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October 2011

report



THE BIG OPPORTUNITY

Final Evaluation
Report



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This report was written in association with Zahno Rao Associates

1.0 INTRODUCTION

The Big Opportunity was originally established as a partnership by London Civic Forum (LCF), London Voluntary Sector Council (LVSC) and East London CVS Network in 2005 as the voice of the Voluntary and Community Sector (VCS) in London on all issues relating to the London 2012 Olympic and Paralympic Games and their legacy. This report covers the activities, outputs and outcomes of the final two years of The Big Opportunity project between October 2009 and September 2011 which was funded by continuation funding from The City Bridge Trust and managed by LCF. This report contains:

- Summary of the history and background to The Big Opportunity.
- An overview of the effectiveness of the project and its management arrangements from September 2006, with particular emphasis on the work completed since the current Big Opportunity Project Manager took up post on 28 April 2008.
- A record of the outputs and outcomes set against the seven main areas of work identified in the continuation funding agreement.
- Independent evaluation of the performance of the Big Opportunity. This was conducted by Zahno Rao Associates through interviews with stakeholders and partners between July and September 2011. Respondents were given the opportunity to remain anonymous and encouraged to critique the work of the last five years.
- Lessons learnt from the work of The Big Opportunity and how these might be applied to other projects.

1.1 Background – London Civic Forum and the Bid to Host the Olympic Games

LCF played a key role in early planning for community engagement in the London 2012 Olympic and Paralympic Games by providing input into the Local Knowledge Reports which formed part of the Bid Book and candidate files for London's campaign to host the Olympic Games. Securing community support was critical to the success of the bid to host the Games; not just because London 2012 needed to secure and maintain domestic political support but also because the International Olympic Committee (IOC) has a policy of conducting independent market research to measure levels of support in all candidate cities. Cities with low levels of support (such as Berlin in 2000) are unlikely to win the right to host the Games.

In June 2004 LCF hosted an event for faith organisations to discuss the Olympic bid and produced *“Perspectives on London’s Bid for the Olympics from Faith Communities”*. At the October 2004 LCF Members Conference, a workshop was held where participants expressed the case for taking ownership of the Olympic opportunities. Panel discussion guests included key London 2012 bid staff. In December 2004 LCF agreed to support the London 2012 bid and provide a voice for its membership. London Civic Forum produced, *“An Olympic Legacy for Londoners: an analysis of the legacy planning for the proposed London 2012 Olympic and Paralympic Games.”* LCF also hosted a seminar *“Perspectives on London’s Bid for the Olympics from Faith Communities”*. Between February and June 2005 London Civic Forum organised and hosted ten community consultation events on behalf of the London 2012 bid team with a diverse range of Londoners. This work was funded from the core LCF budget.

1.2 Establishing The Big Opportunity 2006-7

When London won the bid to host the Games in July 2005 LCF created the proposal to establish a single unified voice for the VCS in London in its dealings with London 2012 agencies. LCF hosted and managed the project (which was at that time called The London 2012 VCS Project) from its foundation. The Big Opportunity name, identity and logo was then created in early 2006 following a series of workshops which brought together community groups, VCS organisations and the LOCOG Community Relations Manager. This initial scoping work in 2005/6 was funded by a grant to LCF of £52,000 from the Capacity Builders programme administered by London Councils. Early activities centred on identifying what work needed to be done to form an effective link between the London VCS and London 2012 agencies. The following organisations then joined with LCF to form the core of a steering group¹ to represent the wider interests and expertise of the VCS in London:

- **London Voluntary Sector Council (LVSC)** – To give a strategic overview and represent second tier/umbrella organisations.
- **Greater London Volunteering (GLV)** – To provide an overview on volunteering since London 2012 would be the UK’s biggest volunteering initiative
- **East London CVS Network** – To provide a voice for the VCS in the geographical area closest to the Olympic Stadium.

¹ The full membership of the steering group in 2006 comprised of; Artsline, Aston-Mansfield, Black Neighbourhood Renewal and Regeneration Network, bassac, Greater London Volunteering, London Sports Forum for Disabled People, LORECA (London Refugee Economic Action) London Youth, Minet/Race on the Agenda, Praxis, The Scarman Trust and Women’s Resource Centre.

- **British Association of Settlements and Social Action Centres (bassac)** – To bring in their experience in community development in East London. bassac chaired the meetings for the first 18 months but were not a founding partner.

LCF then applied to The City Bridge Trust to fund the work of The Big Opportunity for three years from October 2006 - September 2009. The grant agreement was based on the following overarching objective:

“ To champion voluntary sector in the planning and delivery of the London 2012 Olympic and Paralympic Games and to build a relationship of trust with LOCOG’s Community Engagement Team” [Section 3.13 of the original grant application July 2006].

At the same time LVSC applied to the London Development Agency (LDA) for £100,000 funding to run a complementary pilot project called The Big Opportunity Direct. This service aimed to provide a phone and online information service to the London VCS on the opportunities presented by the Games and their legacy. The funding was eventually granted for the period April 2008- March 2009. LVSC then sub-contracted this work to Greater London Volunteering (GLV) who ran The Big Opportunity Direct until it closed in May 2009. This sub-contracting arrangement was based on the assumption that most enquiries from the VCS would be about volunteering, something which turned out not to be the case. Some of the responsibility for information dissemination was subsequently inherited in April 2009 by LCF despite the fact that no extra funding was available from the LDA to undertake this work between May 2009 – March 2010.

The Big Opportunity was an innovative and unique project. The VCS had never before attempted to come together to negotiate with and gain benefit from a project of the size and complexity of an Olympic Games: the world’s largest peacetime mobilisation of resources. The income generation target from sponsorship for London 2012 was £750m with investment coming from global brands whose annual turnover is larger than many nation states. The estimated cost of the Games is £4 billion and the cost of the regeneration of the Olympic Park and surrounding area is £20 billion over the next 40 years. The Games and their legacy will have a direct and significant effect on the lives of people living in the five host boroughs of Greenwich, Newham, Tower Hamlets, Waltham Forest and Hackney. It was important that the London VCS had an input. LCF was the only organisation to come forward at that time to take up the challenge of co-ordinating, with severely limited resources, the VCS response to the Games and their legacy.

1.3 Challenges and Resolution

In the first three years of its operation, the Big Opportunity encountered a series of challenges. These included:

- A lack of focus and changing objectives within the Steering Group, stemming largely from staff changes at London Civic Forum which led to a lack of consistent management and representation.
- A lack of clarity as to who “owned” and was responsible for The Big Opportunity: LCF or the wider steering group? There was a disagreement between The Steering Group about how to deal with significant issues and who could take decisions over various courses of action.
- Tensions between steering group members particularly concerning the proposed management and funding of the Big Opportunity Direct. In addition, to these internal issues, the constantly changing relationships and personnel within the Olympic Delivery Authority (ODA), Host Borough Unit and LOCOG caused difficulties for VCS organisations unaccustomed to such rapid, and at times unexpected, change.

In the spring of 2008 the Big Opportunity project was in jeopardy. However, LCF responded to the challenges and appointed a new Interim Director, and a more experienced The Big Opportunity Project Manager with private sector (including work on the Barcelona 1992 Olympics and the Millennium Dome) as well as voluntary sector experience, to run the day to day business of the project. The period 2008-2010 saw London Civic Forum get The Big Opportunity back on track by taking the following actions:

- Working with the LOCOG legal team who supported the application to trade mark The Big Opportunity logo.
- Establishing improved relations with LOCOG via monthly meetings with their Community Relations Manager.
- Expanding and re-focusing the Big Opportunity steering group. New members included: Shelter, London Youth, Royal College of Nursing (RCN), Age Concern, Interactive Disability Equality in Sport, Social Enterprise London, Toynbee Hall, Planning Aid for London, Citizens Advice, St John Ambulance and Skills Active.
- Helping LOCOG set up the Changing Places environmental improvement project and community grant fund which distributed small grants and provided expertise and volunteers for environmental projects in East London.

- Re-launching The Big Opportunity in June 2009 with a partly self financing conference and workshops at Sadler’s Wells. The conference included presentations from; Minister for the Olympics the Rt. Hon Tessa Jowell, LOCOG Board Member Dr Muhamed Bari, The Mayor of London’s Adviser on Sport Kate Hoey MP, GLA Head of Cultural Strategy Munira Mirza, NHS 2012 Programme Director Hilary Ross and the Chief Executive Office (CEO) of London Business Network, Mike Mulvey. In addition there were workshops on faith issues, competing for contracts, sporting legacy, sustainability and regeneration. The conference also featured a panel discussion chaired by BBC London Olympics correspondent Adrian Warner and the first showing of a short film made by young East Londoners who visited Barcelona to look at the legacy of the 1992 Olympic Games. The Big Opportunity had helped to facilitate this visit to Barcelona by using the Big Opportunity’s Project Manager’s knowledge of and contacts in the city.
- Developing a new more secure website with new content including research and commentary on previous host cities such as Barcelona, Atlanta, Sydney and Athens.

1.4 Continuation Funding - Re-Defining Objectives

When The City Bridge Trustees agreed in September 2009 to provide an additional two years’ continuation funding they did so based on a clear need for The Big Opportunity and the success of the project to date. They asked London Civic Forum to focus specifically on the following overarching objective:

“Ensuring that London’s most disadvantaged communities gain some benefit from London’s hosting of the 2012 Games, are not excluded from the opportunities it brings and have a voice in the legacy”.

This was aligned with the criteria laid out in page 4 of The City Bridge Trust programme guidelines headed *“Project of an Exceptional Strategic Nature”* and addressed the guidelines laid out in *“Working with Londoners Application for Grant”*.

1.5 2009-2011 Objectives and Work Areas

Seven areas of work were identified in the continuation funding agreement as the focus of future activity:

- Provide better information on London 2012 opportunities via events, web based technologies and content for The Big Opportunity Direct service funded by the LDA

- Support the "Changing Places" LOCOG environmental improvement project and leveraging in more funds for community projects and community sport via LOCOG sponsors and sources other than The City Bridge Trust.
- Continue The Big Opportunity's work with the partners including LVSC and CompeteFor to aim for a minimum of 20 not-for-profit organisations winning contracts by 2012 with total contract value of no less than £500,000.
- Work to secure involvement from London community arts organisations in the opening and closing ceremonies of the Olympic and Paralympic Games.
- Assist London Youth in the development of a Youth manifesto for 2012 working with their Olympic Youth ambassadors who were in turn closely with the Government Olympic Executive²
- Promote and to give the widest access to existing London 2012 jobs and training programmes and to lobby for more access to traditionally disadvantaged groups such as BAMER communities, disabled people and the unemployed.
- Continue to lobby with organisations such as Shelter for a higher level of high quality social housing and also affordable space for small and medium sized enterprises (SMEs), Social Enterprise and independent retail as part of the Legacy Master Plan Framework³.

In addition to the above, during the final grant period, The Big Opportunity worked in the following two areas in response to demand from VCS stakeholders and London 2012 agencies. This additional activity helped achieve the first two objectives in the continuation funding agreement.

- In April 2010, at the request of LOCOG and with the agreement of LCF, The Big Opportunity Project Manager took up a one day per week **secondment** with the LOCOG Community Relations Team. The Big Opportunity Project Manager was then given a london2012.com e-mail address and trusted to receive confidential LOCOG information before it went into the public domain. He established, chaired and co-ordinated the **London 2012 Voluntary and Community Sector Advocates Group**. This group brings together LOCOG with London VCS organisations but also mass membership UK wide voluntary organisations including: Ramblers, Age UK, UK Youth, Media Trust, Scouts, Guides, RCN and Voluntary Arts Network. Many of

² This relationship was set up by The Big Opportunity.

³-This was originally developed by The London Development Agency who then devolved the work to the Olympic Park Legacy Company.

these organisations had not previously been involved with formal VCS structures in London or LOCOG.⁴

- Scoping and feasibility work on the establishment of a **Legacy Fund for London** to finance community sports activity after the Games⁵. **The inspiration** for this partnership is the research work that The Big Opportunity completed on the LA84 Foundation which was set following the Los Angeles Olympic Games. The research and feasibility study to establish if London can develop a similar fund will be taken **forward by London Funders in 2011-2012.**

1.6 Project Delivery

In summary, The Big Opportunity aimed to deliver:

- A VCS voice in the delivery of the Games and a stronger working relationship with the LOCOG Community Relations team.
- Tangible benefits for disadvantaged communities from the Games and their legacy.

The approaches to achieving these overall objectives were:

- Building a strong steering group to represent the broad VCS interest.
- Building a strong relationship of trust with LOCOG on the basis of the Project Manager's one day per week secondment.
- Building the London 2012 VCS Advocates Group to a strength where it is taken seriously and valued by LOCOG as a means of delivering against their brand promise that London 2012 should be "Everyone's Games"⁶ and would be left as a legacy of The Big Opportunity.
- Ensuring that information about The Games was distributed widely through VCS channels and that key Voluntary and Community Sector Organisations (VCOs) were given access to relevant people in statutory agencies.

⁴ This work directly addresses the founding objective of- "*championing voluntary sector involvement in the planning and delivery of the London 2012 Olympic and Paralympic Games and to build a relationship of trust with LOCOG's Community Engagement Team-*

⁵ This work directly supports the stated objective of, -"*ensuring that London's most disadvantaged-communities gain some benefit from London's hosting of the 2012 Games, are not excluded from the opportunities it brings and have a voice in the legacy*"--

⁶ LOCOG's Director of Marketing spoke to and took questions from the group in September 2011 on plans for community celebration. The LOCOG Jobs team spoke to the group about the objectives on recruiting more local people and BAME Londoners into London 2012 jobs and how local VCS organisations could support this objective.

- Allowing for a flexible opportunity driven approach where the Project Manager has used his contacts to identify new opportunities linked to the overall objectives of the grant funding.

This report will now go on to review how the project was managed and governed (Section 2) and answer how the seven objectives (listed at 1.5) which formed part of the continuation funding agreement and the supplementary work have been achieved (Refer to Sections 3 and 4).

2.0 STRATEGY AND DIRECTION

LCF managed the Big Opportunity at all points of its life. The Project Manager reported directly to the Director of LCF. From 2008 onwards, the Steering Group (see 2.2) progressively moved to the role of giving strategic guidance and support.

2.1 Early Research and Strategic Work

One important piece of early research undertaken at the start of the programme in 2006 was the commission carried out by consultancy Rocket Science to look at how the VCS could engage with the London 2012 project and make an impact given our limited resources. It produced a piece of work which mapped VCS aspirations (based on the findings of workshops and interviews) and where the VCS could add value to each of the four main strategic objectives and most of the 44 sub-objectives of the “*Olympic & Paralympic Games Programme Objectives*” as agreed by HM Government, LOCOG, GLA and ODA in March 2006. This work was not followed up in the first instance because the Steering Group became focused on its own priorities. However, this approach of trying to align LOCOG and the ODA’s stated aspiration of a Games which would leave a real community legacy formed the basis of the Project Manager’s work in developing a short and long format manifesto (see 2.3).

2.2 The Steering Group

The original objective of the Big Opportunity steering group was to bring together a group of VCS umbrella bodies to create a single voice for the VCS in London in its dealings with London 2012. Full terms of reference were re-drafted in the spring of 2008 along with a skills audit and an introduction pack for new members. LCF provided the full secretariat function and was throughout the project the driving force and co-ordinating agent but did not put itself forward as the chair of The Big Opportunity Steering Group. The Big Opportunity founding partners from 2006 who formed the first steering group were: bassac, LCF, GLV, LVSC and East London and CVS Network. The Big Opportunity was also a subgroup of the ChangeUp⁷ partnership hosted by LVSC and overseen by the Government Office for London (GOL), although in practice there was little synergy with other members or subgroups of ChangeUp. ChangeUp contributed £2,000 p.a. to the running costs of the steering group. ChangeUp and GOL noted in 2009/10 that The Big Opportunity was one the best managed

⁷ ChangeUp aimed to build capacity of the Third Sector in the Greater London across a number of areas including;-IT, Social Enterprise and Premises.- The Olympics and Paralympics were seen as one area that the Third Sector could use to build capacity.--

and well attended ChangeUp groups and the only one that submitted regular minutes of meetings and reports. The work of the Steering Group was expanded in 2009-11 by:

- Extending membership of the Steering Group in December 2009 to include larger VCS organisations with specialist knowledge such as: Toynbee Hall, Shelter, Interactive – Disability Equality in Sport, London Youth, Age Concern, Planning Aid for London, London Federation of Sport and Recreation, London Re-cycling Network, Media Trust, SkillsActive, Social Enterprise London, St John Ambulance and RCN. The work of expanding the group was financed by a grant of £1,500 from ChangeUp to cover promotional materials, printing and room hire for the first workshop for new members.
- Recruiting Toynbee Hall CEO Graham Fisher to chair The Big Opportunity in April 2009. Toynbee Hall’s reputation enhanced the effectiveness and profile of the Big Opportunity. It was noted that Graham Fisher’s involvement helped The Big Opportunity to gain access to organisations such as The Host Borough Unit and secure influential speakers for events such as “Athletes Village 2013” .
- Creating a manifesto work plan to guide the work and priorities of The Big Opportunity (See 2.3).

2.3 The Big Opportunity Manifesto

Prior to 2009/10, the objectives of the Steering Group had been to form a body to represent the interests of the VCS in dealings with London 2012. The creation of a manifesto based on workshops attended by steering group members which was facilitated by LCF’s Interim Director helped hone the aims and objectives down to:

- Ensure that London’s communities are involved in robust plans for community participation in the London 2012 Olympic and Paralympic Games. The London 2012 VCS Advocates Group is the best example of how The Big Opportunity helped deliver this.
- Ensure that London’s communities are at the heart of planning for a sustainable legacy from the Games. The work that the Big Opportunity has done feeding into the Olympic Park Legacy Company’s Socio-Economic Policy is the best example of how we are working to deliver this second objective. Work that is being done after the Athletes Village 2013 event which took place in July 2011 is another example of how

through The Big Opportunity and London Civic Forum are giving a voice to the VCS in legacy planning⁸

- Ensure that London's communities are fully involved in plans for increased participation in sport and physical activity. The work carried out on establishing the feasibility of a Legacy Fund for London to support community sport which was begun by The Big Opportunity and that is now being taken forward by London Funders is an example of how the project has delivered against this manifesto objective.

None of this work would have been undertaken without The Big Opportunity and the support provided by LCF. The full length manifesto covered the Steering Group aspirations and work on Culture, Sport Health and Wellbeing, Built Environment Legacy, Economic Development and Volunteering. The development of the manifesto helped to:

- Guide the priorities of The Big Opportunity.
- Help formulate the Project Manager's work plan.
- Promote The Big Opportunity to potential partners.

In the final nine months of the Big Opportunity London Citizens became involved in the project's work on Legacy with the Olympic Deliver Authority (ODA) and Olympic Park Legacy Company (OPLC). This further enhanced the influence and effectiveness of The Big Opportunity because London Citizen's had previously had direct negotiations with both the ODA and LOCOG on issues such as the London Living Wage. See Appendix 1 and 2 for copies of the short and long format versions of The Big Opportunity manifesto.

2.4 Outputs and Outcomes of the Steering Group

- 21 meetings of the Steering group.
- Creation of a manifesto in a long and short format.
- Creation of a logo and brand identity.
- Creation of a Big Opportunity trademark "which could be used for VCS legacy work."

The Big Opportunity created a model for future management of projects which have a need to bring together the VCS in response to a major public project. Some of the lessons learnt and contacts made will be taken forward in the development of work around community engagement on the Olympic Park and any work around funding the community sports legacy.

3.0 DELIVERY AGAINST WORK PLAN

After LCF signed the continuation funding agreement with The City Bridge Trust in September 2009 a work plan was developed to address the seven objectives outlined in the bid for a further two years' funding. Progress against the seven agreed work areas is set out below.

3.1 Information about London 2012

As the first objective of the continuation funding agreement LCF committed to: *“provide better information on London 2012 opportunities via events, web-based technologies and content for The Big Opportunity Direct service funded by the LDA”*. This work was undertaken in response to the widespread request amongst the VCS to simplify and manage the mass of information emanating from London 2012 agencies and concentrate on where there were real opportunities for Voluntary Sector Organisations (VSOs).

Two other actions provided extra support to provide better information:

- In April 2010 Big Opportunity founding partner LVSC won an extra year's funding from the LDA part of which was aimed at improving the quality of information about London 2012 related opportunities to the VCS in London. LVSC commissioned LCF to provide this information, and The Big Opportunity worked with LVSC to create a strategy to ensure that the VCS in London learnt about London 2012 opportunities at the earliest opportunity.
- The Project Manager's secondment to LOCOG considerably aided the provision of timely information because he received e-mail notification of London 2012 initiatives before they were officially launched. These could then be sent out as soon as the date and time of the embargo had been reached.

A number of communication channels were chosen to provide information on London 2012 and the opportunities it presented to the VCS in London:

- Events
- Regular e-bulletins and ad hoc updates
- An e-mail enquiry service
- A dedicated The Big Opportunity website
- London 2012 related content for the LCF website and e-bulletins
- Briefings and Guides

Events

In the period 2009-11 The Big Opportunity continued its commitment to staging and/or project managing free events to provide information and help the voluntary and community sector understand the London 2012 project and comment on the legacy. Events gave VCS leaders the opportunity not only to listen to but also question key decision makers from London 2012. Events included:

Culture and the City – June 2010. Whitechapel Gallery. Seminar with speakers from the GLA, Arts and Business and the Heritage Lottery Fund which examined the Cultural Olympiad and the hopes for cultural legacy of the Games.

Legacy and Volunteering – September 2010. Toynbee Hall. Meeting of the London 2012 Forum (project managed on behalf LOCOG who paid all costs including interpreters for deaf delegates) for 70 VCS organisations with speakers from the OPLC and LOCOG. The meeting produced a report on their views on development of the Olympic Park which was submitted to the OPLC.

Cultural Olympiad and Security – November 2010. Holiday Inn, Bloomsbury. Meeting of the London 2012 Forum (project managed on behalf LOCOG who paid all the costs including interpreters for deaf delegates) for 45 VCS organisations with speakers from LOCOG, the Home Office and the Metropolitan Police.

Steering Group Meetings. Between January 2010 to July 2011 in addition to discussion on the progress of the project Steering Group meetings included presentations from; the Greater London Authority, ODA, LOCOG, Host Borough Unit, OPLC, Volunteering England and London Citizens. Members used the meetings to get updates on Olympic related issues and pass this on to their networks. Steering Group meetings had an important information dissemination function.

Athletes Village 2013 – July 2011. Toynbee Hall. Conference and workshops for 70 VCS organisations covering issues related to the housing legacy of the Olympic Village and the wider Olympic Park. The event was staged in partnership with London Citizens, Shelter, London Tenants' Federation and the London Sustainability Exchange. Speakers from the OPLC, ODA, BBC London, Triathlon Homes, Toynbee Hall and London Sustainability Exchange took part. The conference closed with five workshops.

The follow up from this event is covered in 3.7 of this report.

E-bulletins and e-mail updates

A bi-monthly e-bulletin written by The Big Opportunity Project Manager was sent out by LVSC to organisations and individuals on The Big Opportunity database. The e-bulletin focused on London 2012 related opportunities, jobs, training and funding for voluntary sector organisations. It was sent to over 600 organisations throughout 2010-11. The e-bulletins covered: cultural events, funding, diversity & inclusion, legacy, employment and skills, CompeteFor and ticketing. In addition information was also disseminated through the London Civic Forum, LVSC and The Big Opportunity websites and included in the LCF monthly e-bulletin which is received by 1,300 organisations and individuals.

Ad hoc e-mail updates written by The Big Opportunity Project Manager were also sent from LCF to individuals and organisations on The Big Opportunity database responding to opportunities as they arose. These included projects with short deadlines or London 2012 jobs and paid internships. Monthly e-mail Olympic news updates were sent to the members of the Steering Group and members of the London 2012 VCS Advocates Group by The Big Opportunity Project Manager to inform them of any opportunities their organisations might want to take up.

Enquiry Service

An e-mail enquiry service was provided for VCS organisations needing more detailed information and a more personalised approach than could be provided by websites or bulletins. Typical enquiries included advice on employment and training initiatives, guidance on promoting 2012 related events and initiatives without contravening LOCOG's strict brand protection rules and applying for the Inspire Mark.

Under the 2008-9 Big Opportunity Direct contract between LVSC and Greater London Volunteering funded by a grant from the LDA a phone line service for 2012 information was being provided. However, LCF maintained this service up to June 2011 because the number had been printed on earlier marketing materials provided under the original Big Opportunity Direct Programme. However, the low cost service was not well used with most enquiries coming through direct to LCF offices.

The Big Opportunity Website

The Big Opportunity also set up a new website at www.thebigopportunity.org.uk with content relevant to the VCS in London based on the requests of LVSC and LCF membership. The site contained sections on London 2012 News, Culture, Funding & Contracts, Jobs and Training, Legacy, Volunteering, Sport and Research & Policy. The final section drew together information on the community impact, or lack of it, at previous Olympic Games, in addition to research on the impact of London 2012. It should be noted that the move to a free of charge template platform courtesy of Weebly.com provided a much safer, better designed, cost effective and accessible service that the bespoke site designed by a web developer for the Big Opportunity Direct service in 2008-9⁹.

London 2012 related content for LCF's website and e-bulletins

Some of the content developed for the Big Opportunity e-bulletins was also repeated where appropriate in the LCF e-bulletin which is received by 1,300 organisations and individuals across Greater London each month. Relevant content was also placed on LCF's own website on a dedicated The Big Opportunity page.

Briefings and Guides

As part of London Civic Forum's commitment to "de-mystifying" the often complex network of organisations and agencies charged with delivering London 2012, The Big Opportunity produced and regularly updated the London 2012 Briefing and Jargon Buster.¹⁰ The Big Opportunity also assisted Black Regeneration and Renewal Network (BNRRN) in creating a guide aimed at BAMER organisations focussing on legacy and the work of the OPLC and helped Greenwich Action for Voluntary Service (GAVS) create their *London 2012 Impact Toolkit* for local community groups.

Outputs and Outcomes

The Big Opportunity ensured that the VCS in London received timely information on Games and legacy opportunities. Measurement of those outcomes before 2012 is difficult but

⁹ The previous website managed by GLV as part of the 2008 -2009 contract had become terminally corrupted by web viruses.-

¹⁰ --See <http://www.londoncivicforum.org.uk/wordpress/wp-content/uploads/2011/01/London-2012-Olympic-and-Paralympic-Games-Jargon-Buster.pdf>-

independent evaluation shows that many organisations receiving that information valued and acted on it. Below we describe those outputs and outcomes that were able to be measured.

The lessons learnt section of this report (Section 5.4) deals with the how the information dissemination might have been improved.

Events

- Feedback and evaluation demonstrated that events and conferences were well received and personal interaction valued. VCS groups feel the need to meet.
- In terms of attendance, positive feedback, seniority of speakers and follow up work the “Athletes Village 2013” event held at Toynbee Hall in July 2011 was particularly successful ¹¹.
- Over 450 organisations attended The Big Opportunity events between October 2009 – September 2011.

E-bulletins

- Six Big Opportunity e-bulletins were published and each was received by 600+ London VCS organisations between April 2010 and September 2011
- Information on Olympic opportunities in the LCF monthly newsletter was received by 1,300 individuals and organisations.
- Monthly e-mail Olympic news updates were received by 21 members of the steering group and 52 members of the London 2012 VCS Advocates Group. The e-mail alerts were of particular importance when, as often was the case with LOCOG, deadlines were very short such as for auditions for community groups for the opening and closing ceremonies and jobs fairs. The independent evaluation of the London 2012 VCS Advocates Group confirmed that this service was valued and opportunities were actually taken up.
- A separate evaluation conducted by LVSC on the delivery of The Big Opportunity Direct project (2010-11) indicated that both the e-bulletin and email response service provided by LCF were generally successful and valued by the VCS in London.

¹¹-A film of the event can be found at <http://www.winkball.com/walls/ZUdUMd2kSegg/athletes-village-2013>

Enquiry service

- In excess of 1,000 e-mail enquiries received and responded to between April 2010 and September 2011
- The LVSC evaluation found that the email inquiry service was valued by those that used it
- However, low cost phone enquiry service, was poorly used.

Website

- At its zenith, the website was receiving 80-90 visits from individual users per day. Approximately 2,500 unique visitors used the Big Opportunity website between April 2010 and September 2011.
- Users found the section which drew together research and commentary on the London Games and analysis of the legacy of previous Olympic Games particularly useful. No other organisation offered this kind of service. A paper written on the LA84 Foundation¹² by intern Dan Lee and Paul Bower and posted on this section was the catalyst for the first discussions on setting up a similar community sports legacy fund in London in 2013.

3.2 Changing Places and Funding Legacy

The second objective agreed as part of the continuation funding agreement was:

“Supporting the Changing Places LOCOG environmental improvement scheme and leveraging in more funds for community projects via LOCOG sponsors and other non-City Bridge sources” The promise of a lasting legacy was at the heart of the London 2012 bid and was also the main reason the VCS in London got behind the bid and engaged with the London 2012 project. The two legacy areas The Big Opportunity was closely involved in were local environmental improvements through the Changing Places project and the negotiations to set up an endowed fund to support community sport after the Games are over.

Changing Places

The Big Opportunity was a founding member of the Changing Places environmental improvement project based at LOCOG. This project encourages volunteers to transform their local area and offered grants of up to £1,000 for local environmental improvement

¹² http://www.thebigopportunity.org.uk/uploads/4/0/0/1/4001782/la84_legacy.pdf

projects.¹³The Big Opportunity Project Manager was a member of the management group and the grant panel from September 2008 – March 2011. The original plan was to restrict support to communities next to the Olympic Park. The Big Opportunity argued that that such a move would lay Changing Places open to allegations that London 2012 was only interested in cosmetic changes to make the areas look more attractive to visiting VIPs. The Big Opportunity successfully lobbied to extend the scope of the Changing Places community grants to the five host boroughs of; Newham, Tower Hamlets, Greenwich, Waltham Forest and Hackney.

Community Funding Sports Legacy

The discussions around setting up a Legacy Fund modelled on the LA 82 Foundation are now under way with support from Comic Relief, SportEd (founded and chaired by LOCOG Deputy Chair Sir Keith Mills), London Funders, The Football Foundation, Fund for London and City Bridge Trust. Funding for a feasibility study is being sought with an expected publication date of February 2012. This partnership would not have been established without the work of The Big Opportunity and the original research work carried out by The Big Opportunity Project Manager.

Outputs and Outcomes

Changing Places achieved positive results and made a small but noticeable difference to some of London's most deprived communities.

- £16,700 was distributed with an additional £19,000 in cash and in kind matched funding to 17 community environmental projects.
- Projects in; Greenwich, Waltham Forest, Tower Hamlets, Hackney and Newham were funded and supported with expertise as well a grants of up to £1,000. Principally they were granted to tenants associations and junior schools creating community gardens, clearing derelict land or setting up vegetable growing projects. The geographic area which benefited most was Charlton and Woolwich in the London Borough of Greenwich, many miles from the Olympic stadium.
- 2,731 people were involved in Changing Places environmental programmes designed to clear up derelict areas and bringing them back into public use. Much of this activity was focussed on canal sides in Tower Hamlets and Newham as well as The Greenway in Newham.

¹³<http://www.london2012.com/making-it-happen/sustainability/changing-places/>

- Although The Big Opportunity has not been successful in attracting funding from LOCOG sponsors for Changing Places, City firms such as Goldman Sachs have supported volunteering programmes and business mentoring programmes as part of Changing Places. GE has indicated that it is interested in supporting programmes to provide lighting for the Greenway in Newham post 2012. Parts of East London have open spaces which are improved and used by community groups and Changing Places could act as the basis for a post 2012 local environmental improvement project.
- It is far too early to predict outcomes from the actual Legacy Fund but if this succeeds The Big Opportunity and LCF will have played a key role in establishing a £50-100m endowed fund which could support community sport activity for many years after the Games have closed. The latest progress report is attached at Appendix 3

3.3 CompeteFor – Winning 2012 Contracts for the VCS

The third objective laid out in the continuation funding agreement was to: *“continue our work with the partners including LVSC and CompeteFor to aim for a minimum of 20 not for profit organisations winning contracts by 2012 with total contract value of no less than £500,000.”*

Not-for-profit organisations having access to the bidding for contracts and sub-contracts was a key demand of the VCS and the social enterprise movement during the bid phase. The Big Opportunity concentrated on aiding VCS organisations to register on CompeteFor, the online platform developed with funding from the LDA. This allowed a greater access to contract opportunities at the Games than had hitherto been the case. A condition of many winning major contracts for London 2012 was that they awarded a proportion of sub-contracts (usually 40-60%) through CompeteFor. Registration was therefore vital for any organisation wishing to win business. Registration gives VCS organisations access not only to London 2012 and other public sector contract opportunities but also sub-contracting opportunities with larger organisations who have won work. The Big Opportunity, in partnership with LVSC, ran six workshops in 2010-11 for VCS organisations helping them complete their registration for the CompeteFor website. As part of these workshops The Big Opportunity gave guidance to attendees on writing their Quality Statement and Marketing Profile. Each workshop contained a section on writing skills and support in describing and selling their services.

Outputs and Outcomes

- Advice and support to register with CompeteFor was offered to 70 organisations, 50 of whom received the support, leading to 19 new registrations. Of the remaining, 18 organisations were already registered but wanted support in enhancing their use of CompeteFor, which was provided. Two of the groups were ineligible and 21 received support.
- The work to secure £500,000 of contracts for at least 20 not-for-profit organisations remains ongoing. It is impossible to judge all outcomes before 2012 but the following VCS organisations and social enterprises are amongst those have already won contracts via CompeteFor:
 - Action Acton - to run an information, advice and guidance programme for unemployed residents to help them gain new skills in preparation for volunteering in the London 2012 Olympic and Paralympic Games, participating in work experience and accessing jobs
 - Leyton Orient Community Sports Programme - to use its venue as a staging point for tours of the Olympic Park for Open House weekend
 - Arc Theatre - to provide an engagement programme around safety on construction sites for pupils in the Stratford area
 - Catering2Order to provide catering services to the Olympic construction site
 - Point Blank, a music, media and arts college - two contracts, one with the Host Boroughs Unit and one with Westminster City Council, to provide courses for local young people

The London Business Network which developed and ran the CompeteFor platform valued the work of The Big Opportunity in providing a link with the VCS.

“The London Business Network greatly values the work of the London Civic Forum and The Big Opportunity in providing a genuine link between the third sector and commercial opportunities generated by London 2012 and other public and private sector buying organisations. They have been a key supporter of the CompeteFor portal and play an integral role helping not for profit organisations across the capital understand and benefit from tangible opportunities in the lead up to 2012 and beyond.” Mike Mulvey, Chief Executive, London Business Network, said,

3.4 Involvement of Voluntary Arts and Culture Sector in London 2012

The continuation funding objective in this area specified that the project would “*secure involvement from London community arts organisations in opening and closing ceremonies of the Olympic and Paralympic Games.*” The Big Opportunity has laid the ground work for achieving this objective and also developed relationships that have brought the voluntary arts sector and LOCOG together. The work on culture was driven by demand from the VCS to have the opportunity for local artists and performers to showcase their work and demonstrate the diversity of London on a global stage.

Much of the work on culture was carried out in partnership with the Voluntary Arts Network, a UK wide organisation that is an active member of the London 2012 VCS Advocates Group and a supporter of The Big Opportunity. Information on cultural opportunities related to 2012 has been shared across both organisations and there was cross distribution of information on both websites and newsletters. This was particularly important when the application process for community volunteers for the cast of the Olympic opening and closing ceremonies was announced.

The Project Manager received advanced warning of this initiative at very short notice and as a result he was able to distribute this information which was then cascaded through a number of community arts networks. The information on the recently announced auditions for 10,000 community performers has now been sent out to the Big Opportunity network principally through the London 2012 VCS Advocates Group. The Volunteers Casting Manager for all 2012 ceremonies gave a presentation and took questions at the September meeting of the group and invited members to promote participation in the auditions for performers in the Paralympic Opening and Closing Ceremonies. All of these groups will now receive early information on plans for involving performers aged 16-18 and auditions for the Paralympic opening and closing ceremonies which will be announced at the end of 2011.

As part of an increased focus on delivering tangible benefits in the area of culture in 2012 to disadvantaged communities The Big Opportunity worked with Greenwich Action for Voluntary Services (GAVS) to increase their involvement in community celebration and culture around the Games. As a result of The Big Opportunity GAVS was able to set up a meeting with Director of Ceremonies and Culture, Bill Morris, and GAVS membership is now involved in plans for cultural activities around the Woolwich Barracks the venue for Olympic shooting competition, and the “Live Site” screen in Woolwich town centre.

In addition to the work on ceremonies The Big Opportunity's Project Manager worked with the Create Festival¹⁴ and the Chair of global branding agency Wolff Olins, and some of their blue chip clients, to support community arts based work in 2012. The intention is to see how Create can use the platform of London 2012 to generate more work for creative artists and designers based in East London by linking them with Wolff Olins clients. Additional cultural work by The Big Opportunity has involved support for The Ramblers. The Big Opportunity has supported their "Walk to the Games" project by being an advocate within LOCOG. 100 walks before and after Olympic events are planned with art trails and possibly music. A further "Walk to the Torch Relay" project is proposed but this is dependent on securing funding from LOCOG.

Outputs and Outcomes

The final outcome of this work will only be understood post 2012, but, as the paragraphs above demonstrate, The Big Opportunity has established a bridge between the London 2012 Ceremonies team London-wide and East London voluntary arts and culture organisations who wish to take part in opening, closing and welcoming ceremonies.

3.5 London Youth

A key plank of The Big Opportunity from its inception was to ensure benefits for young people from the Games. The original commitment under this heading in the continuation funding was to: *"assist London Youth in the development of a Youth manifesto for 2012 working with their Olympic Youth Ambassadors who are in turn now closely with the Government Olympic Executive.*

However with the change in Government and personnel at the Government Olympic Executive, London Youth and The Big Opportunity decided to re-focus their efforts. The overall objective became, *"...to assist young people to gain benefit from the Games and Legacy."* The work here has been at a strategic and organisational rather than a grassroots level. The Big Opportunity worked closely with the CEO and senior management team of London Youth to ensure that whatever opportunities were available were promoted and publicised to their member organisations which work with 70,000 young people across London.

¹⁴ - For more information visit <http://createlondon.org/>

Outputs and Outcomes

The following opportunities were publicised:

- Job opportunities with LOCOG contractors during the Games all of which will be paid at least at London Living Wage
- Get Ahead paid internships for 15 young people annually at LOCOG
- Trailblazer volunteering opportunities at LOCOG
- Volunteering opportunities as part of the both as Gamesmaker and Young Gamesmaker programme.

At a strategic level the opinions and views of young people are represented via London Youth on:

- Plans for a Legacy Fund for London promoting participation on community sport. London Youth is the key partner in ensuring that any fund responds to the needs of young Londoners
- Plans for youth provision on the Olympic Park in legacy mode. London Youth is now participating with discussions with the OPLC as a direct result of intervention by The Big Opportunity. Previous youth consultation was purely geared around a youth panel, which was originally set up by the LDA, drawn solely from communities close to the Olympic Park.

3.6 Jobs and Training

The continuation fund objective in this area was to “*promote and to give the widest access to existing London 2012 jobs and training programmes and to lobby for more access to traditionally disadvantaged groups such as BAMER communities, disabled people and the unemployed*”. This work has proved possibly the most difficult to make an impact on even though The Big Opportunity worked with organisations such as Black Neighbourhood Renewal and Regeneration Network (BNRRN) and Operation Black Vote in getting timely information to the BAMER community.

The period between March – September 2011 saw an increased workload with the recently appointed LOCOG Jobs team which was dedicated to filling 100,000 temporary posts with contractors for security, stewarding, cleaning, catering and retail. Working with members of The Big Opportunity network, pathways to jobs have been distributed to organisations representing: Older Londoners (Age UK - LOCOG target is 10%) Disabled Londoners

(Hackney Social Care Forum – LOCOG target is 3-6%) people living in the Host Boroughs (East London CVS Network & Aston Mansfield -LOCOG target 15-20%).The Big Opportunity has also worked with London Youth to get opportunities to young Londoners. Supporting the promotion of job opportunities to people from BAMER communities was an objective of The Big Opportunity. However, this work has not been as successful as hoped for, primarily due to a lack of knowledge about frontline employment and training organisations representing BAMER Londoners. The Big Opportunity attempted to find such frontline organisations through infrastructure organisation representing BAMER groups, but involvement in The Big Opportunity was not a priority for them.

Furthermore, LOCOG chose statutory sector partners (such as Jobcentre Plus) rather than voluntary sector partners to help them deliver against their employment targets for older people, unemployed people and BAMER communities in the five host boroughs and BAMER communities, which restricted the VCS ability to influence outcomes. The principle channel used for getting information on jobs at the Games was through the London 2012 VCS Advocates Group. The LOCOG Jobs and Training Manager was a standing agenda item at the meeting of the group and information on jobs then formed part of their communications to members. BAMER Londoners may access employment opportunities at the Olympic Games but it will never be clear how much credit The Big Opportunity can claim.

Outputs and Outcomes

- The Big Opportunity gave regular updates to BNRRN and Operation Black Vote (OBV) on jobs and training opportunities and assisted BNRRN to develop their London 2012 Guide for BAMER communities.
- The Big Opportunity gave regular updates on job opportunities for older Londoners to AgeUK who was a member of the Steering Group and is a member the London 2012 VCS Advocates Group.

Any job outcomes will be only be visible after the Games is over.

3.7 Legacy and the Olympic Park

The objective in this area was to: *“continue to lobby with organisations such as Shelter for a higher level of high quality social housing and also affordable space for SMEs, social enterprise and independent retail as part of the Legacy plan.”* From the start of the process of working with the LDA in 2008-10 to the emergence of the OPLC The Big Opportunity has argued for:

- More family housing as opposed to the high number of one and two bed apartments which were proposed in the initial Legacy Master Plan Framework
- A higher level of social housing
- Space on the Olympic Park for social enterprises and small businesses

The original Legacy Master Plan Framework contained no provision for work units in the Olympic Park. Originally, the Olympic Park was envisaged as a place to live with very high density housing with a Westfield attached. The need to lobby OPLC to ensure that affordable work and retail space was raised at the July 2011 “Athletes Village 2013” event.

Outputs and Outcomes

It is difficult to assess what impact the Big Opportunity will have in the change from this model to one where there is much lower density housing, more family homes, more social housing, and a bigger emphasis on jobs and work places on the Olympic Park. It can be said, however, that The Big Opportunity has added its voice for these changes through the following activities:

- Input into VCS section of Five Host Borough Unit Single Regeneration Framework and the organising principle of Convergence which now informs The London Plan
- The Big Opportunity response to consultation on the setting up of a Mayoral Development Corporation which made the case for affordable work units and retail outlets.
- Work on a 25 point submission on the legacy of the Olympic Park supported by Shelter, London Tenants Federation, LSX, London Citizens which will be submitted to form part of the OPLC socio-economic policy
- Discussion with BBC Radio London about a potential launch and debate on the contents of this submission document
- Shelter will continue its work on raising the number of social housing for rent across the Olympic Park

One of the most important achievements of The Big Opportunity has been that OPLC wants to establish informal expert groups involving VCS organisations who have been involved in the London 2012 VCS Advocates Group and the Big Opportunity Steering Groups. These groups would take a strategic look at issues such as :

- Building, managing and sharing community facilities
- Community asset transfer

- The Olympic Park as a visitor destination
- Community celebrations
- Active lifestyles
- Interim uses for the Olympic Park whilst it is in transformation mode from 2013
- Young people and the Olympic Park

Working groups will consist of “round tables” with about 12 members, last half a day, and would address a single issue from the list above. One of the first discussions will centre on building community facilities within the Olympic Park and how these might be shared, particularly between youth organisations.

4.0 WORK WITH LOCOG

LOCOG invited the Big Opportunity Project Manager to join its staff on a one day per week secondment/placement in March 2010. London Civic Forum signed a contract with LOCOG and the secondment arrangement continued until the end of The Big Opportunity on 30 September 2011. The principle activities of the secondment was to support the work of the London 2012 Forum and establish and manage the London 2012 VCS Advocates Group.

London 2012 Forums

The Big Opportunity ran two meetings on behalf of LOCOG of the London 2012 Forum, the aim of which was to disseminate information about London 2012 to a wide range of public and voluntary organisations. The first meeting, in September 2010, was attended by 70 organisations covered volunteering and the Olympic Park in legacy mode post 2013. The forum commented and made recommendations on OPLC plans and the findings were produced as a report and submitted to the OPLC to be considered as part of their Community Engagement Strategy. The second meeting, in November 2010, was attended by 45 organisations and covered the Cultural Olympiad, access issues for deaf people and issues around increased levels of security.

London 2012 VCS Advocates Group

As part of the secondment The Big Opportunity Project Manager was asked to establish, manage and chair a group comprising decision makers from national voluntary sector membership organisations and East End voluntary sector networks. The Ramblers, Girlguiding UK, the Scout Association, Rotary UK, YMCA, Voluntary Arts Network, and Greenwich Action for Voluntary Service were active members of the group . The group had two principle objectives:

- to disseminate up-to-date information on opportunities to mass membership organisations
- to discuss LOCOG initiatives with LOCOG management to help them shape their plans before they were launched to ensure that these programmes took the views of the VCS at a local and national level into consideration.

As a staff member of LOCOG, the Big Opportunity Project Manager was able to get early notice of opportunities for distribution to their networks and members. LOCOG initiatives and topics covered at meetings and in communications included: Diversity and Inclusion,

London 2012 education Get Set programme, Jobs and Training, Cultural Olympiad, Community Celebration, Paralympics, Ticketing, Ceremonies and the Inspire Mark.

Outputs and Outcomes

- The principle output (whose outcome could be the nationwide community celebrations across the whole of the UK) is the Group's input into the programme plans for community celebrations to take place in the summer of 2012 linked to the London 2012 Games. These will be announced in the Autumn of 2011. The opinions of the group shaped the programme. The larger membership organisations were involved in a workshop and focus groups right up to final sign-off of LOCOG plans. This will be an Olympic first and it is expected that this experience will then be passed on to Rio de Janeiro 2016 and form part of a global legacy.
 - In addition, mass membership VCS organisations valued the information they received both at the meetings and through e-mail alerts.
-

5.0 FEEDBACK, RECOMMENDATIONS AND LESSONS LEARNT

An independent evaluator interviewed eight members of the Big Opportunity Steering Group and seven members of the London 2012 Advocates Group to ascertain their views on how effective the project had been in the following three areas:

- Developing a voice for the voluntary and community sector (VCS) in shaping policy around the London 2012 Olympic and Paralympic Games
- Disseminating timely and relevant information
- Exploring the opportunities arising from the lead-up, the delivery and the legacy of the London 2012 Olympic and Paralympic Games.

5.1 Developing the VCS Voice With London 2012 Agencies

Members of the London 2012 VCS Advocates Group found the quarterly meetings extremely useful because they were able to make **direct links to the delivery agencies they may not have otherwise made**. The Big Opportunity was able to keep members in touch with what the Olympic agencies were doing and enabled some access to appropriate agencies. They then felt they were able to follow things up directly with the contacts they had made. They felt that the Big Opportunity Project Manager's one-day-a-week secondment to LOCOG was extremely useful as this meant they had a direct line of contact to LOCOG. Greenwich Action for Voluntary Service gave the example of the fact that the Big Opportunity Programme had opened doors directly with key personnel: *"We had a meeting with Bill Morris, Head of Ceremonies, about how Greenwich community arts organisations could get involved."*

The Big Opportunity gave the opportunity for Skills Active to meet with OPLC specifically about the legacy plan for the Olympic Park. This enabled Skills Active to talk about its aims to get local people more physically active, or to get them trained to enable them to have a better chance to work within the venues.

5.2 Information Dissemination

Members appreciated that the Big Opportunity Project Manager would work with them on a **one-to-one basis** with them. *"He is an absolute champion of our organisation and pointed out to the London 2012 agencies the benefit of using an organisation like ours which is trusted by parents. He has helped us get our foot through the door."* (Girlguiding UK)

The information gained at the meetings, and through emails, was extremely useful, particularly for members of the London 2012 Advocates Groups whose members used it to

produce guidance for their own member organisations. Information about the Inspire Mark, Live Sites and the Torch Relay were felt to be particularly useful. Although many members would have received this information eventually, they received it earlier because of their membership of the group. They also received help from the Big Opportunity programme to take things forward.

“It was helpful in getting us our Inspire Mark as we were given hints and tips.” was one comment

Members of the London 2012 VCS Advocates Group felt that some information, such as the recent e-flier about how artists and performers could audition for a part in the Opening and Closing Ceremonies, had such a short timescale to apply that they would have lost this opportunity had it not been circulated through the Advocates Group.

“ We are pleased to be part of the Advocates Group, and are very pleased with the leadership [by the Big Opportunity Project Manager] of this group.”

The information and guidance from the Big Opportunity acted as a catalyst for staging of events and initiatives:

- Greenwich Action for Voluntary Services found the Group particularly useful as it organised its own quarterly London 2012 meetings for voluntary groups in Greenwich, and was able to disseminate information on how they might get involved in the run-up to the Olympics.
- Rotary UK has organised several events around the Olympics, including encouraging local Rotary clubs to greet the Olympic Torch in London, which means getting in touch with the boroughs to work with them on their Torch events. They are also organising national events: for example, the “Youth Speaks” Competition where schools compete in a national public speaking competition will have an Olympic theme in 2012. They are also hoping to organise a Paralympic Picnic in the Olympic park for disabled children.
- The Ramblers have devised walking routes with a link to the 2012 Olympic and Paralympic Games, for example a walk from White City to Stratford, and another through Greenwich Park.
- The Scouts are devising resources for a Young People’s programme that Scout Leaders can use with their groups to plan for activities connected to the Olympics, such as getting young people to plan and travel a distance equal to the torch relay route.

5.3 Exploring London 2012 Related Opportunities

The Big Opportunity programme has provided a **link between the VCS and commercial opportunities** generated by the 2012 London Games.

Members of both the Steering Group and the London 2012 VCS Advocates Group believed that the advocacy work done through the Big Opportunity had been an important achievement, and that it had also brought to the sector useful and practical information about how groups could get involved. Both the Big Opportunity Steering Group and London 2012 VCS Advocates Group provided an **opportunity for networking** that was thought to be particularly beneficial.

Girlguiding UK gave the example of making a link to the volunteer manager at a London University who wanted to tell their Students Union about the opportunities for volunteering with the Guides. The national membership organisations such as the Scouts, the Guides, the Rotarians and the Ramblers all said how useful it was to meet each other and that it gave them ideas to follow up, such as the type of events that they might organise and how they might organise them in Greater London.

GirlGuiding UK commented, "It was good to network with other membership organisations. The Big Opportunity Programme has been very helpful in bringing us together and acting as a bridge. Our understanding of the different ways some of the membership organisations work has been really useful."

The Heritage Alliance said: "it was good to connect with the volunteering agencies included in the forum and to link in our network to make the most of the opportunities afforded to the heritage sector by the London 2012 Games. the connection made with young people's organisations has been particularly useful in terms of shaping our own outreach programmes to attract younger audiences to the heritage sector."

The Big Opportunity meetings acted as a **useful springboard** for current work that the organisation was doing. For example, the Royal College of Nursing believes that being a member of the Steering Group has enabled it to think more clearly about the potential of the run up to the Games and its legacy to benefit the health and well being of healthcare workers and the public. The RCN is now looking to engage its members and make them enthusiastic about using the Games to get people more active and to live a healthier lifestyle.

Through The Big Opportunity Steering Group, members were able to **get involved in other initiatives**: for example, the participation of some members of the steering group on the London Funders' Legacy Fund Steering Group will enable them to influence policy around the setting up of an endowed fund to support community sport legacy after the Games has finished. London Citizens were particularly supportive of the work of the Big Opportunity.

“ London Citizens has found The Big Opportunity invaluable in our work arguing for the establishment of a community land trust and permanently affordable housing as part of the legacy of the Olympic Games. The “Athletes Village 2013” event in July 2011 was well organised, well attended and had an influential speaker platform. More importantly the event has provided the basis for future partnership working on housing legacy going forward into 2012-13. As a direct result of The Big Opportunity London Citizens is now working more closely with organisations such as Shelter and London Tenants Federation. We valued the work of The Big Opportunity and are delighted that we were able to contribute to the work on ensuring a legacy for local communities. It is a shame that The Big Opportunity is closing due to lack of funding. However, the work the project championed on ensuring that London’s most disadvantaged communities get some benefit from the Games will continue.” David Smith. London Citizens.

5.4 Lessons Learnt

In addition to these achievements there were a number of lessons to be learnt, both strategically and operationally.

Strategic Lessons

Steering Group and London 2012 VCS Advocates Group

- **Networking:** There was clearly enthusiasm for the continuation of the kind of networking between voluntary organisations carried out by The Big Opportunity. Independent evaluation and feedback showed that most organisations on the Steering Group, and particularly those on the London 2012 VCS Advocates Group, benefitted from the networking opportunities with other organisations. The lesson to be learnt here is that there is benefit in bringing mass membership organisations together around a practical project where they can share ideas.
- **Objectives:** The scope of The Big Opportunity appeared too wide to the members of the Steering Group. Feedback suggested that projects on this scale and ambition might best concentrate on a few limited objectives which align with the grant funding

objectives, and which have achievable and defined outcomes. However, flexibility has to be built in so that the project can respond to opportunities and challenges.

- **Role:** Members of the Steering Group said that they were unclear of their role. This relates to the need to have focused objectives with practical outcomes mentioned above. Some members also thought a more effective role for the Steering Group could have been about establishing a media voice through campaigning around legacy, rather than spending time and resources feeding into partnership working and policy influencing.
- **Membership:** Steering Group members often had different reasons for attending meetings. Clearer requirements of what was expected in return for membership could have made the Group more effective. A higher profile Chair (which did occur later in the project) could have helped to increase the credibility of the group

Partnership with Agencies

- It was difficult to influence the London 2012 agencies who were focused on the delivery of the Games, and in the earlier stages less focused on social legacy. There appeared to be a gap in terms of practical mechanisms to get the Steering Group involved in the London 2012 Games, and this might have been because the agencies did not understand both the complexity of the VCS and how to use some of the organisations. It may also have been a lack of real commitment and prioritisation by the statutory partners to involve the VCS. The main lesson to be learned from this is that the VCS should have been involved at an earlier stage to give them the opportunity to be part of the planning. However, the constantly changing structures, personnel and governance of the legacy process has made meaningful work very difficult: The Big Opportunity invested time discussing ideas with the LDA and its consultants only for the consultants to lose their contract and the LDA to be abolished. The Big Opportunity also spent time working on the VCS input into the Single Regeneration Framework and the Convergence Strategy with the Host Borough Unit only to see it reduced in size and importance.
- The Big Opportunity was not always seen as a reliable delivery agent and credible partner because it went through a difficult period in its early stages. External organisations will find it difficult to engage with a group that seems divided and therefore cannot offer a cohesive voice. London Citizens, as a single organisation with a mass membership has been able to offer a singular clear voice and the organisation has met regularly with LOCOG the OPLC at a senior management level.

Funding

- When funding for The Big Opportunity was first sought, it became clear that the only funder willing to invest in such an innovative strategic project was The City Bridge Trust. Funding would only be available for a five year period ending in September 2011. Many funders are also unwilling to pick up projects when funding from another source has ended. Working with the Project Manager, the Steering Group might have foreseen this issue well in advance and set up a task group to find funding for the period from October 2011 to September 2012. The independent evaluation found that there is clearly disappointment amongst stakeholders that The Big Opportunity is closing.

Operational Lessons

- **Online presence:** At the start of the project not enough consideration was given to what kind of web presence was needed to help deliver its aims and objectives and fulfil its communications strategy. As a result a small web developer was contracted who provided an erratic and insecure service. This impacted on the project in its early days. Due to the lack of resources and the need for a quick solution, the Big Opportunity Project Manager transferred the website to a free Weebly platform. This which was not a perfect solution but did at least fix the pressing problem of security. However, the lesson to be learned is a solution based on the needs and resources of the campaign needs to be developed before procuring web developers. It is also worth investigating tried and tested solutions for establishing websites, such as Wordpress, a free-standing website, or hosting content on one of the partners' websites.
- **E-mail response service:** In future this might be linked to an askus@ function on the website which would allow greater continuity when staff leave, and the option of several people being able to access and respond to enquiries.
Phone line: The flow cost helpline was not well used, probably because online communication has taken over from the telephone amongst many voluntary organisations. Free helplines are an invaluable tool in some grassroots campaigns (**such as welfare rights**) but are not necessarily needed in strategic campaigns such as The Big Opportunity.

5.5 Recommendations

Working on a similar programmes and projects the VCS should bear in mind that it should:

- be involved at an early stage with the agencies concerned if it is to influence policy.
- Identify creative routes to establishing and developing credible key contacts within the statutory agencies you want to influence.
- consider investing time and resources in greater promotion and media work.
- have a clear focus on a few objectives with achievable aims and practical actions that are able to be implemented.
- organise issue based meetings and/or where interested and influential VCS groups can get together to discuss and plan how to get influence a particular issue.
- organise 'round tables' on topical issues where the VCS and influential stakeholders discuss policy and implementation.
- concentrate on making the business as well as the social case of involvement of the VCS.
- Work to secure commitment for future funding at an earlier stage.

5.6 The Future

The Big Opportunity Programme closed on 30 September 2011 but many of the members consulted, in particular the London 2012 VCS Advocates Group, felt that there was still scope for the VCS to be involved in the run-up to the London 2012 Games, in their-delivery, and in their legacy. There needs to be a mechanism for this to happen. Suggestions for continued work were for:

- the national membership organisations to continue to meet together to provide an opportunity for the London 2012 agencies to use them forthcoming events, for example when they stress test the venues
 - national and local agencies to get together with the OPLC to discuss a particular issue in depth, in particular on legacy issues e.g. the housing legacy, and community asset development. This work is scheduled to start in late 2011.
 - the establishment of a community development project to enable the residents associations in East London to get together to develop a bridge between existing communities on the borders of the Olympic Park and new communities.
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6.0 APPENDICES

Appendix 1 The Big Opportunity promotional leaflet and short format manifesto

Appendix 2 The Big Opportunity Manifesto

Appendix 3 Legacy Fund for London Scoping Paper

Our aims

- Ensure that London's communities are involved in robust plans for community participation in the London 2012 Olympic and Paralympic Games.
- Ensure that London's communities are at the heart of planning for a sustainable legacy from the Games.
- Ensure that London's communities are fully involved in plans for increased participation in sport and physical activity.

'Today we present London's vision of inspiration and legacy... London 2012 will inspire young people to choose sport **wherever they live, whatever they do, whatever they believe**... Sport is at the heart of the celebration but sustainability has to underpin everything we do... thanks to London's mix of 200 nations they also represent the youth of the world.'

Sebastian Coe, Singapore, 6 July 2005



Community Gains from the Games

London 2022: our aspiration

Our aspiration is that London's communities will look back with a real sense of ownership and pride in the Games and what came after. They should feel that the Games were something we all helped shape rather than something that happened to us.

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The Big Opportunity is funded by The City Bridge Trust and managed by London Civic Forum.

Who we are

The Big Opportunity is the voice of the London voluntary and community sector on all issues relating to the London 2012 Olympic and Paralympic Games and their legacy. Our steering group includes 21 of London's leading voluntary and community sector organisations. The wider Big Opportunity network represents 1.5 million Londoners through more than 800 organisations in every London borough.

We bring together the public, private and voluntary sector to ensure that the Games are inclusive, inspirational and leave a lasting legacy. We do this by working with and lobbying national, regional and local government as well as the London 2012 agencies.

The steering group

Aston Mansfield
Age Concern London
Black Neighbourhood Regeneration and Renewal Network
Citizens Advice Service
East London CVS Network
East London Small Business Centre

What we do

Information

We support organisations by sharing best practice, brokering partnerships and ensuring that they have the right information. We do this by:

- a free phone line at 0844 856 3420
- www.thebigopportunity.org.uk
- Big Opportunity e-bulletins and e-mail updates
- free or subsidised public events
- The Big Opportunity Programme Manager's partnership work with voluntary and community sector organisations across London.

Advocacy

We act as an advocate for the wider voluntary and community sector with London 2012 agencies, the GLA, NHS and London's 33 local authorities.

Legacy

We work with the five host boroughs and the Olympic Park Legacy Company to ensure that voluntary and community sector organisations are at the heart of delivering a sustainable legacy.

Greater London Volunteering
Interactive – Disability Equality in Sport
London Civic Forum
London Community Resource Network
London Federation of Sport and Recreation
London Voluntary Service Council

What we believe

The Big Opportunity is passionate about making the Games and their legacy a success for all Londoners. We believe that all agencies must deliver on the promise made by Lord Coe to the International Olympic Committee that the London Games would leave a lasting social and physical legacy. To be successful, we believe that the Games must not only be inspirational but also inclusive and sustainable. Anything less and we will not have succeeded.

The Big Opportunity believes that we can only achieve these shared objectives if all of London's communities are fully engaged in the delivery of the Olympic and Paralympic Games and the planning for a lasting legacy.

London Youth
Media Trust
Planning Aid for London
Royal College of Nursing – London Shelter
St John Ambulance
SkillsActive
Social Enterprise London
Toynbee Hall



Community gains from the Games

F Today we present London's vision of inspiration and legacy... London 2012 will inspire young people to choose sport **wherever they live, whatever they do, whatever they believe...** Sport is at the heart of the celebration but sustainability has to underpin everything we do... thanks to London's mix of 200 nations they also represent the youth of the world. **J**
Sebastian Coe, Singapore, 6 July 2005



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and made possible by funding from The City Bridge Trust.

Who we are

The Big Opportunity is the voice of the London voluntary and community sector on all issues relating to the London 2012 Olympic and Paralympic Games and their legacy. Our steering group includes 21 of London's leading voluntary and community sector organisations. The wider Big Opportunity network represents 1.5 million Londoners through more than 800 organisations in every London borough.

We bring together the public, private and voluntary sector to ensure that the Games are inclusive, inspirational and leave a lasting legacy. We do this by working with and lobbying national, regional and local government as well as the London 2012 agencies. Our focus is on Greater London but we also share information with the voluntary and community sector across the UK and learn from the experience of previous host cities.

Our aims

- Ensure that London's communities are involved in robust plans for community participation in the London 2012 Olympic and Paralympic Games.
- Ensure that London's communities are at the heart of planning for a sustainable legacy from the Games.
- Ensure that London's communities are fully involved in plans for increased participation in sport and physical activity.

What we believe

The Big Opportunity is passionate about making the Games and their legacy a success for all Londoners. We believe that all agencies must deliver on the promise made by Lord Coe to the International Olympic Committee that the London 2012 Games would leave a lasting social and physical legacy. To be successful, we believe that the Games must not only be inspirational but also inclusive and sustainable. Anything less and we will not have succeeded.

The Big Opportunity believes that we can only achieve these shared objectives if all of London's communities are fully engaged in the delivery of the Olympic and Paralympic Games and the planning for a lasting legacy.

The London 2012 Olympic and Paralympic Games are just the beginning. We recognise that the Games will be the catalyst for London's most dynamic social, physical and economic regeneration in decades. This regeneration should be a model of best practice in community led urban renewal. The post-2012 legacy must be more than an extension of Docklands. We believe that best way of avoiding the costly mistakes of the past is to listen to London's communities and utilise their experience and expertise.

What we do

Our strategic focus is on supporting the delivery of Olympic and Paralympic Strategic Objective 3: 'to maximise the economic, social, health and environmental benefits of the Games, particularly through sustainable development in East London'. (Agreed by the Olympic Board, 1 February 2006).

Information

We support organisations by sharing best practice, brokering partnerships and ensuring that they have the right information. We do this by:

- a free phone line at 0844 856 3420
- www.thebigopportunity.org.uk
- Big Opportunity e-bulletins and e-mail updates
- free or subsidised public events
- The Big Opportunity Programme Manager's partnership work with voluntary and community sector organisations across London.

Advocacy

The Big Opportunity makes the social and business case for the involvement of the voluntary and community sector in the planning of the Games and their legacy. We act as an advocate for the wider voluntary and community sector with London 2012 agencies, the GLA, NHS and London's 33 local authorities. By showcasing the expertise of the Big Opportunity network and the strength of our partnerships we suggest practical ideas that aim to deliver a successful Games and a sustainable legacy for the benefit of all Londoners.

The Voluntary and Community Sector in London

- 26,634 registered charities generating £18.7 billion
- 60,000 community groups and 5,000 social enterprises
- Employs around 250,000 people – 6.4% of London's working population
- Earned income of almost £4 billion and a contribution of over £3 billion to London's GDP*

Source: London Voluntary Service Council 2010

Legacy

The voluntary and community sector in London is committed to working with the public and private sector to ensure that post 2012 regeneration benefits citizens and builds a successful and sustainable economy for generations to come. Securing a sustainable legacy after the Olympic and Paralympic Games will be the key measure of success. However, success will require more than creating a physical legacy of shopping centres, office blocks, housing, sports facilities and an improved public domain. We need to create cohesive and sustainable communities, within a high quality built environment that provides lifetime homes in lifetime neighbourhoods. Improving opportunities for Londoners should focus on increasing access to good jobs, training and educational opportunities at all levels, with a focus on embedding culture and sustainable living.

Our work on legacy is being taken forward in our negotiations with the Olympic Park Legacy Company (OPLC) and the Greater London Authority. We have also developed a strong working relationship with the five host boroughs.

The Big Opportunity's proposals for the involvement of the voluntary and community sector in securing a lasting sustainable legacy are contained in our offer document: *Adding Value – Enhancing convergence through partnership working* (The Big Opportunity, January 2010) which can be found at www.elcvsnetwork.org.uk

How we will make it happen

- We will utilise the combined influence and knowledge of The Big Opportunity steering group and the wider network of over 800+ organisations to strengthen the case for fully utilising the expertise of all of London's communities so that we can all help to keep the promise of a sustainable and inspirational Games.
- We will continue to build relationships with the Games and legacy delivery authorities to ensure that the opinions and experience of London's voluntary and community sector is expressed in a timely and constructive manner.
- We will seek to collect evidence on the impact of the Games on London's communities and work to identify areas for improvement for all those involved in the Games and their legacy.
- We will build relationships with the private sector involved in the delivery of the London 2012 Games to design initiatives that benefit all those who have invested their time and resources.

What we expect from Government and partners

- The opportunity to contribute in a meaningful way to the development of legacy plans which will affect the communities of East London for generations to come.
- Acknowledgement of the expertise, experience and enthusiasm of voluntary and community sector organisations represented by The Big Opportunity.
- Recognition of the voluntary and community sector as a key partner in delivering the Games' long and short term community related goals and the creation of a lasting legacy.
- Honest and timely communication.

Be part of The Big Opportunity

- Visit www.thebigopportunity.org.uk
- Show your support by using The Big Opportunity logo or sign up for the e-bulletin. Contact thebigopportunity@londoncivicforum.org.uk
- To speak to The Big Opportunity Programme Manager call 0844 856 3420.

London 2022: our aspiration

Our aspiration is that London's communities will look back with a real sense of ownership and pride in the Games and what came after. They should feel that the Games were something we all helped shape rather than something that happened to us.

Our objectives

Economic development

- Increase the number of voluntary sector organisations and social enterprises winning London 2012 contracts through CompeteFor and encourage the development of contract consortia.
- Raise awareness of Olympic and legacy related training opportunities available to Londoners across the capital.
- Lobby strategic 2012 agencies such as the GLA and Olympic Park Legacy Company to increase and promote employment and training opportunities and influence Government decision making on skills, training and employment in the interest of Londoners.

We will achieve this by:

- Working closely with LVSC, and the Big Opportunity work on *Support to Access CompeteFor* and *Employment and Employability Support*.
- Ensuring that information is being disseminated through all available communication channels including the Big Opportunity e-bulletin.
- Linking to the Alliance of Sector Skills Council Steering group in London to keep up to date on new training, volunteering and employment opportunities available to Londoners.
- Implementing a co-ordinated approach to lobbying strategic agencies and Government across all the Big Opportunity manifesto themes.

Sport, health and wellbeing

- Support the use of the Games as a catalyst to generate a measurable and sustainable increase in physical activity participation including sport and healthy lifestyles among Londoners up to and beyond 2012.
- Ensure London becomes a city where voluntary and community organisations help advocate active and healthy lifestyles and where citizens can easily choose to be physically active in their daily lives to improve their mental and physical wellbeing.
- Help address and overcome the barriers which prevent people from participating in sport and physical activity and ensure that opportunities to enjoy them are available to all, regardless of ability or income.
- Achieve an increase in the number of voluntary and community sector organisations funded to work in their communities to encourage healthier lifestyles.
- Encourage workplaces to increase physical activity among their employees.
- Support organisations, such as youth clubs, to increase young people's access to a diverse range of sporting and physical activity.
- Offer practical support to the objectives and goals of the GLA Community Sport strategy ('A Sporting Future for London' April 2009), Go London and Inclusive and Active 2.
- Lobby to ensure that admission charges for Olympic sports venues post-2012 are no higher than other sports venues in London.

We will achieve this by:

- Working in partnership with the Sport sector in London, including the London Federation of Sport and Recreation, Interactive and the five PRO-ACTIVE partnerships.

- Lobbying for increased resources to be diverted to community organisation working in this area.
- Working with NHS London, the GLA, and Royal College of Nursing-London to ensure the voluntary and community sector plays its part in creating a healthier happier London.
- Encouraging the work of voluntary sector organisations working outside the structure of sports clubs and National Governing Bodies to encourage more Londoners to take up sport.
- Working with London Youth and other agencies to help increase the number of young Londoners taking part in physical activity.
- Working with Interactive to ensure equality of access for disabled people so that service providers view them as an equal customer base and that disabled people view being physically active as a viable lifestyle choice.
- Lobbying for the continuation of discretionary rate relief for sports clubs

Volunteering

- To ensure that all 2012 volunteering opportunities are accessible to everyone and that applications are received from a broad cross section of London's communities.
- To ensure that 2012 volunteers are equipped through their experience of the Games with skills that will benefit both them and their communities.
- To ensure that the value of volunteering is recognised as part of the post-2012 legacy.
- To harness the commitment and enthusiasm of volunteers who are not successful in gaining a Games-time volunteering position.

We will achieve this by:

- Building relationships and working closely with LOCOG, the LDA and the GLA.
- Offering the experience and expertise of our member organisations that recruit and train large numbers of volunteers

Built environment legacy

- Work with the Olympic Park Legacy Company, statutory, voluntary, community and private sector organisations to advocate for the maximum provision of affordable social housing in the Queen Elizabeth Olympic Park and surrounding area.
- Advocate for the Lifetime Homes and Neighbourhoods standard post Games and to work to drive up the standards in the private rented sector in the East London Olympic boroughs.
- Work with local community and voluntary sector organisations within and adjoining the Queen Elizabeth Olympic Park to ensure that local needs, concerns and ambitions are properly incorporated into, and delivered through, the planning and regeneration process.
- Lobby to ensure that the physical legacy of the London 2012 Games includes affordable, quality and accessible retail, work and community spaces in the Queen Elizabeth Olympic Park for the delivery of services and businesses for and by local people.

We will achieve this by:

- Supporting the work of the five host boroughs in creating jobs and opportunities for the existing population.
- Working in partnership with Shelter, Planning Aid for London and London Youth to lobby for a high quality built environment affordable to local people.

Culture

- Engage London's communities in welcoming the athletes of the world and millions of visitors to our city.
- Encourage and make the case for the full participation of London's communities in existing Cultural Olympiad projects including the Inspire mark and the opening and closing ceremonies.
- Support measures which secure a lasting cultural legacy from the Games.

We will achieve this by:

- Working with the LOCOG Culture and Ceremonies team and the cultural leadership team in the Mayor of London's office.
- Staging events and distributing information to publicise available grants and opportunities to participate.
- Using our influence and communication channels to support the CREATE Festival in East London.

The Big Opportunity: steering group membership 2010

Aston Mansfield www.aston-mansfield.org.uk

Age Concern London www.ageconcern.org.uk

Black Neighbourhood Regeneration and Renewal Network
www.bnrrn.org.uk

Citizens Advice Service www.citizensadvice.org.uk

East London CVS Network www.elcvsnetwork.org.uk

East London Small Business Centre www.bdsbc.org
or www.goeast.org

Greater London Volunteering
www.greaterlondonvolunteering.org.uk

Interactive – Disability Equality in Sport www.interactive.uk.net

London Civic Forum www.londoncivicforum.org.uk

London Community Resource Network www.lcrn.org.uk

London Federation of Sport and Recreation
www.london-fed-sport.org.uk

London Voluntary Service Council www.lvsc.org.uk

London Youth www.londonyouth.org.uk

Media Trust www.mediatrust.org

Planning Aid for London www.planningaidforlondon.org.uk

Royal College of Nursing – London www.rcn.org.uk

Shelter www.shelter.org.uk

St John Ambulance www.sja.org.uk

SkillsActive www.skillsactive.com

Social Enterprise London www.sel.org.uk

Toynbee Hall www.toynbeehall.org.uk

The London Legacy Fund Partnership

“Today we present London’s vision of inspiration and legacy. London 2012 will inspire young people to choose sport wherever they live, whatever they do, whatever they believe.” Sebastian Coe 6 July 2005. Singapore

London won the right to host the XXX Olympiad on the promise of leaving a lasting social and sporting legacy. Londoners and their institutions still support the ambitious vision set out by Lord Coe in Singapore six years ago and support for the Games remains high. The venues and transport links have been built on time and on budget, and even minority sports which have traditionally been poorly attended at previous Olympic Games are sold out a year in advance. With good reason, Londoners are feeling optimistic about their Games.

However, they are less optimistic about the promise of a lasting community legacy from the Games. Lord Coe and his team will go their separate ways on 31 March 2013, leaving a variety of agencies to deliver against the promise to use the catalyst of the Games to *“Increase in London participation in community and grass roots level in all sport and across all groups”* [4.5 Olympic and Paralympic Objectives - Olympic Board, April 2006]. Much excellent work on grass roots sports legacy by the National Governing Bodies, Sport England, the Greater London Authority, SkillsActive and SportEd. However, for the community organisation looking to build on the spirit of the Games after the torch is finally extinguished on 9 September 2012 the landscape is confused, and the funding streams time limited and insecure.

London does not have the kind of fund established in Los Angeles following the 1984 Games. To date the LA84 Foundation has distributed \$185 million – proceeds of the investment of the original profits of the LA Games – to over 1,000 groups. Over 2 million young people have benefited and 50,000 community coaches have been trained. Funding is still coming in at the rate of \$8million per annum. A fund which was originally scheduled to close in 2004 is now self sustaining and delivering community sport to Angelinos who were not even born in 1984. Our premise is simple. Despite the inherent complexities of London there is no reason why the our private, public, voluntary and charities sector cannot join together to bring these kind of benefits to Londoners by the establishment of an endowed fund capitalising on the energy and optimism created by the London 2012 Games. If Los Angeles ensured that their Games left a lasting sporting legacy then so can we. We owe it

to London to help keep the promise made on our behalf in Singapore. We cannot leave it all up to LOCOG.

The London Legacy Fund Partnership - The Vision

To ensure that the spirit of optimism and increased interest in grass roots sport engendered by the London 2012 Olympic and Paralympic Games continues long after the Olympic torch is extinguished and that [young] Londoners have the opportunity to access community sport.

How Will We Realise That Vision?

By establishing a multi-million pound endowed fund to support grass roots sports activities across Greater London. Our model of best practice is the LA 84 Foundation. Others have trod this path before and we intend to learn from them. We have already established contact with the LA 84 foundation and will learn from their experience.

Our Objectives

We will;

- Use our resources, hundreds of years of experience and influence to leverage more funding and “value in kind” support for community sports activity in Greater London inspired by the spirit of the London 2012 Games.
- Provide a new secure long term funding stream for community sport in London independent of Local, Regional and National Government control and priorities.
- Simplify the over complicated funding landscape in London for community sport
- Help organisations access existing funds.
- Use our expertise to target resources to communities which do not have access to other sources of funding for grass roots sports

- Aim to bridge the gap identified by community sports organisations for a sustained stream of revenue funding, a single point of access and assistance guiding them through a complicated funding landscape

We are ambitious but we have the experience and a proven track record to make it work.

The Partners

The partnership is led by The City Bridge Trust and Trust for London.

The City Bridge Trust is the grant-making arm of Bridge House Estates based at the Corporation of London. . It was established to make use of funds surplus to bridge requirements and provides grants totalling around £15m per year towards charitable activity benefitting Greater London. The City Bridge Trust has been managing and distributing funds for charitable purposes for X hundred years. www.bridgehoustrust.org.uk/

The Trust for London is charitable organisation that exists to reduce poverty and inequality in London. They do this by funding the voluntary and community sector and others, as well as by using their own expertise and knowledge to support work that tackles poverty and its root causes. Trust for London was formed from the amalgamation of City Parochial Foundation, whose origins in managing funds go back over 150 years and Trust for London in July 2010. Trust for London distributes over £6 million per annum. www.trustforlondon.org.uk/

The partnership is hosted and managed by London Funders www.londonfunders.org.uk an independent charitable organisation based in Bloomsbury that exists to:

- Share knowledge about social issues in London and keep up to date with social change
- Increase understanding of current funding and policy trends
- Identify and encourage best practice in grant-making or investing to support and strengthen the voluntary and community sector
- Get to know each other better and work intelligently together
- Improve efficiency and increase leverage on investment
- Promote innovation in funding
- Be a channel for dialogue between funders and the third sector in London.

- Supporting these organisations is a network of funders, community sports organisations and community development organisations

Further lead partners include: (**we would need sign off from them to be included**]

SportEd - is a national charity founded by LOCOG Vice Chairman Sir Keith Mills that provides support to community sport organisations that work with young people in disadvantaged areas? They do this by providing business resources and financial assistance, so that these organisations can concentrate on doing what they do best - improving the lives of disadvantaged young people through sport. In addition to helping individual organisations, they also try to provide a voice for the sector as a whole. They have embarked on a 2-year research programme to look at the economic and social benefits of sport for development which they will share with the London 2012 Legacy Fund Partnership

[I need to talk to Jo Hobbs about what kind of things we can say but they seem keen]

Governance

The partnership which has been set up to scope out the possible shape of the fund is managed by London Funders and guided by a steering group chaired by The City Bridge Trust.

Going forward the partnership will be formally constituted and managed by a Project Board operating under the Prince2 Project Management principles. a process-based method for effective **project management**.

PRINCE2 is a de facto standard used extensively by the UK Government and is widely recognised and used in the private sector, both in the UK and internationally.

The project board will represent the three main interests of any project;

Executive - Supplier - Customer

and the six principles of any Prince2 project as dined by the Office of Government Commerce;

Continued Business Justification - Learning from Experience - Defined Roles and Responsibilities - Manage by Stages - Manage by Exception - Product Focus

Paul Bower is a qualified Prince2 Practitioner

The London Legacy Fund is/ will be :

A multi-million pound endowed fund to support grass roots sports activities across Greater London after the close of the London 2012 Olympic and Paralympic Games in September 2012. We will use the power and inspiration left by the Games to support existing community sports activity and create new opportunities for participation in sport.

Our model of best practice is the LA 84 Foundation established to support community sport after the 1984 Olympic Games which has distributed \$198 million in the last 27 years.

The London Legacy Fund is backed by some of London's oldest and most experienced charitable trusts who are joined by some of London's youngest and most creative community development and sports organisations. The Olympic flame will be extinguished in the main stadium at Stratford on 9 September 2012. On 10 September 2012 the real work will start in earnest, *"to inspire young people to choose sport wherever they live, whatever they do, whatever they believe."* Sebastian Coe, 6 July 2005 Singapore.