



DERBYSHIRE 2012

Action Plan

Version 2: October 2007

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Derbyshire 2012

Derbyshire 2012 refers to the influence and impact of the London 2012 Olympic and Paralympic Games across the traditional County area of Derbyshire

Derbyshire 2012 Games Management Group

The Management Group involves key people from business, education, local government, the voluntary sector, culture, tourism and sport that has a remit to:

- Devise and co-ordinate the delivery of an Action Plan for partners in Derbyshire, enabling them to play their part in contributing to the success of the London 2012 Olympic and Paralympic Games
- Maximise on the opportunities presented by the Games for sport, businesses, tourism and people living in Derbyshire.

Action Plan

VAGA has been commissioned to facilitate discussions with members of the Management Group and produce the basis of an initial Action Plan for consultation and further development with partners. The Action Plan will evolve as more information on national and regional programmes linked to 2012 emerges.

Sport

Sport means all forms of physical activity, which through casual or organised participation, aims at improving physical fitness and mental well being, forming social relationships, or obtaining results in competition at all levels
(Council of Europe, European Sports Charter, 1993).

Introduction

Purpose of the Action Plan

The purpose of the Derbyshire 2012 Plan is:

To ensure that Derbyshire plays its full part in contributing to the success of the London 2012 Olympic and Paralympic Games and equally to maximise the opportunities and potential of the Games to improve the economy in the County and the health and well being of the people of Derbyshire.

The Greatest Show on Earth

Known as 'The Greatest Show on Earth', the Olympics and Paralympic Games ignite passion and provide inspiration across the entire World. Staging them within the UK brings the focus of the World's attention to our doorstep.

The Games will be held over a period of six weeks during the summer of 2012 (27 July – 9 September). There will be over 200 nations competing in the 26 Olympic sports, 130 in the 19 Paralympic sports, supported by 70,000 volunteers, and 56,000 Olympic family and sport federation members. The budget for staging and hosting the Games will be in excess of the 2004 priced budget of £4.4bn, which is clearly an enormous investment, and one which will have significant economic and social impact on the East of London and the wider UK economy. With 30,000 to 50,000 media personnel generating thousands of column inches of words and image, and a tv audience of four billion, UK plc's international image and profile will be markedly raised.

The Games have the potential at one level to change the lives of individuals whilst at another level to generate significant additional economic wealth through business and tourism opportunities. The spirit of bringing together all countries from around the World offers the opportunity to celebrate cultural diversity and to help bring local communities from different cultures closer together. Ideally, the Games should be a major influence to help transform Derbyshire into an even better place to live, work and play.

New Public Service Agreements and Government Direction

The Government has recently published a new performance management framework for accelerating progress in the public sector over the next decade. 30 new Public Service Agreements (PSA) have been published as part of this framework, which include:

"PSA 22: Deliver a successful Olympic Games and Paralympic Games with a sustainable legacy and get more children and young people taking part in high quality PE and Sport."

In delivering his pre-budget statement in October the Chancellor has indicated that the future budget for the Department of Culture Media and Sport (DCMS) will increase so that every child can take part in five hours of sport a week and it will deliver the Cultural Olympiad in the run up to London 2012. No further details are available at the current time.

Approach

Our approach is to look very closely and rationally at what Derbyshire can contribute to and gain from the 2012 Olympic and Paralympic Games in practical terms. It is important to keep focussed on essential areas of development that are needed to strengthen the existing sporting infrastructure within the County so that the legacy of the Games is truly embedded for future generations to benefit from. It is also important that the Derbyshire 2012 Action Plan is flexible and able to take advantage of opportunities as they emerge.

Opportunities and Challenges

The opportunities and challenges presented for Derbyshire by the 2012 Olympic and Paralympic Games have been analysed to identify where the focus of effort is best directed.

Opportunities

Sport and Physical Activity

- Heightening awareness and profile
- Working in partnership with other sectors
- Providing a target date to build an effective infrastructure for community and performance sport

Equality and Cultural Diversity

- Improving understanding and appreciation of different cultures
- Profiling, influencing, supporting and enhancing events and festivals
- Using 2012 as a 'hook' for engaging with leaders of 'hard to reach' groups and opportunities for cultural brokerage
- Raising standards of equality policy and practice in business, sport and cultural sectors

Volunteering and Economic Growth

- Modernising and using e-systems
- Securing contracts linked to 2012
- Recruiting volunteers
- Developing skills of both employers and volunteers
- Raising standards of volunteer management

Legacy for Future Generations

- Inspiring, raising aspirations and motivating young people
- Getting people of all ages and from all communities active and healthy
- Having leaders and role models for: businesses, volunteers, performers from different communities within Derbyshire
- Linking into new Government performance framework and Public Service Agreements to help secure resources

Challenges

Maximising the Benefits

- Raising awareness of opportunities and making the benefits tangible
- Getting companies ready and committed to responding to opportunities
- Communicating key messages and having effective networks
- Collective working to promote Derbyshire as a place to visit
- Theme champions/leaders fulfilling their responsibilities
- Attracting resources from different sources

Keeping Focus

- Continuing to deliver the Plans for Sport and Physical Activity
- Maintaining/enhancing current services
- Securing the resources to fill major gaps in essential infrastructure in community and performance sport

Sustaining Interest

- Understanding and tuning into the different phases
- Proving the benefits and convincing the 'sceptics'
- Avoiding 2012 'fatigue' or overload and running out of steam
- Promoting successes

Managing Expectations

- Recognising the lack of facilities suitable for training camps is a limiting factor within the County
- Working with the media and politicians
- Dealing with disappointments

2012 Framework

2012 Framework

The Framework for Derbyshire 2012 has to be flexibility so that it can be responsive to new opportunities as they emerge from national and regional proposals and initiatives. The Framework has been designed and influenced by:

- Helping to address the needs of partners, sport and physical activity in Derbyshire
- Recognising the unique value that 2012 offers
- Aligning with national and regional initiatives and exploring how Derbyshire can best contribute and respond to the emerging 2012 related themes and programmes
- Anticipating key phases and when opportunities will emerge.

Needs Led

The starting point for the 2012 Action Plan has been to work with key players and potential theme champions of the Derbyshire 2012 Management Group. These discussions have highlighted the key needs for the 2012 Action Plan to consider.

Area	Needs Identified
Sport & physical activity	<ul style="list-style-type: none"> • Refresh the Plans for Sport and Physical Activity so that it sets out a practical vision of what 'good looks like' in 2012 • Invest in essential infrastructure of coaches, volunteers and clubs • Co-ordinate a wide ranging programme of community participation events and festivals to help increase participation levels • Build up structures and pathways for performance and disability sport
Business	<ul style="list-style-type: none"> • Invest in e-business systems and processes • Encourage Derbyshire businesses to pursue contracts • Promote health and well being in the workplace
Volunteers	<ul style="list-style-type: none"> • Improve links between sports volunteers and voluntary sector support networks • Invest in volunteer management practices
Young People	<ul style="list-style-type: none"> • Use the 'spirit' of the Games to get young people inspired and motivated
Culture	<ul style="list-style-type: none"> • Use the 'spirit' of the Olympics and Paralympics to improve equality practices and community cohesion
Tourism	<ul style="list-style-type: none"> • Campaign to promote Derbyshire as a 2012 destination

Overall the essential sporting infrastructure within Derbyshire has relatively weak player pathways for performance or disability sport. Therefore the Derbyshire 2012 Action Plan must use the heightened profile and interest in sport to help support and accelerate a better level of basic infrastructure and progression across Derbyshire. 2012 is a major milestone for significant progress to have been made.

Unique Value of 2012

The Olympic and Paralympic Games also offer the following unique opportunities that are unlikely to happen to the same scale or intensity without 2012:

- Partnerships between sport and the business, culture, education, tourism and voluntary sectors
- Interest in volunteering by the public who wish to be involved

- Underlying spirit of celebrating cultural diversity and promoting community cohesion.

2012 will be a major magnet of focus and interest. As such it presents one of the biggest opportunities for sport to build new or strengthen existing mutually beneficial partnerships with the: business, cultural, education and voluntary sectors.

Alignment with National and Regional Frameworks

The national and regional frameworks for the London 2012 Olympics and Paralympics are yet to be issued. The consultation framework and current proposals suggest the following embedded and focussed themes:

Embedded within All Themes	Focussed Theme
<ul style="list-style-type: none"> • Volunteering • Skill development • Legacy • Communication • Equality 	<ul style="list-style-type: none"> • Business • Tourism • Young People • Community Participation • Performance Sport

Anticipated Phasing

The major phases in the lead up to 2012 are *likely* to be:

Year	Phase
2007	<ul style="list-style-type: none"> • Commence procurement – major suppliers • National & regional 2012 frameworks • Training camps announced
2008	<ul style="list-style-type: none"> • Procurement – major suppliers and sub contractors/suppliers • Training camps planned • Post Beijing – announcements • Young people - education programme and resources • Government spending review
2009	<ul style="list-style-type: none"> • Procurement – major suppliers and sub contractors/suppliers • Training camps planned • Young people – education programme & resources
2010	<ul style="list-style-type: none"> • Procurement – main and sub contractors/suppliers • Training camps planned • Young people - education programme & resources • Volunteers selected
2011	<ul style="list-style-type: none"> • Procurement – main and sub contractors/suppliers • Training camps planned • Young people - education programme & resources • Volunteers trained
2012	<ul style="list-style-type: none"> • Education programme & resources • GB athletes selected • Young people – education programme & resources • Volunteers deployed • Training camps delivered • Olympic events & festivals

Key Themes

The proposed Framework is built around six 2012 themes:

- 1 Stronger community sport by 2012
- 2 Structured pathways for performance and disability sport by 2012
- 3 Inspired young people with the spirit of 2012
- 4 Celebrating diversity and building capacity through events and festivals linked to 2012
- 5 E-business opportunities through 2012
- 6 Destination Derbyshire in 2012.

Building stronger partnership working will feature in all of the themes.

The table below summarises the tactical approach, principal objective, lead agency and key success measure for each theme.

Theme	Tactic	Principal Objective	Lead Agency	Key Success Measure
1 Stronger community sport by 2012	Using the 2012 Olympic and Paralympic Games as a 'hook' to increase support and accelerate progress in areas already planned. Be able to articulate and sell them better to new audiences/markets/partners	Making the infrastructure for community sport across Derbyshire as good as it can be	Derbyshire Sport	1% increase in participation by adults every year up to 2012 and provision of the 5 hours of PE and School Sport for young people.
2 Structured pathways for performance and disability sport by 2012	Taking advantage of the 'window of opportunity' created by the Olympic and Paralympic Games to promote and develop performance and disability sport.	Establishing a structure for progression in selected sports and for disability sport	Derbyshire Sport	A Derbyshire representative in national junior squads (up to U18 years) for all selected sports including disability sports
3 Inspiring young people with the spirit of 2012	Tba	Tba	Local Education Authorities	Tba
4 Celebrating diversity and building capacity through events and festivals linked to 2012	Working with new partners in new sectors and new areas and communities within the County that are keen to get involved	Targeting communities and developing volunteering through a celebration of culture events and festivals	Derbyshire Partnership	Number of volunteers trained through the 2012 legacy programme
5 E-business opportunities through 2012	Building working relationships with the business sector using the Olympic and Paralympic Games as a tangible focus to gain mutual benefit	Generating business opportunities in Derbyshire	Chamber of Commerce	Improvement in e-business systems for Derbyshire based businesses using national benchmark statistics
6 Destination Derbyshire in 2012.	Developing a sound working partnership with the tourism sector using the Olympic and Paralympic Games as a tangible focus to gain mutual benefit	Generating business opportunities in Derbyshire	Derbyshire Tourist Board	Return on investment against tourist campaigns using existing benchmarks and data bases

A detailed action plan for each theme is included in the following pages.

1 Stronger Community Sport by 2012

Objective: By the 2012 Olympic and Paralympic Games the infrastructure for community sport across Derbyshire is as good as it can be and is a nationally recognised role model of good practice

Lead organisation: Derbyshire Sport working with its partners to harness joint effort

Key success measure: 1% increase in participation by adults every year up to 2012 and provision of the 5 hours of PE and School Sport for all young people in schools.

Key Actions	Lead Agency	Timescale	Resources	Key Performance Measures
<ul style="list-style-type: none"> Refresh the Derbyshire Vision/Plans for Sport and Physical Activity so that they clearly articulate what needs to be done by 2012 	<ul style="list-style-type: none"> Derbyshire Sport 	<ul style="list-style-type: none"> By June 2008 (Pre- Beijing) 	<ul style="list-style-type: none"> Core funding 	<ul style="list-style-type: none"> New Plans published Increased number of partners signed up and contributing
<ul style="list-style-type: none"> Continue supporting the establishment of effectively operating Community Sports Networks (CSNs) across the County 	<ul style="list-style-type: none"> Local partners 	<ul style="list-style-type: none"> By April 2010 (peak legacy period) 	<ul style="list-style-type: none"> Core funding 	<ul style="list-style-type: none"> All CSNs meeting the 'Proficient, effective and embedded' criteria set out by Sport England
<ul style="list-style-type: none"> Build up an adequate supply of high quality and motivated coaches, volunteers and development officers to satisfy demand 	<ul style="list-style-type: none"> Derbyshire Sport 	<ul style="list-style-type: none"> Annual returns 	<ul style="list-style-type: none"> Workforce development funding 	<ul style="list-style-type: none"> % increase in the number of volunteers % increase in the number of coaches Comprehensive network of local sports development teams/schools partnerships
<ul style="list-style-type: none"> Build up an adequate supply of high quality and accessible clubs and facilities to satisfy demand 	<ul style="list-style-type: none"> Local partners 	<ul style="list-style-type: none"> By 2012 	<ul style="list-style-type: none"> Tba 	<ul style="list-style-type: none"> % increase in satisfaction levels: evidenced locally and through the Active People Survey Increase in accredited clubs 100% within 20 minutes access to quality accredited facility
<ul style="list-style-type: none"> Co-ordinate a programme of annual community sports events 	<ul style="list-style-type: none"> Derbyshire Sport 	<ul style="list-style-type: none"> Established by 2010 	<ul style="list-style-type: none"> CIF 	<ul style="list-style-type: none"> Programme established No. and geographic coverage of events No. and profile of participants
<ul style="list-style-type: none"> Establish a healthy workplace programme to encourage physical activity and wellbeing lifestyles in the workforce 	<ul style="list-style-type: none"> Chamber of Commerce 	<ul style="list-style-type: none"> Established by 2010 	<ul style="list-style-type: none"> CIF 	<ul style="list-style-type: none"> Programme established No. of participating businesses No. and profile of participants

2 Structured Pathways for Performance and Disability Sport by 2012

Objective: By the 2012 Olympic and Paralympic Games there is an established structure for progression in selected sports and for disability sport

Lead organisation: County Sports Governing Bodies (GBs) and Disability Forum

Success measure: A Derbyshire representative in national junior squads (up to U18 years) for all selected sports including disability sports

Key Actions	Lead Agency	Timescale	Resources	Key Performance Measures
<ul style="list-style-type: none"> Establish a talented athlete support programme targeting the top 75 performers with mini EIS systems 	<ul style="list-style-type: none"> Derbyshire Sport 	<ul style="list-style-type: none"> By Aug 2008 (Beijing) 	<ul style="list-style-type: none"> £50-60k 	<ul style="list-style-type: none"> 75 performers in mini EIS systems every year with evidence of improvement in athlete performance
<ul style="list-style-type: none"> Establish a 'mini EIS' systems for 10 sports: (e.g. swimming, hockey, table tennis, gymnastics, boxing, golf, cricket, plus others) 	<ul style="list-style-type: none"> Derbys. GBs 	<ul style="list-style-type: none"> To be agreed with each sport 	<ul style="list-style-type: none"> 20% partners 20% core funding 20% self/host 	<ul style="list-style-type: none"> Mini EIS systems established in selected sports with evidence of improvement in athlete performance
<ul style="list-style-type: none"> Undertake a competition review involving schools, clubs and Derbyshire Governing Bodies (GBs) 	<ul style="list-style-type: none"> Derbyshire Sport 	<ul style="list-style-type: none"> By Autumn 2009 	<ul style="list-style-type: none"> Tba 	<ul style="list-style-type: none"> Significant increase in number of people in competitive sport (PESSCL and Active People Surveys)
<ul style="list-style-type: none"> Establish Disability Sports Forum 	<ul style="list-style-type: none"> Derbyshire Sport 	<ul style="list-style-type: none"> By Autumn 2008 	<ul style="list-style-type: none"> Core funding 	<ul style="list-style-type: none"> Involvement of key disability organisations
<ul style="list-style-type: none"> Review disability sports structures 	<ul style="list-style-type: none"> Disability Sports Forum 	<ul style="list-style-type: none"> By April 2009 	<ul style="list-style-type: none"> Tba 	<ul style="list-style-type: none"> Recommendations of review agreed and supported by partners
<ul style="list-style-type: none"> Implement recommendations from the review of disability sports structures 	<ul style="list-style-type: none"> Disability Sports Forum 	<ul style="list-style-type: none"> By April 2009 	<ul style="list-style-type: none"> Tba 	<ul style="list-style-type: none"> Recommendations of review delivered

3 Inspiring Young People with the Spirit of 2012

Objective: tba

Lead organisation: Derbyshire and Derby City Local Education Authorities

Success measure: tba

Key Actions	Lead Agency	Timescale	Resources	Key Performance Measures
<ul style="list-style-type: none">• Invite key players to a workshop to develop this part of the Derbyshire 2012 Action Plan	<ul style="list-style-type: none">• Derby City and Derbyshire County LEA	<ul style="list-style-type: none">• February 2008	<ul style="list-style-type: none">• Core funding	<ul style="list-style-type: none">• Identified actions with commitment from lead agencies to take forward and be responsible for their implementation
<ul style="list-style-type: none">• Incorporate outcome of workshop into the Derbyshire 2012 Action Plan	<ul style="list-style-type: none">• Derbyshire Sport	<ul style="list-style-type: none">• April 2008	<ul style="list-style-type: none">• Core funding	<ul style="list-style-type: none">• Revised Action Plan produced and resources secured for its implementation

4 Celebrating Diversity and Building Capacity Through Events and Festivals Linked to 2012

Objective: Engaging targeted communities and developing volunteering through a co-ordinated programme of celebration of culture events and festivals

Lead organisation: DLOG

Success measures: Number of volunteers trained through the 2012 legacy programme

Key Actions	Lead Agency	Timescale	Resources	Key Performance Measures
<ul style="list-style-type: none"> Develop and agree a conceptual framework for the County that reflects the original spirit of the Olympics to celebrate cultural diversity, encourage community cohesion and equality and in parallel to recruit, train and manage volunteer programmes 	<ul style="list-style-type: none"> DLOG 	<ul style="list-style-type: none"> 2007/8 	<ul style="list-style-type: none"> Existing sources 	<ul style="list-style-type: none"> Framework agreed
<ul style="list-style-type: none"> Establish appropriate forum(s) 	<ul style="list-style-type: none"> DLOG 	<ul style="list-style-type: none"> 2008 	<ul style="list-style-type: none"> Existing sources 	<ul style="list-style-type: none"> Forums established with involvement of key organisations from culture, sport, volunteering and targeted communities
<ul style="list-style-type: none"> Explore funding sources from: Locog, CIF, Home Office, partners and sponsors 	<ul style="list-style-type: none"> DLOG 	<ul style="list-style-type: none"> 2008 	<ul style="list-style-type: none"> New funding 	<ul style="list-style-type: none"> Amount of funding raised
<ul style="list-style-type: none"> Appoint Project Officer or commission consultants to co-ordinate and manage the programme 	<ul style="list-style-type: none"> DLOG 	<ul style="list-style-type: none"> 2009 	<ul style="list-style-type: none"> By funding raised 	<ul style="list-style-type: none"> Programme targets met
<ul style="list-style-type: none"> Target areas and community leaders and build up network of contacts, events calendar & initiate training; run pilot programme 	<ul style="list-style-type: none"> Project Officer/Consultant 	<ul style="list-style-type: none"> 2010 	<ul style="list-style-type: none"> Capacity building budget 	<ul style="list-style-type: none"> No. and profile of community leaders Value/rating of training by leaders
<ul style="list-style-type: none"> Ensure full complement of volunteers for 2012 (anticipated 400/500 from Derbys) 	<ul style="list-style-type: none"> Partners 	<ul style="list-style-type: none"> 2010 	<ul style="list-style-type: none"> Existing sources 	<ul style="list-style-type: none"> All available places used Profile of volunteers selected (including role models from all communities)

Key Actions	Lead Agency	Timescale	Resources	Key Performance Measures
<ul style="list-style-type: none"> Promote Investors in Volunteers 	<ul style="list-style-type: none"> CVS 	<ul style="list-style-type: none"> From 2010 	<ul style="list-style-type: none"> Funding raised 	<ul style="list-style-type: none"> No. of accredited organisations
<ul style="list-style-type: none"> Trial run of programme 	<ul style="list-style-type: none"> Local leaders 	<ul style="list-style-type: none"> 2011 	<ul style="list-style-type: none"> Tba 	<ul style="list-style-type: none"> No. and range of events No. of participants No. and profile of volunteers
<ul style="list-style-type: none"> 'Big push' 	<ul style="list-style-type: none"> Local leaders 	<ul style="list-style-type: none"> 2010 	<ul style="list-style-type: none"> Tba 	<ul style="list-style-type: none"> No. and range of events No. of participants No. and profile of volunteers

5 E-business Opportunities Through 2012

Objective: Generate business opportunities for Derbyshire based businesses through 2012

Lead organisation: Derbyshire and Nottinghamshire Chamber of Commerce (D&N CoC)

Success measures: Improvement in e-business systems for Derbyshire based businesses using national benchmark statistics

Key Actions	Lead Agency	Timescale	Resources	Key Performance Measures
<ul style="list-style-type: none"> • Establish a structured alert system to promote 2012 tendering opportunities 	<ul style="list-style-type: none"> • D&N CoC 	<ul style="list-style-type: none"> • Immediately 	<ul style="list-style-type: none"> • Set up costs* • On-going costs tba 	<ul style="list-style-type: none"> • Usage of alert system (number of web hits/circulation list)
<ul style="list-style-type: none"> • Set up a 2012 Network Club and devise a training and support programme based on their needs 	<ul style="list-style-type: none"> • D&N CoC 	<ul style="list-style-type: none"> • Immediately 	<ul style="list-style-type: none"> • Set Set up costs* • On-going costs tba 	<ul style="list-style-type: none"> • Number of companies involved/engaged • Attendance at club meetings
<ul style="list-style-type: none"> • Provide training and business support on satisfying the requisites for businesses to become a supplier to the 2012 Games especially: <ul style="list-style-type: none"> ○ E-tendering ○ Equality ○ Governance (e.g. health & safety) 	<ul style="list-style-type: none"> • D&N CoC 	<ul style="list-style-type: none"> • Immediately 	<ul style="list-style-type: none"> • Application to RDA/Sub regional development agencies 	<ul style="list-style-type: none"> • Attendance at training • No. of tender submissions • Value of contracts won • No. of contracts won
<ul style="list-style-type: none"> • Promote regular good practice and success stories to keep businesses motivated** 	<ul style="list-style-type: none"> • D&N CoC 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • Existing systems 	<ul style="list-style-type: none"> • No. of regular features published
<ul style="list-style-type: none"> • Work with businesses in the tourist sector to use web based methods of promotion and securing services 	<ul style="list-style-type: none"> • D&N CoC 	<ul style="list-style-type: none"> • On-going: concerted focus during 2010/2011 	<ul style="list-style-type: none"> • Application to RDA/Sub regional development agencies 	<ul style="list-style-type: none"> • Increase in the no. of businesses using web based technology

* Procurement of services for 2012 has already commenced therefore these actions requires immediate attention. A set up cost of £5k would help to both kick start the process and establish a good working relationship with the Derbyshire & Nottinghamshire Chamber of Commerce and the sports sector.

** There is a confidentiality clause in 2012 ODA contracts limiting promotion of suppliers to 2012

6 Destination Derbyshire in 2012

Objective: Generate tourism opportunities for Derbyshire based businesses through 2012

Lead organisation: Visit Peak District and Derbyshire (Derbyshire Tourist Board/DTB)

Success measures: Return on investment against tourist campaigns using existing benchmarks and data bases

Key Actions	Lead Agency	Timescale	Resources	Key Performance Measures
<ul style="list-style-type: none"> Have 2012 on the agenda and incorporate into business plans at the appropriate time (2010-13 business planning cycle) 	<ul style="list-style-type: none"> DTB 	<ul style="list-style-type: none"> 2009 	<ul style="list-style-type: none"> Existing resources 	<ul style="list-style-type: none"> 2012 incorporated into the 2010-2013 Business Plan with adequate resource allocation (staff time and budget)
<ul style="list-style-type: none"> Support a Derbyshire 2012 PR/ communication plan using media contacts 	<ul style="list-style-type: none"> DTB 	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> Existing resources 	<ul style="list-style-type: none"> Articles published/public awareness
<ul style="list-style-type: none"> Maximise the opportunity of Derbyshire as a place to visit during the Olympiad ("<i>More to Britain than London</i>" message to the: media, spectators, competitors and Londoners who want to get out during 2012) 	<ul style="list-style-type: none"> DTB 	<ul style="list-style-type: none"> From 2010 	<ul style="list-style-type: none"> Tba (2010/13 Business Plan) 	<ul style="list-style-type: none"> Return on investment analysis
<ul style="list-style-type: none"> Explore partnering opportunities with 'operators of the gateways' such as rail and airport links/packages (e.g. Eurostar) 	<ul style="list-style-type: none"> DTB 	<ul style="list-style-type: none"> From 2009 	<ul style="list-style-type: none"> Tba (2010/13 Business Plan) 	<ul style="list-style-type: none"> Partnering packages agreed with identified key operators
<ul style="list-style-type: none"> Actively market the nationally significant 'icons' such as Chatsworth, the Peak District National Park, World Heritage Site, National Forest etc. 	<ul style="list-style-type: none"> DTB 	<ul style="list-style-type: none"> From 2010 	<ul style="list-style-type: none"> Tba (2010/13 Business Plan) 	<ul style="list-style-type: none"> Return on investment analysis
<ul style="list-style-type: none"> Develop activity packages that focus on walking and cycling 	<ul style="list-style-type: none"> Derbyshire Sport 	<ul style="list-style-type: none"> From 2008 	<ul style="list-style-type: none"> Existing resources 	<ul style="list-style-type: none"> Return on investment analysis
<ul style="list-style-type: none"> Use 2012 to raise standards of service 	<ul style="list-style-type: none"> DTB/D&NCoC 	<ul style="list-style-type: none"> By 2011 	<ul style="list-style-type: none"> Existing systems 	<ul style="list-style-type: none"> Increased use of support systems?
<ul style="list-style-type: none"> Explore the opportunities for visiting teams to establish training camps 	<ul style="list-style-type: none"> Derbyshire Sport 	<ul style="list-style-type: none"> From ??? 	<ul style="list-style-type: none"> Existing resources 	<ul style="list-style-type: none"> Number of training camps
<ul style="list-style-type: none"> Promote the links with twinning towns/cities 	<ul style="list-style-type: none"> Partners 	<ul style="list-style-type: none"> From 2010 	<ul style="list-style-type: none"> Existing resources 	<ul style="list-style-type: none"> Return on investment analysis

Derbyshire 2012 - Communication

Key messages will need to reinforce and give a local flavour or images to those emerging at national and regional levels. The key list of key messages below have been captured by interviewing members of the Management Group. These messages need to be consolidated for consistent use by partners.

Key Messages- Community Sport

- 2012 provides a 'once in a lifetime' opportunity to promote the benefits and provide a shop window for sport and active recreation.
- 2012 gives us the target date for making sure the sporting infrastructure across Derbyshire is as good as it can be
- Sport, active recreation, healthy lifestyles will be in the media spotlight for the four years of the Olympiad, bringing added impetus to the drive to help more people to become involved in sport at every level
- The big challenge for Derbyshire is to get more people to become fitter/more involved in active recreation or sport by 2012 than they are now.

Key Messages- Structured Pathways for Performance and Disability Sport

- The County may be actively involved in the hosting of training camps for overseas teams and will certainly be able to encourage athletes who will be training in Sheffield, Manchester, Nottingham and Loughborough to visit the County for promotional work
- 2012 will showcase local talent as it is likely that there will be Derbyshire performers taking part in the Olympics and Paralympics
- Much needed support to identify Derbyshire's most talented 75 performers who are on the pathway to international success but not yet receiving lottery funds through a new programme to be launched autumn 2007 – that will provide better support systems for these athletes including bursary support.
- Use the power of the Paralympics to create a more level laying field for disabled people in Derbyshire to take part and to excel in sport.

Key Messages- Celebrating Cultural Diversity

- The Olympic movement brings together people from every part of the World and is founded on a spirit of celebrating cultural diversity
- 2012 gives us an opportunity to celebrate and learn about different cultures, Derbyshire can show case its own cultural festivals and events
- Volunteers are the bed rock of British sport and will be a central feature of the 2012 legacy investment programme
- There is likely to be over 400 people volunteers from Derbyshire involved directly with the Games in London. This can provide a massive boost to the volunteering programmes in the County in the next four years and the drive to engage more people within volunteering.
- The Games can be used to inspire communities to develop more opportunities for young people to be involved in positive activities

Key Messages- Business

- Businesses from Derbyshire can and should tender for contracts for the 2012 Games - some have done so and have been successful
- To stand a chance of winning contracts businesses need to be able to use e-tendering systems and have in place strong equality and health and safety policies and procedures
- Service businesses can benefit from the opportunities that increased tourism to Derbyshire can bring
- The Games can encourage businesses to become more involved in promoting healthy lifestyles for their work force, with long term health and productivity benefits
- The Games provide a great opportunity to improve the dialogue between sport and business and to increase the level of partnership working and sponsorship support to community sport in the County.

Key Messages- Tourism

- There's more to Britain than London!
- Promote Derbyshire (and possibly the East Midlands) as the 'green lungs' of England
- Promote active recreation in suburb countryside – eg cycling trails, walking trails etc,
- Derbyshire is the place for overseas visitors if they want to see “the real England” in a short time with beautiful countryside, historic homes, picturesque villages, World Heritage site
- The Games will provide a boost to tourism
- Derbyshire will market itself as a place to visit to lots of groups through many different channels

Derbyshire 2012 - Implementation

Consultation

The Derbyshire 2012 Action Plan should be developed through a purposeful approach to consultation with partners in autumn 2007 including:

- Members of the Derbyshire 2012 Management Group – to ensure support of core members and consider the needs of lead agencies
- Partnership groups and networks – to share understanding on the 2012 Action Plan and invite ‘pledges’ for contributions and delivery.

Derbyshire 2012 Management Group

The Derbyshire 2012 Management Group to be expanded to include agencies who can champion and lead theme 3 “Inspiring Young with the Spirit of 2012”. The Group to:

- Agree the roles and responsibilities of lead agencies and confirm the support that will be available to them
- Devise a launch and roll out programme for the Derbyshire 2012 Action Plan and champion it through their networks
- Co-ordinate, monitor and review the implementation of the Derbyshire 2012 Action Plan.

Risk Management

The key risks identified and how best to minimise them are summarised in the table below:

Risk	Tactics to Minimise Risk
Theme leaders - not fulfilling their roles or getting partners motivated and on board	Support for theme champions through the Management Group
2012 fatigue – getting tired or overplaying the Olympic/Paralympic themes	Managed roll out programme spreading the load/emphasis
Sceptics – negative images and opinions influencing partners and public perceptions	Regular releases of good news stories aimed at key targets
Diverting focus – from the fundamental needs of sport and physical activity in Derbyshire	Have community sport as a principal theme in the Action Plan

DERBYSHIRE 2012

APPENDICES

Contacts

Interviews were held with the following people for their views to inform this Action Plan:

- Kay Adkins
- George Cowcher
- Tracy Croft
- Tom Gee
- David James
- David Joy
- Brenda Smethurst
- Ray Rippingale

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Glossary

An explanation of the terms and abbreviations used in this document is provided below.

Action Plan

The Action Plan is based on currently available information and views. It will evolve as more information on national and regional programmes linked to 2012 emerge.

Derbyshire 2012

Derbyshire 2012 refers to the influence and impact of the London 2012 Olympic and Paralympic Games across the traditional County area of Derbyshire and the Peak District National Park.

Derbyshire 2012 Games Management Group

Is an interagency group of key people from business, local government, the voluntary sector, culture, tourism and sport that has a remit to devise and co-ordinate the delivery of an Action Plan for partners in Derbyshire to play their part in contributing to the success of the London 2012 Olympic and Paralympic Games and to maximise on the opportunities presented by the Games for businesses, tourism and people living in Derbyshire.

Derbyshire Sport

Is a network of key partners from the local community, education and sports that are committed to working together through sport and active recreation to improve the quality of life for people of Derbyshire. It covers the traditional County of Derbyshire including the City of Derby and the Derbyshire part of the Peak District National Park.

Sport

Sport means all forms of physical activity, which through casual or organised participation, aims at improving physical fitness and mental well being, forming social relationships, or obtaining results in competition at all levels
(Council of Europe, European Sports Charter, 1993)

Abbreviation	Term/Title
CSP	County Sports Partnership
CSN	Community Sport Networks
CIF	Community Investment Fund distributed by Sport England
CVS	Council for Voluntary Services
D&NCoC	Derbyshire and Nottinghamshire Chamber of Commerce
DTB	Visit the Peak District and Derbyshire (Derbyshire Tourist Board)
EIS	English Institute of Sport
EMDA	East Midlands Development Agency
GBs	Governing Bodies of Sport
LEA	Local Education Authority
LOCOG	London Organising Committee for the Olympic Games
ODA	Olympic Development Authority
PR	Public Relations
PSA	Public Service Agreement