding of use of tools with 2012 programmes 	<p>PCTs; CSPSPs; RPAC and PH&SCD EoE</p>	<p>2010/ 2011</p>



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Tool to aid understanding of demographic and hot spots to target across the region. Measure A, C, 1</p>	<p>Online training materials for the Active People Survey (APS) Diagnostic tool to be produced by Sport England by May 2010.</p> <p>Training provided to Alliance and Theme Group members on APS diagnostic tool to upskill them for greater use of tool with 2012 programmes.</p>	<p>Sport England East; PH&SCD EoE support</p>	<p>2010/ 2011</p>
		<p>Engage with national 2012 initiatives delivered by sponsors or national partners. Measure A, B, C, 1, 2, 3</p>	<p>Respond accordingly as opportunities emerge (e.g. Adidas GamePlan project, BT NRE Challenge) to incorporate wider health promotion messages such as change4life, and wider physical activity alongside sport</p>	<p>2012 health and wellbeing theme group and County 2012 group partners; Schools and colleges</p>	<p>2010/ 2011</p>
		<p>Research project into the effect of dance on obesity in children and young people. Measure B, C, 1, 2</p>	<ul style="list-style-type: none"> • Rollout of regional dance project (Go Dance 2012: inspiring children to dance to 2012 and beyond) from September 2010 to a minimum of 1 school in each county (140 school children) • Application for Inspire Mark submitted and achieved • Development work underway for one final performance for all 140 children, linking to Cultural Olympiad and a wider festival in the region (festival TBC) which will aim to attract an audience of 10,000 plus to build on the festival effect (Performance will be in Summer 2011) 	<p>Youth Dance England East; NRE Culture theme group; dance agencies; University of Bedfordshire; PCTs (etc), Creative Programmer, Inspire Programmer</p>	<p>From April 2010</p>

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			<ul style="list-style-type: none"> • Planning underway for project report to be completed Spring 2011; evaluation completed following Performance in autumn 2011 • Following project, look at potential to develop a plan to rollout wider across region, linking to Youth Sport Trust and School Sport Partnerships 	SHA with PH&SCD EoE support	2010/2011
		<p>Staying Healthy at Work (SHAW) programme launched across NHS East of England. Measure A, 3</p>	<ul style="list-style-type: none"> • The SHAW programme will be launched in June 2010 • Physical activity will be one of the core criteria to be addressed with all businesses that take up the SHAW programme being benchmarked for a baseline • The SHAW programme guidance will incorporate raising awareness of 2012 related opportunities (e.g. mass participation events such as the Great East Swim and Chariots of Fire) in order to contribute towards a physical activity legacy 		
		<p>Continuation of national Healthy Town Programme pilot (in Thetford). Measure A, B, 1, 2, 3</p>	<p>Specific links to 2012 encouraged through:</p> <ul style="list-style-type: none"> • regional 2012 health and wellbeing theme group member sitting on programme board 		

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			<ul style="list-style-type: none"> • exploration with the Healthy Town board for a physical activity and/or healthy eating project within the programme that will apply for and achieve the Inspire Mark winter 2010/spring 2011 	NHS Norfolk/Active Norfolk with Breckland Council, Inspire Programmer	2010/ 2011
		Build a sustainable transport legacy for the 2 Olympic Games venues. Measure C, 3	<ul style="list-style-type: none"> • With tourism theme group, support development of plans for low carbon travel (specifically walking and cycling) provision around the two Olympic venues to ensure legacy committees linked to venues recognise the need for active travel in their plans • The 2 legacy committees include active travel in their development plans • East of England tourism via their website include walking and cycling options and routes in relation to the two venues 	Venue organising/legacy committees; Tourism theme group; Sustrans; Natural England; East of England tourism; with PH&SCD EoE and DfT support	From April 2010

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EDUCATION

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ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
<p>A. To use the London 2012 games to inspire our young people to be the best that they can be</p>	<ol style="list-style-type: none"> At least 90% of schools and colleges within the region to be signed up to the 'Get Set' National Domestic Education programme by 2012 Numbers of schools and colleges logging ideas/activity as story map content on the Get set website 	<p>Regular dissemination to county leads of education updates and registration statistics and Get Set network awards provided by LOCOG via Nations and Regions East Measure A 1 and 2</p>	<p>Statistic updates issued on a termly basis (or as issued by LOCOG) to county leads</p> <p>Get Set registration levels increased by a further 15%</p> <p>Get Set Schools awarded network status to increase by 100% (current level as of March 2010 = 13)</p>	<p>Nations and Regions East / County Area leads</p>	<p>During 2010/11</p>
	<ol style="list-style-type: none"> Number of additional county led initiatives linked to the 2012 Games specifically aimed at children and young people 	<p>Collation and sharing of best practice examples in relation to education and inspiration of young people (via NRE Communication programme) Measure A 1 and 2</p>	<p>Minimum of 4 case studies and general best practice information produced and disseminated for use by County Area Leads/Heads of Children's Services/Schools etc.</p>	<p>Nation and Regions East</p>	<p>During 2010/11</p>
		<p>Feedback into LOCOG county concerns / issues in relation to the Get Set programme to enable enhancement of product offer</p>	<p>Appropriate feedback provided to LOCOG and changes achieved where relevant</p>	<p>Nations and Regions East</p>	<p>During 2010/11</p>
		<p>Provision of advice and guidance to organisations to gain Inspire Mark branding for county led initiatives linked to education and inspiring young people Measure A 3</p>	<p>Doubling of education themed Inspire Marks from 5 – 10</p>	<p>Nations and Regions East – Inspire Programmer</p>	<p>During 2010/11</p>



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		Delivery of BT NRE Technology Challenge	Submissions made from schools in each Key stage category from each County Area resulting in 108 young people participating in Regional final Inspire Mark branded initiative Media coverage in participating counties achieved Regional TV coverage of Finals achieved	Nations and Regions East BT Local areas	Final July 2nd 2010
		Supporter to Reporter Initiative	Engage with regional project organisers to allow joint working agreement and participant (young people) access to NRE related events at a minimum the Annual Regional Summit	NRE	Throughout 2010

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VOLUNTEERING 07



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
A. To inspire more people to be more involved in their local communities as a result of the 2012 Games	1. A minimum of 100 graduates delivered through Personal Best programme 2. 1300 participants via Legacy Trust volunteering project for culture and sport	Completion and Release of Regional Volunteering strategy Measure A, 4	1 x Regional volunteering strategy launched and distributed	England Volunteering Development Council (EVDC) / NRE	By March 2011
	3. 2000 Games volunteers to come from the East of England 4. Increase in number of volunteers in the East of England region – up to 2% per annum	Delivery of Team East for Skills - Regional Legacy Trust Volunteering into Employability programme Measure A, 2	See Skills section for outputs	EEDA/COVER See also Sport theme action plan and culture theme action plan	Throughout 2010/2011
	5. Number of sporting volunteers (as measured through active people survey) 6. Numbers for formal volunteering (as measured through Place Survey)	Feed into LOCOG communications out to individuals that have expressed an interest in volunteering for the Games to direct them to local initiatives Measure A, 3, 4	At least 1 x LOCOG communication to individuals expressing interest in 2012 Games time volunteering from East of England supported by NRE	NRE with county area support	Throughout 2010
		Delivery of Personal Best projects in minimum 4 county areas with 100 graduates achieved Measure A 1	Minimum 125 starts delivered (funding confirmed in Essex/Herts/Suffolk) Funding for further 50 places in Norfolk secured Graduation Ceremonies delivered in participating county areas	County Area working groups / Local Authorities	Throughout 2010 completion December



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		Regional launch, promotion of and support for LOCOG volunteering recruitment programme for Games time volunteers	2000 volunteers from East of England selected to be Games volunteers Regional launch event / activity Messages incorporated into NRE Communications – newsletter, e-shots, website, press material	Nations and Regions East Volunteer Stakeholder organisations MLA	September – December 2010
		Influence the LOCOG volunteering strategy/policy to encourage the use of local volunteers at local venues Measure A, 3, 4	NRE engagement with LOCOG Volunteering team, Mayors office etc. Volunteers selected to operate at mountain biking and white water canoe course venues from local area (min 25-50%)	NRE Chairman NRE Project manager County Areas LVRPA	Throughout 2010
		Stakeholder consultation undertaken in relation to Host City Volunteer programme	Feedback submitted to LOCOG/GO-EAST	Government Olympic executive / NRE/ Host Boroughs	End May 2010
		Communication Programme about the 2012 opportunity rolled out to Volunteering Infrastructure organisations and Volunteering Involving Organisations	1 x Regional volunteering conference delivered 2 x Volunteering England events supported with NRE input County area events supported with NRE content/speakers Development of database of Volunteering Infrastructure organisations	EESCP/ NRE/ EVDC	June 2010 October and November 2010 Throughout 2010 April 2010

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		National Volunteering Initiatives supported in region through communication activity	25th Hour launch activity and promotion/campaign delivered in region VE / Youth Net – Inspiration and Legacy from the 2012 Games	NRE	Throughout 2010 Throughout 2010/2011

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SPORT

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ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
<p>A. Increase in sports participation to August 2012 (Sports contribution nationally of 1m adults doing more sport by 2012)</p> <p>B. Stimulate investment into the region's sporting infrastructure</p> <p>C. Increase cross sector working and regional recognition of the role of sport in meeting other agencies agendas</p> <p>D. Raise the profile of East of England as a region for sport</p>	<p>1. Successful delivery of two legacy venues in the region:</p> <p>2. WWCS : To ensure funding package to deliver venue is in place</p> <p>3. To provide a national standard facility that raises the profile of Sport in the East of England and is accessible to both community groups and elite athletes post 2012. To deliver a throughput of 72,000 visits per annum once the facility is fully operational and open to the community.</p> <p>4. 2) Mountain Biking Legacy indicator to be identified following further dialogue with key stakeholders.</p> <p>5. 30% of Legacy Trust regional programme to involve sport volunteering and commissioning of at least 2 major sporting events in the region</p>	<p>Participation: NGB roll out of whole sport plans in the East of England from 2009-2013 contributing to growth in participation, sustained participation in sport and pathways to excellence. (Measure will be active people survey and whole sport plan targets). Measure A, 8, 9,10</p> <p>Implementation of Playground to Podium in the region. Measure A and 7</p>	<p>Agreed delivery priorities and support through CSPs in the region with each of the 46 funded NGBs with subsequent implementation of their plans commenced</p> <p>Delivery of 1 talent identification day in each school sports partnership that feeds County Athlete Assessment Days - CAADs</p> <p>Completion of 2009/2010 CAADs delivery in each of the 6 counties – Bedfordshire, Essex, Hertfordshire, Cambridgeshire, Norfolk, Suffolk (1 per county) with each accommodating a minimum of 30 and maximum of 100 young people. (dryside sports – boccia, football, athletics, wheelchair basketball, table tennis, wet – swimming)</p> <p>Confirmation of targets and delivery for 2010/2011 academic year by September 2010</p>	<p>NGBs/CSPs/ Sport England</p> <p>CSPs/YST/EFDS /Sport England/NGBs</p>	<p>Throughout 2010/11</p> <p>Throughout 2010/11</p>

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
	<p>6. Engagement and retention of 66,987 young people aged 5-16 undertaking five hours of sport and physical activity per week between 2009-2011 (County by county targets set)</p> <p>7. Playground to Podium targets for yr 2 TBC</p> <p>8. A reduction in post 16 drop-off in at least five sports by 25% by 2012-13</p> <p>9. A quantifiable increase in satisfaction levels of those taking part in sport. <i>(national satisfaction survey being funded through Sport England)</i></p> <p>10. Improved talent development systems in at least 25 sports</p>	<p>Support the implementation of the regional Legacy Trust programme through joining up delivery and placement vehicles for the project Measures A, D and 5</p>	<p>To ensure that Legacy Trust part funded major sporting events engage in the Team East Volunteering projects and use volunteers from this programme on their events</p> <p>To promote more widely the use of graduates from the volunteering programme into community volunteering roles</p> <p>30% of year 2 throughput of the volunteering training programme engaged in sport related volunteering</p> <p>Opportunities from the 2012 volunteering programme communicated through to the community sport sector via Sport theme group</p>	<p>COVER/Sport Theme Group/County partners</p>	<p>Throughout 2010/11</p>
		<p>Developing engagement amongst young people in Sport across the region. Measure A, C</p>	<p>55 School Sports Partnerships (SSPs) in the East region working to achieve 3 hours of school led PE and sport for 80 per cent of 5 to 16 year olds within the SSP by the end of 2010/2011</p> <p>Continued roll out of the Young Ambassador programme through SSPs in the East region</p>	<p>SSPs, YST, CSPs, community sport partners</p>	<p>Throughout 2010/2011</p>

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
			<p>A celebration of National School Sport week in the East of England in June 2010</p> <p>Supporting the roll out of Adizone sites within the East region to include activity for young people</p>		
			<p>Delivery of Sport Unlimited programme (as part of 5 hour offer). Year 3 delivery plans confirmed for all 6 counties, county roll out of programme, monitoring against targets completed and reported</p>	<p>CSPs, SSPs and local community sport delivery partners. Sport England, YST</p>	<p>Throughout 2010/11</p>
		<p>Continued roll out of ESF East Links £1.3m investment in to Sporting skills in the region. Measure A</p>	<p>2010 delivery of 813 qualifications (April to Dec 2010) – 558 coaching qualifications, 15 coaching tutor qualifications, 64 community development qualifications, 64 operational qualifications, 64 health and fitness qualifications, 128 officiating qualifications.</p>	<p>ACER/SkillsActive /CSPs/College West Anglia, SEEVIC College, West Suffolk College, Bedford College, Cambridge Regional College, North Herts College/18 National Governing Bodies</p>	<p>Throughout 2010/11</p>

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Profile: Support the development for a legacy plan for the Mountain Biking Centre in Essex. Measure B, D and 4</p>	<p>Sport England/Regional 2012 Co-ordinator to meet with project manager in Essex to discuss progress and agree ways in which region can support development of legacy going forwards</p>	<p>Sport England/Essex</p>	<p>Progress meetings to be scheduled during 2010</p>
		<p>Support the development of the sports development legacy plan for Canoeing at the WWCC. Measures A, B, D and 2 and 3</p>	<p>Continue to work with and support LVRPA as the WWCC centre sports development plan evolves in 2010 Document sign off Autumn 2010 Facility handover to LVRPA Autumn 2010</p> <p>Confirmed initial operational programme for when facility opens Autumn 2010 Support LVRPA in any venue community launch plans</p>	<p>LVRPA/Sport England/BCU/Her ts RFW/Essex 2012 Legacy Plan</p>	<p>Throughout 2010/11</p>
		<p>To support two major sporting events in the East of England – Great Swim and Tour of Britain for 2010/2011 using contributions from the Legacy Trust project and to work with health partners to maximise the benefits of the proposed mass participation events. (see link back to volunteering – Team East for Skills project as well). Measure A, D and 5</p>	<p>To work with the Great East Swim steering group to build on success of year 1 of the event in year 2 and deliver 2,500 swimmers through the event (number of participants registered & participated). (event delivery 19th June 2010)</p> <p>To support partners engaging in the Tour of Britain Race (Norfolk, Essex and Suffolk) and Tour Series events (Peterborough) in the region</p>	<p>Sport England/Relevant County Council/Local Authority Partners/EEDA/N RE/Regional Legacy Trust partnership</p>	<p>Throughout 2010/11</p>

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
			<p>To support partners progressing applications for funding through Legacy Trust regional board. Funding successfully awarded, outputs/target levels to be agreed and secured</p> <p>To maximise sports development from the events in partnership with key stakeholders</p> <p>To scope out and explore possibility of other future major sporting events in the East of England and where possible to join up cycling projects/events to maximise impact</p> <p>To work with Regional 2012 co-ordinator and Health Partners to deliver a seminar on the economic impact and delivery of major sporting events in the East of England. (links to the festival effect)</p>		
		Engage with national sporting initiatives delivered by sponsors or national partners Measure A	Respond accordingly as opportunities that may emerge – ie Adidas GamePlan project, BT NRE Challenge	Sport Theme Group partners, NRE	Throughout 2011
		Inspire Mark Measures A and D	Work with sport theme group partners to encourage submission of sporting Inspire Mark projects in the region	Sport Theme Group partners, Inspire Programmer	Throughout 2011



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>PGTC – To further support county partners in marketing and promoting their offer to the international community to secure training camp sites in the East of England. Measure D</p>	<p>Progress updates issued to LOCOG as required</p> <p>Regional attendance at a minimum of 1 international event (assuming county area funding support achieved) in partnership with county stakeholders to promote the East of England offer. Support at least one regional visit from NOC/NPC representatives</p> <p>Engagement in LOCOG organised NOC/NPC networking events (at least 1)</p> <p>2 regional PGTC workshops during the year</p>	<p>Regional 2012 co-ordinator and County PGTC leads. UKTI</p>	<p>Throughout the year</p>
		<p>Cross sector working and regional recognition of role of sport in meeting other agencies agendas:</p> <p>Continue to promote the work of the 6 foundations in the region through business engagement opportunities. Measure C</p>	<p>Work with the NRE 2012 communications team/EEDA business lead to promote the foundations to at least one major business event in 2010/11</p> <p>Counties to continue local advocacy and promotion</p> <p>To develop 1 case study promoting the work of the foundations through the regional 2012 communications team</p>	<p>Regional 2012 Communications team/Sport Theme Group partners/Sport England/Sports Aid</p>	<p>Throughout 2010/11</p>

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Continue to support through the duty to co-operate LAA targets in local government – NI8 increasing adult participation in sport, NI57 Children and Young People engaging in 5 hours of PE/Sport per week and NI6 Volunteering, NI110 Positive Activities for young people Measure A</p>	<p>Counties continue to roll out delivery plans</p> <p>Dissemination of Active People Survey Data in December 2010</p> <p>Production and dissemination of county profiles using 2009 data</p> <p>Dissemination of LAA intelligence gathering report and supporting signposting</p> <p>Work with Culture First to deliver 6 training and information events to support LAA target outcomes</p>	<p>CSPs/Sport England/regional Cultural Agencies</p>	<p>Throughout 2010/11</p>
		<p>To engage with the Cultural theme group on Cultural Olympiad opportunities and effectively use the learning from the physical activity legacy research (Active Celebration Measure A, C</p>	<p>To promote sporting opportunities to sport theme group from cultural Olympiad programmes</p> <p>To ensure Sport engaged in activity on open weekend in July 2010</p> <p>To ensure that through working with NRE comms Sport uses the Live Site to promote key messages on participation. Utilise findings from “Active Celebration” (Health legacy research) to highlight specifically the demonstration effect and use it to support development of plans for the tour of Britain legs/tour series event and great east swim</p>	<p>Sport Theme Group members, Creative Programmer, BBC, NRE</p>	<p>Throughout 2010/11</p>

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		To support Regional 2012 Co-ordinator in engaging partners and ensuring sport is represented in the East of England stages of the relay	Share torch relay information with partners Encourage joined up approaches in feedback Venues/activity/individuals incorporated in the Torch Relay 2 Olympic venues in the region to form part of the Torch Relay	Sport Theme Group members	Throughout 2010/2011

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COMMUNICATION

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ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
<p>A. To increase public and stakeholder awareness of the London 2012 Games, the associated regional benefits and the opportunities to get involved</p>	<ol style="list-style-type: none"> 1. Increased levels of public awareness, knowledge and enthusiasm as measured by DCMS annual research 2. (Increased) levels of PR and media coverage generated locally, regionally or led by LOCOG 3. Maintain and continue to improve the value and overall satisfaction levels among stakeholders, for various communication tools and events 4. Positive feedback collation following NRE led events 5. (An increase in) website hits to the Rising to the Challenge East website 	<p>NRE Communication Programme delivery</p> <ul style="list-style-type: none"> - Establishment of programme by April 2010 - Roll out April - March Measure A <p>NRE Communication Lead post maintained –contract to May 2011 in place, employed by EET</p>	<p>1 x Regional online action plan Measure A</p> <p>A minimum of 6 bespoke communication plans for NRE theme groups Measure A</p>	<p>NRE</p>	<p>April 2010</p>
			<p>4 x VIP regional visits Measure 1,2</p>	<p>NRE core team working with NRE Exec and comms leads</p>	
			<p>4 x Regional Newsletters Measure 1,3</p>	<p>NRE</p>	
			<p>1 x Annual Regional Summit Measure 1,2,3,4, 5</p>	<p>NRE</p>	
			<p>1 x Launch of Open Weekend media call Measure 1,2,5</p>	<p>NRE</p>	
			<p>2 x Olympic Park tours including media visit Measure 2,3,4</p>	<p>NRE</p>	



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
			12 x E-shots (Measure 3) 12 x Executive briefs (Measure 3) Monthly update of the RTTC website Measure 5 Minimum of 20 case studies Measure 1,2,3,5	NRE	Monthly
			Increase Regional contact database by 10% Measure 5	NRE	Throughout 2010/11 period
			1 x 2010 Year book (5% distribution increase) Measure 2,3	NRE	Dec 2010
		Support LOCOG on communication rollout for key milestones and initiatives Cascade information to NRE Communication Group	Key milestones and initiatives to be promoted via NRE core communications i.e. website, newsletter and eshot Measure 1,2,3,5 NRE partners to promote all relevant milestones and initiatives Measure 1,2		



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		<p>Work with county area and theme leads to establish a programme of roadshows and events</p>	<p>1 x Inspire Roadshow – minimum of 4 locations Measure 1,2,3,5</p> <p>1 x regional event support programme (minimum of 4 events) (1,3,4)</p> <p>Presence of London 2012/regional branding at a minimum of 8 events Measure 1,3,4</p> <p>Representation of NRE at a minimum of 4 county area/regional events on behalf of LOCOG Measure 3,4,5</p>	<p>NRE with support from NRE Exec</p>	<p>2010/2011</p>
		<p>Maintain and improve relationship with BBC and key regional print titles</p>	<p>Minimum of 4 initial meetings with BBC in each county area to establish joint opportunities Measure 2,3</p> <p>6 x media sessions to introduce local projects Measure 1,2,3,5</p>	<p>NRE with support from NRE Exec</p>	<p>2010/2011</p>
		<p>Support theme leads to utilise the Live Site in Norwich</p>	<p>50 pieces of regionally generated PR/Media Coverage linked to key visits, events, projects etc. Measure 1,2</p> <p>Minimum of 4 pieces of themed content of the Live Site Measure 1,3</p>	<p>NRE/Theme Leads</p>	<p>2010/11</p>



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		Support regional Games venues' communication activity	Attendance at Games venues' communication group meetings Measure 3,5 Promotion of key milestones, progress and initiatives through core NRE communication tools Measure 2,3,5	NRE	2010/11
		Develop relationship with Official Games sponsors 2 x sponsor networking sessions delivered, output: increased number of NRE/sponsor projects developed	2 x sponsor networking sessions delivered Measure 3 A minimum of 2 NRE/sponsor collaboration projects developed Measure 1,2,3 A minimum of 4 regional Games articles included in sponsor communications i.e. newsletters/website Measure 1,3	NRE	2010/11
		Ensure stakeholder satisfaction levels for communication activity and events are maintained or improved	1 x stakeholder satisfaction survey to evaluate comms tools (maintain or improve 85% satisfaction level) Measure 3	NRE	Feb/ March 2011

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INSPIRE PROGRAMME

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ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
<p>A. Deliver and support an innovative and robust programme of Inspire projects across the East of England</p>	<p><i>To achieve 185 approved Inspire projects by September 2012.</i></p>	<p>Engagement and promotion of the Inspire Programme with different sectors and geographic areas</p>	<p>60 new Legacy (all themes but cultural) projects (from different sectors) awarded the Inspire mark</p> <p>Attendance at an NRE group meeting for each theme</p>	<p>NRE, NRE Theme leads</p>	<p>March 2011</p>
		<p>Developing partnerships and maintaining dialogue (interested project leads, approved projects)</p>	<p>One regional networking event</p> <p>A workshop programme (at least 4 workshops) to support/upskill project leads</p>	<p>NRE</p>	<p>October 2010</p> <p>March 2011</p>
		<p>Sourcing and nurturing potential projects</p>	<p>10 presentations about the Inspire Programme at local and regional meetings/conferences, embraces the different themes and geographic locations across the region</p> <p>Regular communication with potential project leads and County 2012 Officers</p> <p>Ongoing records</p>	<p>NRE, County 2012 Officers</p>	<p>March 2011</p> <p>Ongoing</p> <p>Ongoing</p>
		<p>Managing the application process and recommending projects to committee</p>	<p>Application to Committee process kept within 2-3 weeks (for 80% of projects), including submission of a Project Review to accompany each application</p> <p>Number of re-submissions kept to 10%</p>	<p>NRE, LOCOG</p>	<p>Ongoing</p> <p>March 2011</p>

ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		The after-care of approved projects	<p>Ensuring 50% of projects apply for LOCOG Communications support and/or regional push</p> <p>Delivery of 20 introductory/brand briefing sessions, advising on the use of branding and proving on-going support</p> <p>Maintain dialogue and representations, to attend local project launches/events when possible (at least 6).</p>	NRE, LOCOG	<p>March 2011</p> <p>March 2011</p>
B. Share and support London 2012 initiatives and information, including up-to-date policies and procedures		<p>Contribution to weekly Inspire team meetings (conference calls)</p> <p>Attendance at relevant LOCOG/GOE events/meetings and training</p> <p>Ensuring all projects, potential projects/regional interested parties are kept up-to-date</p>	<p>Attendance at 6 national Inspire Team meetings</p> <p>Attendance to at least 3 national Inspire Project launches</p> <p>Attendance and contribution to NRE Executive meetings, dialogue with colleagues and partners (including EET)</p> <p>Regular meetings and dialogue with the Creative Programmer</p> <p>Delivery of 4 workshops (as workshop programme mentioned above) 50% attendance at workshops on a local level</p> <p>70% positive feedback from evaluation of workshop programme</p>	NRE, LOCOG	<p>March 2011</p> <p>March 2011</p> <p>Ongoing</p> <p>March 2011</p>



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C. Deliver a clear demonstration of how the Games can inspire individuals, communities and groups		<p>Support projects with their evaluation process</p> <p>Support projects in their application with clear proposed objectives, with strong legacy objectives</p>	<p>At least one case study for each Inspire project</p> <p>To endeavour to ensure 100% of projects demonstrate clear exit-strategies and signpost further opportunities for participants and project initiatives</p>	NRE	<p>Ongoing</p> <p>March 2011</p>
		<p>Ensure effective communication about the Inspire Programme</p> <p>Increased media coverage for Inspire marked activity</p> <p>Deliver clear messages about the Inspire Programme to the media, team and region</p> <p>Engagement with London 2012 campaigns and social networking</p>	<p>Regular meetings and dialogue with the Senior Marketing Executive (2012 Games)</p> <p>Deliver a regional Inspire Programme Roadshow, showcasing successful projects in at least 4 areas.</p> <p>Compile a portfolio of at least 10 flagship case studies</p> <p>Contribution to monthly e-bulletins and relevant NRE publications</p> <p>Publish own and encourage participants/projects to write blogs for the London 2012 website and my2012.com</p>	<p>NRE</p> <p>NRE, County 2012 Officers</p> <p>NRE</p> <p>NRE</p>	<p>Ongoing</p> <p>tbc</p> <p>Ongoing</p> <p>Ongoing</p>

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OPERATION, EVALUATION AND MONITORING

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OPERATION, EVALUATION AND MONITORING 1/2



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
<p>To ensure the East of England secures a lasting legacy from the 2012 Games across the Strategic themes of:</p> <p>Sport Business Tourism Culture Skills and Employment Health and Wellbeing Volunteering Education</p>	<p>East of England recognised nationally as a leading region in responding to and securing legacy from the London 2012 Games</p>	<p>12 month action plans for FY 2010/2011 for each key theme completed and released</p> <p>Commence 2011/2012 action planning</p>	<p>Online action plan document</p>	<p>NRE working Theme leads</p>	<p>May 2010</p> <p>Nov 2010</p>
		<p>Release of Interim Impact Evaluation study and evaluation framework roll out</p>	<p>Evaluation framework and study</p>	<p>Nations and Regions East</p>	<p>June 2010</p>
		<p>LOCOG/Regional reporting</p>	<p>2 x 6 monthly reports</p>	<p>NRE project manager working with theme leads</p>	<p>July 2010 and January 2011</p>
		<p>Games Time Operational Planning</p>	<p>2 x Steering groups for each Olympic venue established 2 x Operational plans 1 x Regional Ops group established 1 x Calendar of events for 2012</p>	<p>Host Borough local authorities</p> <p>Gov Office East NRE</p>	<p>By 31st Mar 2010 July 2010</p> <p>31 Mar 2010 updated quarterly</p>

OPERATION, EVALUATION AND MONITORING 2/2



ASPIRATIONS Objectives	5 year OUTCOMES Measurement Indicator within 5 year Business Plan	INPUTS intervention/key task/milestones over next 12 months	OUTPUTS over next 12 months	Lead Agency/ partnership	Timeline
		NRE Core team and NRE Group operation	3 x FT core NRE team posts plus Chairman 2 days per month 4 x NRE Board meetings 6 x NRE Exec meetings NRE rep attendance at theme group and county area group meetings 4 x NRG member meetings attended (national) 6 x NRG Coordinators meeting attended (national) National Impact Evaluation Steering Group attended	NRE	June/Sep/ Nov/Mar May/July/ Sept/Nov/ Jan/Mar

HOW TO GET INVOLVED



Nations and Regions East (NRE), partners and stakeholders are delivering a whole host of initiatives to ensure that the East of England maximises the benefits from the London 2012 Olympic and Paralympic Games. Programmes are being put in place now to ensure residents and communities in the East of England can get involved in the lead up to the Games and beyond, through culture, sport, skills, employment, education and volunteering. And businesses are being encouraged to take advantage of the significant procurement opportunities.

Partners also aim to raise the profile of the East of England for tourists coming from all over the world. With an eye on building a powerful and positive legacy, any work actioned for the Games should continue to deliver benefits long after 2012. The groundwork has been primed and results are starting to show. It's now time to build momentum, using achievements to inspire and motivate others to get involved in delivering a lasting economic, social and sporting legacy for the East of England.

Since its inception in October 2005 Nations and Regions East has co-ordinated 2012 Games related strategic issues in the East of England. The partnership, chaired by Cllr Stephen Castle, brings together representatives from key regional organisations:

- East of England Development Agency (EEDA)
- Sport England
- Government Office East (GO-East)
- East of England Regional Assembly (EERA)
- East of England Tourism (EET)
- The Arts Council
- East of England Skills and Competitiveness Partnership (EESCP)
- East of England Business Group (EEBG)
- Department of Health (DoH)
- England Volunteering Development Council (EVDC)
- Each of the six County Area Working Groups including the relevant Unitary Authorities

To ensure maximum opportunity is gained from the 2012 Games, and partnership working is optimised, we have compiled a directory of key contact details for NRE Representatives and for key regional interventions.

For further information on the London 2012 Olympic Games and Paralympic Games as well as the Cultural Olympiad go to www.london2012.com.

For more information on any of the programmes or themes outlined in the strategy please contact the relevant theme lead or the NRE Project Manager who will be able to guide you.



NRE REPRESENTATIVES

Organisation	Name and Email	Role
NRE Team		
Nations and Regions East www.eeda.org.uk/nations-regions-east.asp	Katie Huane katiehuane@eeda.org.uk	Regional Project Manager for the London 2012 Olympic Games and Paralympic Games
Nations and Regions East www.eeda.org.uk/nations-regions-east.asp	Maria Kristensen mariakristensen@eeda.org.uk	Executive Nations and Regions East
Nations and Regions East www.eeda.org.uk/nations-regions-east.asp	Gemma Cooper gemma.cooper@eeda.org.uk	Senior Marketing Executive
Nations and Regions East www.eeda.org.uk/nations-regions-east.asp	Joseph Ballard josephballard@eeda.org.uk	Inspire Mark Programme
NRE Theme Leads		
Business (EEDA) See also www.competefor.com	David Coulson davidcoulson@eeda.org.uk	Senior Executive Olympic and Paralympic Business Support
Tourism (EEDA) www.eet.org.uk	Graham Long grahamlong@eeda.org.uk	Head of Culture, Tourism and Sport
Skills and Employment (East of England Skills and Competitiveness Partnership) www.eescp.org.uk	Tina Ellis tinaellis@eeda.org.uk	Director
Sport (Sport England) www.sportengland.org	Adam Rigarfsford adam.rigarfsford@sportengland.org	Relationship Manager – Local Government
Health and Wellbeing (East of England Health and Social Care Directorate) www.erpho.org.uk/topics/pa/pa.aspx	Dr Roz Coombs roz.coombs@dh.gsi.gov.uk	Regional Physical Activity Co-ordinator
Volunteering (England Volunteering Development Council)	Katie Huane katiehuane@eeda.org.uk See also www.teameast.com	Manager
Education (NRE) http://getset.london2012.com/en/home	Maria Kristensen mariakristensen@eeda.org.uk	Executive Nations and Regions East
Culture (Arts Council England East) www.london2012.com	liz.hughes@artscouncil.org.uk	Creative Programmer East of England London 2012
NRE County Area Working Groups		
Suffolk Rising to the Challenge www.suffolk.gov.uk/london2012	Adam Baker adam.baker@acs.suffolk.org.uk	Suffolk Manager for the London 2012 Games
Hertfordshire Ready for Winners www.hertsdirect.org/london2012	John Fuller john.fuller@hertscc.gov.uk	Hertfordshire Manager for the London 2012 Games
Norfolk Celebrating Talent www.norfolkcelebratingtalent.co.uk	Claire Gulliver claire.gulliver@norfolk.gov.uk	Norfolk Manager for the London 2012 Games
Essex Legacy www.essexlegacy.org	Jason Fergus jason.fergus@essex.gov.uk	Head of 2012 Legacy and Strategic Sport
BOOST (Bedfordshire and Luton) www.teambedsandluton.co.uk	Lloyd Conaway lloyd@teambedsandluton.co.uk	Director Team Beds and Luton
Gold (Cambridgeshire and Peterborough) www.LIVINGSPORT.co.uk	Simon Fairhall simon.fairhall@livingsport.co.uk	Chief Executive Living Sport



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For London 2012 news go to www.london2012.com