

Camden Local Strategic Partnership	
Meeting	23 April 2009
Report Title	Camden's Community Strategy: Camden Together 2007-2012 Progress report on "Benefitting from cultural and leisure opportunities, including the London Olympics" sub-theme
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Purpose	This is the latest in a series of reports looking at how we are delivering the commitments in the community strategy <i>Camden Together 2007-2012</i> .
Recommendations	The LSP is asked to note and comment on the report.

1 Introduction

- 1.1 Camden is a borough rich in cultural and leisure opportunities. Its numerous parks and open spaces - ranging from the popular Hampstead Heath to local playgrounds - are enjoyed by resident and visitor populations alike, as are its many renowned large and small cultural institutions such as the British Museum and the Roundhouse.
- 1.2 Recognising the borough's wealth of cultural and leisure opportunities and its strategic position as a major transport interchange for the London 2012 Olympics, *Camden Together* (Community Strategy) set out the goal of ensuring that all of Camden's communities are able to access the opportunities on their doorstep, including benefitting from the London Olympics.
- 1.3 To deliver on this goal, the council and its partners have centred their efforts around three improvement priority areas since 2007 when the Community Strategy was published:
 - enhancing the attractiveness of Camden;
 - promoting Camden as the cultural centre of London; and
 - making the most out of the London Olympic and Paralympic Games.
- 1.4 This report is structured around these three priority areas. As with all other themes in the Community Strategy, partnership work is a crucial underpinning factor for the successful delivery of this goal. This is because it cuts across various themes in the Community Strategy - culture and leisure opportunities are not only valuable ends in themselves, they carry greater significance for Camden's communities as a whole and can contribute substantially to health and well-being outcomes, strengthening of the local economy and more inclusive and cohesive communities overall.

1.5 As the table below demonstrates, the council shares joint responsibility with statutory partners - such as the Camden Primary Care Trust (PCT), Sport England, police and schools - as well as non-statutory partners from the voluntary and community sector (VCS) to deliver agreed Local Area Agreement (LAA) targets set against this goal:

Indicator	Target				Partners responsible
	Baseline	2008/09	2009/10	2010/11	
National Indicator 6: Participation in regular volunteering	24.5%	n/a	n/a	+3.3% over baseline	<i>Lead partnership: Economic Development</i> LB Camden (Lead partner), PCT (Statutory partner), Metropolitan Police Service (Statutory partner), Voluntary Action Camden (Non-statutory partner), Volunteer Centre Camden (Non-statutory partner), BME Alliance (Non-statutory partner)
National Indicator 8: Adult participation in sport and active recreation	24.6%	26.6%	27.6%	28.6%	<i>Lead partnership: Public Health</i> LB Camden (Lead partner), Sport England (Statutory partner), PCT (Statutory partner), Volunteer Centre Camden (Non-Statutory partner)
Local J: Young people's participation in positive activities	Reach: 20% Take-up: 40%	25% 45%	30% 50%	35% 55%	<i>Lead partnership: Children & Young People</i> LB Camden (Lead partner), Schools (Statutory), Voluntary and Community Sector (Non-statutory)

1.6 The changed economic environment makes the provision of high quality, affordable and accessible culture and leisure opportunities for Camden's communities more integral than ever. Early evidence shows that publicly funded leisure opportunities are providing welcome respite during these harder times - for example, library loans in Camden are up by 51% and library visits have increased by nearly 7% over the January to March 2009 period compared to the previous year.

1.7 In addition, the value of Camden's cultural economy, which encompasses the leisure, hospitality and tourism sector, must be recognised and safeguarded in this uncertain climate. To give some context, 10% of all jobs in Camden are tourism-related and Camden attracts 4 million visitors who spend around £1 billion locally each year. Section 3 of the report talks in further detail about the work that is being done to promote Camden as the cultural centre of London.

1.8 The Olympics also offers the council and its partners a timely catalyst, which could contribute to making Camden even more of a borough of opportunity by 2012. Camden is in the enviable position of being a 'front door' for the Olympics by virtue of its major transport links and section 4

below sets out how the council and its partners will be looking to use the Games to ensure that Camden's residents and businesses derive real and lasting benefit.

- 1.9 Overall, as this report shows, the LSP has made good progress on delivering the commitments under this sub-theme since 2007. More scope exists to connect Camden's communities to the wide range of cultural and leisure facilities across the borough, but through effective, joined-up partnership work, the LSP are in a strong position to meet its commitments by 2012.

2 Enhancing the attractiveness of the borough

- 2.1 Improving and protecting the attractiveness of the borough's local environment, including its parks and open spaces, town centres and public realm is crucial to the well-being of Camden's communities and plays a vital role in the way the borough looks, feels and is perceived.
- 2.2 In terms of parks and open spaces, Camden's communities have expressed strong support for the protection of these spaces, particularly given the largely dense urban nature of the borough. Camden has over 250 designated parks and open spaces and 36 sites of nature conservation importance. These range from well-known spaces such as Hampstead Heath as well as numerous smaller scale, but equally important, green spaces that are developed and managed by local people including the Camley Street Natural Park, which supports a wide bio-diversity of plant and animal life and the Kentish Town City Farm, which receives around 13,000 visitors a year.
- 2.3 These spaces not only provide valuable health, sport, recreation and play amenities and promote social inclusion and cohesiveness, they also make an important environmental contribution – for example, by reducing flood risks through retaining water and providing relief from hot weather.
- 2.4 To this end, good work is continuing on the implementation of Camden's *Parks and Open Spaces Strategy 2006-2011* – the council's framework for action to ensure the provision and management of accessible and attractive open spaces for everyone. To enable the borough's communities to keep healthy and active, which is one of the key aspects of the strategy, Camden's Public Health Partnership – comprising Camden's PCT, the council and others in the VCS – specifically identified areas for targeted investment where people currently have limited access to sports and recreation opportunities. With funding of over £500,000 from NHS Camden, eight outdoor gym sites are being installed in these identified areas this month. These outdoor gyms will be free of charge and easy to use and ensure that communities that currently face barriers to participation in sports and physical activity are catered for.
- 2.5 In line with the underlying aims of the *Parks and Open Spaces Strategy*, major improvement works have also been carried out in relation to various green spaces over the past year, which have seen the value of

these assets enhanced for the benefit of Camden's different communities. For example, work on the refurbishment of Maygrove Peace Park, which includes two new play areas, an outdoor gym and a multi use games area are almost complete. In addition, 2007/08 saw the completion of improvement works to Canteloves Gardens, which now boasts skateboarding facilities and a sports pitch. These developments go some way towards addressing the shortfall of sporting facilities within the borough and should lead to improved health and well-being outcomes for Camden residents.

- 2.6 Further, pursuant to the *Parks and Open Spaces Strategy*, the council and its partners continue to seek 'Green Flag' accreditation for the borough's many excellent parks. The 'Green Flag' scheme represents the national standard for quality parks and open spaces. In total, there are now seven 'Green Flag' parks across the borough – a noteworthy achievement since the *Parks and Open Spaces Strategy* was launched three years ago.
- 2.7 While the benefits of parks and open spaces are indisputable, it must be recognised that as an inner-city borough, there are limited opportunities for Camden to provide further land for open space. In addition, green space remains highly contested, given the breadth of different requirements from communities ranging from quiet relaxation to active sports. Notwithstanding, the council does and will continue to proactively use the planning framework set out in the existing Unitary Development Plan and the emerging Local Development Framework (LDF), which comes into force in 2010, to protect and secure additional open space for Camden's communities.
- 2.8 In particular, the LDF clearly sets out a commitment to protect Metropolitan Open Land, designated open spaces and other suitable land of 400m² or more with the potential to be used as open space from development. Further, section 106 agreement funds are now more closely linked to the council's Parks Improvement Plan, which provides a vehicle for undertaking works to lower quality parks in a more strategic way. To bring added value, section 106 funding can be pulled together with limited capital funds and used to refurbish lower quality parks earmarked under the Parks Improvement Plan. Canteloves Garden is a prime example, whereby section 106 funds were combined with grants from Sport England and the Football Foundation, as well as capital grants, to bring much needed improvements including the addition of a new skateboard park and an all-weather sports pitch.
- 2.9 In addition to parks and open spaces, the borough's town centres and public realm play an important part in enriching Camden's cultural and leisure amenity. In this regard, the council and its partners have invested in a number of town centre improvement projects across the borough. For example, Transport for London (TfL) funding, together with funding from the council and other sources, has been used to upgrade the town centres in Chalk Farm and Kentish Town over the past two years. This is the final year of investment and these town centres have seen various improvements ranging from new paving, better street

lighting and pedestrian crossings, which have made them safer and more attractive. An evaluation is due to be carried out following the final year of investment that will monitor local perceptions of improvements, which will be reported to the LSP.

- 2.10 As for urban realm improvements, a major project currently underway in the borough is the Bloomsbury's *Streets for People* project. This TfL and council funded project will see a large-scale gain of civic space from current highway use by reducing the dominance of motorised traffic and encouraging walking and cycling, which will attract more people to the area and create more vibrant, diverse and lively places for Camden's communities to spend time in. The first phases of work on several sites across Bloomsbury are taking place over 2008/09 and 2009/10.
- 2.11 Section 106 agreements are also being used creatively to maximise opportunities for improving civic space and securing high quality art and design. Recent section 106 agreements with Argent and British Land ensure that civic spaces and public art feature well in terms of developer contributions – for example, the agreement requires at least £1.3m to be spent on art in the public realm.
- 2.12 While there is always a need to balance civic space and urban realm considerations vis-à-vis other pressures (for instance, meeting housing and transport obligations), many of Camden's development partners appreciate the value good public realm adds to their schemes and the majority of significant developments incorporate good design principles in this regard.
- 2.13 The council's place shaping agenda, which goes beyond physical land-use planning to encompass other social and economic factors that make places attractive and sustainable, also has a central role to play in making Camden a better place to live, work and visit. To date, seven Areas of Focus have been identified for priority investment in 2009/10: the wider King's Cross area; the wider Euston area; Camden Town; Swiss Cottage; West Hampstead; Gospel Oak and Bloomsbury. The first phase of developing evidence-based area profiles has now been completed. Staff resources within the council are currently being reconfigured to support the next phase, which will see the development and implementation of place plans for these seven priority areas.
- 2.14 Place shaping is increasingly being mainstreamed within the council and the LSP will have ample opportunity to engage more fully with this agenda. An upcoming seminar in May 2009 will give partners the chance to consider how capital and social infrastructure development across the borough can be aligned with the 15 year timescale of the LDF. The intention will be for partners to identify opportunities for bringing together strategies and investment to meet the present and future demands of Camden's growing population in a holistic and co-ordinated way.

- 2.15 Since the launch of the Community Strategy, the council has also published its *Local Environmental Quality Enforcement Strategy*, which sets out an effective, consistent and clear approach to maintaining and enforcing a clean and safe environment in the borough with high amenity levels. Through multi-agency partnership working between Street Environment Services, Community Safety, the police and Safer Neighbourhood Teams, Camden has achieved reductions in fly-tipping, graffiti, litter and irresponsible dog-ownership. For example, in 2007/08, fly-tipping incidents had reduced by 18% compared to the previous year.
- 2.16 In keeping with the spirit of mutual responsibility reflected in *Camden Together*, the council has been keen to work with local communities to increase public engagement on improving the local environment. Primary schools and youth projects offer useful opportunities in this regard – for example, the *Junior Citizens* scheme, which Camden runs with its partner organisations including the London Metropolitan Police, Fire Brigade and TfL, represents an imaginative way of teaching primary school children to value their local environment through interactive and fun workshops such as the anti-littering ‘Pick it up!’ campaign. Also, the *Banners* programme, which has run since 2007 and will extend to 2009, involves school students working with artists to design banners that are hung from lamp-posts to beautify various streets across the borough.

3 Promoting Camden as the cultural centre of London

- 3.1 Camden possesses a wealth of cultural and leisure institutions and facilities. Camden received the highest score nationally on the indicators in the 2008 Active People Survey which measured museum and gallery attendance (NI 10) and engagement in the arts (NI 11). This Survey also measured participation in sport (NI 8) and Camden’s performance has improved since the original survey was undertaken in 2005/06 - Camden had the sixth highest sport participation rate across London in 2007/08 compared to the eighth highest in 2005/06. Notwithstanding this solid performance, Camden’s communities have said that more could be done to enhance the accessibility of culture and leisure opportunities for a wider range of users.
- 3.2 In response, a number of new initiatives have been introduced. Notably, from January 2009, the council has extended the opening hours of all Camden’s libraries. This means that across the board, opening hours of Camden’s libraries have increased by 7.6% and impressively, the Swiss Cottage library – which is open until 8pm every weekday – is now exceeding the benchmark level for accessibility set for public libraries. This marks the first stage in the *Growing your library* project whereby council funding (£1.5m) is being used to invest in new technology to ensure public libraries meet the growing needs of Camden’s residents. The project will see the introduction of self-issue terminals to reduce the need for transactional processes involving library staff, thereby freeing up resources to be deployed in outreach work, community learning programmes and enhanced customer service.
- 3.3 Another significant area of council investment relates to the £25m refurbishment and improvement of the Kentish Town Sports Centre,

which is to reopen in late 2010. This will provide Camden's communities with an additional first-rate sports and leisure facility where they can access healthy pursuits. Phase one of the redevelopment was completed on time and on budget and phase two commenced in January 2009. Moreover, once completed, the sports centre is expected to achieve high sustainability standards, which is a great achievement for a building of its age and heritage.

- 3.4 ProActive Camden's needs analysis found that costs were a commonly cited barrier to participation in sports and physical activity. However, consultations with the borough's leisure providers indicated that this was often a 'perceived' barrier, rather than actual, with many leisure centres offering a wide range of payment structures. NHS Camden launched a targeted scheme in March 2009 (Give it a Go!), which looked specifically at engaging vulnerable residents with chronic illnesses and low activity levels on low incomes in sports and physical activity through providing them one month's free access to four of the borough's leisure centres. Participants who accessed the facilities for a minimum of five times during March went on to qualify for a free 6-month membership, with the underlying aim of promoting longer term behavioural change towards healthier living. Interim data for the scheme evidences strong take-up (around 1800-2000 residents), with around 77% qualifying for the 6-month membership. Evaluation will follow to look at whether this behaviour change has been sustained.
- 3.5 In addition, the council and its partners are working to improve provision for people with disabilities within the borough. An example of this is through the Camden Sports Disability Forum, which comprises representatives from Children, Schools and Families, Camden Sports Development, London Sports Forum and a number of community disability groups. The Forum meets regularly and has already achieved some major wins. It was instrumental in securing funding (£186,000 over three years) from Sport England for a range of initiatives including the development of services in sports for people with disabilities. These include Saturday Morning Junior Clubs, the Annual Festival for Disabled Young People and Adults and specialised training for coaches and volunteers. The Forum will look to use the Paralympic Games as an important catalyst to further improve facilities and programmes for people with disabilities now and beyond 2012.
- 3.6 A further notable development has been the expansion of the free swimming for under 16s scheme, which was extended from summer holidays to all school holidays in 2008. The last two summers alone attracted a total of over 5,000 free swim visits. This scheme has proven so successful that from 1 April 2009, with Central Government funding assistance, the council will expand this scheme over the next two years so that those over 60 years of age, together with those under 16, will have access to free swimming all the time, thus increasing opportunities for residents to keep healthy and active.
- 3.7 Initiatives such as this are in step with Central Government policy directions to increase young people's participation in constructive

leisure-time activities. Research has shown that participation in positive activities can improve young people's resilience and future life outcomes.

- 3.8 Work has been ongoing within the council to embed the duty to promote positive activities for young people since the introduction of the *Education and Inspections Act 2006*. As part of this duty, the CAZ (Camden Activity Zone) website was developed in 2007, which acts as a one-stop shop for information about events and activities on offer for young people.
- 3.9 It is worth pointing out that the diversity of opportunities available for Camden's young people through its youth services offer has been externally validated in the 2007 Joint Area Review. Camden's children and young people's services also maintained its top 4-star rating in the 2008 Corporate Performance Assessment. Further, most recently, Camden won the prestigious Local Government Chronicle award for its excellent children's services. Performance data up to the end of February 2009 shows that Camden has already met its 25% 'reach' target set out in the LAA, with 3,767 young people participating in positive activities over the 2008/09 year.
- 3.10 Camden's out-of-school learning service also has an extensive menu of activities to engage children and young people in quality learning beyond the traditional classroom setting. The *Festival of Learning*, to name one example, which is run in conjunction with a host of partners, including Camden Arts Centre, the British Library and the British Museum, offers a well-rounded holiday programme that provides opportunities for children and young people to visit museums, galleries and other cultural venues. Over 1500 children and young people were involved in the 2008/09 programme and participant feedback has been very positive.
- 3.11 Further, the vital contribution that the VCS makes in the area of children and youth services provision must be recognised. The sector is a key partner who is leading the way in providing responsive, flexible and innovative projects to meet the learning and development needs of children and young people. For example, a new project funded by the Arts Council and run in conjunction with the charity Artangel and Coram Family involves artists working with young parents to encourage them to develop creative play activities for their children using various media.
- 3.12 The borough is also committed to providing children and young people space and opportunities to play actively outdoors, as part of achieving Every Child Outcomes and delivering on Camden's Children and Young People's Plan. Under the Central Government's Play Pathfinder programme, the council was awarded almost £2.7m in April 2008 to create 28 new play areas across the borough and a new adventure playground for eight to 13 year olds in deprived areas where there is a lack of places to go and things to do. These new play landscapes will improve public space for all, but the main beneficiaries are Camden's children and young people who will enjoy improved access to play and leisure opportunities, which is essential to their

learning and development needs. To date, 12 play areas have been completed, with the remainder expected to be delivered by early 2010. Funding from Camden's PCT has added extra value to these twelve play sites, which incorporate food production initiatives to embed healthy eating via play among young children.

- 3.13 Promoting Camden as a visitor destination in its own right is another key plank of this Community Strategy sub-theme. Camden's appeal among tourists is already high – its draw cards are many from heavy hitters like Camden Market to the more hidden sites such as those promoted by our BID partners, Inholborn, who run architecture and story-telling walks aimed at uncovering the history of the Holborn area.
- 3.14 The Olympic and Paralympic Games will no doubt assist Camden to bolster its reputation as an important cultural and tourism centre of London. Transport and construction activities are well progressed in King's Cross to enable Camden to act as the transport gateway to the 2012 Olympic and Paralympic Games.
- 3.15 Already, some major transport construction milestones have been achieved - St Pancras International opened in November 2007 – and other related transport projects are on track for delivery by 2012 such as the *Javelin* train shuttle, which will operate from St Pancras to Stratford and the high speed train service to Kent (expected to be completed in December 2009).
- 3.16 Partners such as Argent and London & Continental Railways are maximising opportunities to change the perception of King's Cross and promote it as an area of cultural and artistic significance. For example, Argent is working with the council to stage an exhibition this year, which showcases the changing nature of the artistic community around King's Cross from the 1830s to the present day. London & Continental Railways also run a series of excellent cultural programmes in and around St Pancras, with activities ranging from photographic exhibitions, music and theatre.
- 3.17 While it was hoped that the economic downturn would present opportunities for the visitor economy due to the weakening sterling, tourism numbers to London have in fact dropped in the first quarter of the year as a result of the global recession. To attract both local and international visitors to the capital and provide a vital boost to London's economy, the London Development Agency (LDA) has recently announced a £2m international marketing campaign, to be run by Visit London. The council, together with a consortium of other key central London boroughs, will also be supplementing the LDA funding with some targeted marketing campaigns, which will showcase London's unique attractions and the value for money London offers in these tougher financial times.
- 3.18 Recognising the benefits tourism brings for the borough's economy, an in-depth research study on Camden's visitor economy is currently being undertaken and is due to be completed next month. The study will

gather visitor data and demographics, which will help benchmark Camden's performance nationally and regionally. It will look specifically at understanding the impacts of Camden's visitor economy both in terms encouraging tourist spend and generating local employment. Importantly, it will identify emerging trends and opportunities, particularly in light of the recession and the Olympics. It is expected that this study will help to inform the development of a strategic work programme that encourages the development, growth and sustainability of Camden's visitor economy.

4 Making the most out of the Olympic and Paralympic Games

- 4.1 As outlined previously, transport and construction work around King's Cross is gathering pace to position Camden as a major transport interchange for the Olympic and Paralympic Games. Strong working relationships are also being developed at an operational level between the council's Community Safety team and the local police, including the Safer Neighbourhood team to ensure that the King's Cross area provides a secure and welcoming environment for the 2012 Games. For example, in 2007, the Community Safety team participated in 'Exercise Archer', a police-led multi-agency exercise to test the response to a major incident at King's Cross and St Pancras. This was the first in a series of such exercises, which is intended to get Camden 'Olympic ready'.
- 4.2 Beyond this logistical front, the London 2012 Games presents the council and its partners with ample opportunities that could be harnessed to help realise Camden's vision as a borough of opportunity for all. Camden's *Plan for the Olympic and Paralympic Games* (Plan) makes explicit five aims to: encourage more people to be active and healthy; make the most of cultural and leisure opportunities; increase volunteering in Camden; maximise the economic benefits; and improve Camden's streets, parks and open spaces.
- 4.3 Clearly, these aims are not exclusive to the Plan, but rather form part of Camden's wider goals as set out in the Community Strategy. The Plan is intended to act as a framework for partners to work together to capture the benefits of the Olympics for Camden's communities.
- 4.4 Since 2007, Camden has been keenly involved in 2012-related national activity. For example, the London Development Agency and London 2012's *Get Set London Roadshow* came to Swiss cottage in 2008, bringing to life some of London's ambitions for the Olympic and Paralympic Games. In addition, the British Museum staged a special event for the Beijing Torch Relay in 2008 and the launch of the London Cultural Olympiad saw Camden play host to a large number of free events last year.
- 4.5 The council has also been working with its partners to build 2012 activities into its wider strategic planning processes. For instance, the council was involved in the development of the *Central London Arts Partnership 2012 Action Plan* and 2012 opportunities and activities are being aligned with a number of other key partnership strategies that are

due to launch shortly – namely, the *Proactive Camden Physical Activity Plan*, *Camden's Volunteering Strategy* and *Camden's Economic Development Framework*.

- 4.6 Again, the VCS is a key partner who is actively generating community interest in the Games and is providing various opportunities for Camden's local community to get involved. For example, Coram Fields hosted a successful mini-Olympics last summer, which it plans to hold annually, as a means of enthusing children and young people for the Games. Volunteer Centre Camden is also involved in a pan-London initiative with Greater London Volunteering to encourage volunteering now so that volunteers are prepared for the Games in 2012. So far, 300 people have signed up and are being offered roles to help them develop the skills needed for volunteering for the Olympics.
- 4.7 Camden's BID partners such as Camden Town Unlimited (CTU) are also looking to leverage the opportunities offered by the Olympics. Capitalising on the strength of the transport connections around the redeveloped King's Cross, St Pancras and Euston area, CTU are working towards establishing a Camden Creative Quarter, which seeks to transform Camden Town, Euston and King's Cross into a new central London design hub.
- 4.8 Looking forward to 2012, it is critical that the work streams of the council and its partners are drawn together in a strategic and co-ordinated manner if the aims of Camden's Olympics Plan are to be achieved. This will avoid duplication of effort and help partners maximise outcomes.
- 4.9 Moreover, consultation with residents indicates that expectations for the Olympic Games are high. For example, the Camden Talks survey from October 2008 showed that nearly 60% of the young panel members (aged 18-24) felt that the Games would have long term benefits for Camden and more generally, 70% of respondents agreed the Games would inspire people to be active and healthy. To ensure the Games meet these high expectations, the council and its partners will need to work together to co-ordinate tangible programmes that enable people to engage with the five aims of the Plan in a practical manner.
- 4.10 To assist local co-ordination, the council has identified twelve legacy projects, which are designed to leave Camden lasting benefits beyond the 2012 Games. Four year delivery plans have been developed for these projects, which will help focus the efforts of the council and its partners in the lead up to 2012. These projects cut across the five aims of the Plan and covers work streams from across the council, as well as a range of partners.
- 4.11 To cite one example, Camden's Green Travel legacy project will see Camden participate in Legible London and the central London cycle hire scheme. Working with TfL and other boroughs, the council will implement new pedestrian signage and way-finding systems in the Bloomsbury and Covent Garden area and introduce over 1000 bike docking stations by 2010. This Green Travel project will encourage

walking and cycling as sustainable transport options, thereby contributing to a healthier and more sustainable borough in the longer term.

- 4.12 Another notable legacy project, Cultural Volunteers, will look to improve and join-up brokerage of volunteering options across a range of fields such as sports, arts, events and the environment to various target groups. While this project is still under development with the Camden Volunteer Centre, options are being explored to see how volunteering can be encouraged as a pathway into work, which would be particularly useful given the current financial climate.
- 4.13 Relatedly, the Employment Benefits legacy project will look to connect Camden residents to work and training opportunities linked to the 2012 Games. This includes the management of the Personal Best programme, which will train disadvantaged members of the community, provide them with job experience and shortlist them for volunteering places during the Games.
- 4.14 There is recognition that opportunities for involvement in the 2012 Games must be offered to a wide spectrum of people, including hard to reach groups such as the elderly, if the Olympics is to have resonance with Camden's communities. Legacy projects such as the Active Ambassador project will look at opening up volunteering opportunities for a diverse range of local residents, particularly from groups who are usually overlooked, who can act as exemplars or activators for healthy living. The goal is to recruit at least 12 ambassadors and generate 2012 'get active' pledges by the summer of the Games.
- 4.15 As at least half of these legacy projects require public participation and engagement, opportunities for getting involved will need to be clearly and widely communicated among Camden's communities. One of the communication challenges relate to restrictions around the use of the Olympic brand. From this month, web pages will go live on Camden's website, which will use specifically designed imagery that will feature on all of Camden's communications in terms of its Olympic work and legacy projects: see www.Camden.gov.uk/London2012.
- 4.16 Building on the success of the 'Camden in 2012' stakeholder conference held last September, the council is planning to hold a second follow-up conference in June 2009 to launch Camden's twelve legacy projects and delivery plans. This conference will provide stakeholders with a clear steer on the 2009/10 to 2012/13 forward look and set an approach to delivery and work streams, which stakeholders can then link in to.

5 Conclusion

- 5.1 The achievements to date suggest that the LSP is on track to deliver the Community Strategy commitment under this sub-theme. Efforts will need to continue to link up Camden's communities to the abundant cultural and leisure opportunities available across the borough,

particularly for vulnerable groups for whom participation barriers still exists.

- 5.2 Importantly, the council and its partners will need to be responsive and flexible to the risks and opportunities presented by the current economic climate. The forward period to 2012 also marks an exciting time for Camden, as London gears up for the arrival of the Olympic and Paralympic Games. In order for Camden's communities to gain benefit from the Games, LSP partners must continue to focus their efforts on establishing a 'legacy now' approach, which looks to ensure that their work programmes have an impact for local people *now* and beyond 2012.