

Report of the the Director of City Development and Director of the Leeds Initiative

Report to Executive Board

Date: 11th September 2007

Subject: The London 2012 Olympics – Opportunities for Leeds.

<p>Electoral Wards Affected:</p> <p>City wide</p>	<p>Specific Implications For:</p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input checked="" type="checkbox"/></p> <p>Narrowing the Gap <input checked="" type="checkbox"/></p>
<p>Eligible for Call In <input checked="" type="checkbox"/></p>	<p>Not Eligible for Call In (Details contained in the report) <input type="checkbox"/></p>

EXECUTIVE SUMMARY

The winning London 2012 bid provides Leeds with an unrivalled opportunity to benefit economically through hosting training camps, associated tourism benefits, and culturally through the development of a cultural festival. The proposed programme of activity also has the potential to raise the city’s international profile and improve health and community cohesion, thereby helping the city meet its key aims of going up a league, narrowing the gap and developing Leeds’ as the regional capital. A number of initiatives have already taken place, including the formation of the Leeds 2012 Task Group, the appointment of a programme manager, visits by key ministers and international delegations, and publication of Yorkshire Forward’s regional strategy ‘Yorkshire Gold’.

The report seeks approval for the further development of the activities outlined below through a small project team based within the council’s City Development Directorate, to help ensure that the 2012 Games leave a meaningful legacy in the city. Approval for additional funding for this financial year and further funding for two years is sought to implement these proposals.

1 PURPOSE OF THIS REPORT

1.1 The purpose of this report is to outline how Leeds can benefit from the London 2012 Olympic and Paralympic Games. The report will detail the structure and resources necessary to help develop and implement these and request approval for the necessary funding.

2 BACKGROUND INFORMATION

- 2.1 Following the announcement of the awarding of the Olympic Games and the Paralympic Games (for the purpose of this report the term ‘Games’ and Olympic Games’ will be used to include both the Olympic Games and the Paralympic Games) to London in July 2005, Leeds established through the Leeds Initiative, a 2012 Task Group to explore the ways in which the city could both contribute to and benefit from the Games being held in London. The membership of this group is included in Appendix 1 for information. The 2012 Task Group has provided progress reports for the Cultural Partnership and the Leeds Initiative Going Up a League Executive.
- 2.2 The Task Group has produced a draft prospectus and has overseen progress in a number of areas. This includes the following:
- 2.2.1 Visits hosted to date.
Lord Coe, Chair of the London Organising Committee for the Olympic Games (LOCOG) has visited Leeds on two occasions. Tessa Jowell as Secretary of State for Culture also launched a business engagement event at the Town Hall. Leeds has also hosted visits from international sports delegations from China and India, who have visited Leeds to view potential 2012 Games training camp facilities.
- 2.2.2 Training camp applications to LOCOG.
The hosting of pre-Games training camps is seen as one of the ways of realising the economic and tourism benefits to the Yorkshire region of the Games. In January 2007 the 2012 Task Group compiled an audit and review of the city’s sports training facilities and submitted information on all the suitable venues that meet the training camp guidelines. Seven Leeds’ facilities were submitted to LOCOG that can host training camps in 22 of the 26 Olympic sports and 16 of the 19 Paralympic sports. Approval on the inclusion of these facilities in the document that will be issued at the Beijing Games will be given in January 2008. A list of the facilities submitted and the Olympic and Paralympic sports that can be accommodated within them is included in Appendix 2a and 2b.
- 2.2.3 Leeds has also led the City Region in submitting facilities that meet the stringent requirements to LOCOG. Eleven Leeds City Region facilities have been submitted as part of a Training Camp Consortium bid led by Leeds.
- 2.2.4 Programme Manager
A programme manager has been appointed for a nine-month period, jointly funded through Leeds Initiative and the City Council through City Development. The purpose of this post is to scope out the opportunities for Leeds and identify the potential resources that could be provided to support the delivery of these opportunities.
- 2.3 **Regional progress.**
- 2.3.1 Leeds, as a regional key city, has also been part of the Yorkshire 2012 Committee (Y2012). This includes representatives from Yorkshire Forward, Sport England Yorkshire, Yorkshire Tourist Board, Local Government Yorkshire and Humber and the Learning and Skills Council, along with the other four key cities. The Committee also provides regional representation within LOCOG.
- 2.3.2 A regional strategy, “Yorkshire Gold”, has been launched covering the period 2007 – 2017 that maps out five ‘Golden Opportunities’ and the regional lead agencies to take

them forward. Copies of “Yorkshire Gold” will be made available for Members at the Executive Board meeting. It can also be accessed via www.leeds2012.org.uk

Yorkshire Gold: 5 Golden Opportunities	Lead agency
Putting sport centre stage	Sport England
Healthy and cohesive communities	Local Government Yorkshire & Humber
A carnival of culture	Yorkshire Culture
Enhanced profile and tourism potential	Yorkshire Tourist Board
Winners in business	Yorkshire Forward

2.3.3 The regional strategy for the 2012 Games states that “the true test of success will be securing a legacy of tangible outcomes that enhance the region’s well being and prosperity. This will translate into better sports facilities enjoyed by diverse and inclusive communities. To growing businesses, and a population that is fitter, healthier and happier. To active young people eager to make the most of their lives.”

The guiding principles that run throughout the strategy are:

- Ambition – inspire people to see and attain their full potential
- Inclusion and Diversity – reach and bring together all of our communities
- Legacy – deliver lasting social, economic and environmental benefits.

2.3.4 There have been very limited funds allocated by Government to cities and regions to support the local delivery of work streams around the Games. What is evident is that the 2012 Games will provide the focus and momentum that will attract a wide range of partners and agencies into an environment where new and innovative partnerships can be created. Such partnership working towards shared agendas will help ensure that the 2012 Games leave a meaningful legacy in the city.

3.0 MAIN ISSUES

3.1 The 2012 Games are the world’s greatest spectacle and the biggest celebration of sport on the planet - around three-quarters of the world’s population will watch the events in London unfold. It will stimulate interest in sport, activity and culture and potentially provide a means to interest and engage with groups who can often be detached from mainstream activity. It is clear that a wide range of agencies plan to use the Games and the interest and enthusiasm they will generate as a ‘hook’ to help achieve their objectives. There is a need for Leeds to coordinate this work to ensure that these opportunities help meet the city’s objectives.

3.2 The London 2012 Olympics has the potential to make a significant contribution to the Vision For Leeds aims of:

- narrowing the gap - through, for example, developing sports volunteers to work in community based clubs to help increase local sports participation
- going up a league - creating business opportunities and increasing Leeds profile internationally; and
- developing Leeds’ role as the regional capital, through achieving recognition as a leading cultural and sporting city.

In particular, it will play a key role in meeting the vision within the Cultural Strategy, where: "Leeds will be a city with a vibrant and distinctive cultural life - a welcoming city

which is internationally recognised as a centre of cultural excellence and provides cultural opportunities for everyone."

3.3 The five Olympic rings are one of the most recognisable brands in the world and commercial sponsorship through association with the London 2012 Olympic brand is targeted to generate a large part of the Games £2 billion operating budget through sponsorship. The Games logo has recently been launched to a mixed response from a range of agencies and individuals. However, it is this brand and the image that is behind it that will act as a hook to engage people in a range of projects and initiatives. LOCOG has indicated that it will establish a mechanism, regionally managed, to license not-for-profit activities that reflect the Olympic principles in sport, culture and education. This will enable the City Council and partners to develop new initiatives and link into existing programmes that can be branded around the 2012 Games. Some examples of these activities are outlined below.

3.4 Most regional and local agencies are still developing their approach to the 2012 Games. This makes the planning and resourcing of projects and activities for the final two years leading up to the Games impossible at this stage. The opportunities that need to commence between October 2007 and March 2010 to achieve maximum benefits to Leeds are outlined and costed where possible within this report. This report does not cover all of the projects and initiatives that will be delivered during this period but will focus on those areas that will need support funding. A future report to Executive Board will identify in detail the opportunities that can be achieved in the period from April 2010 and the Games in the summer of 2012.

3.5 Areas that will require funding to ensure progress or added capacity have been put under the four following headings. The budget implications for each of these areas are detailed in section 5 of the report.

3.6 **Cultural Olympiad**

3.6.1 The Cultural Olympiad for the 2012 Games will begin as the Beijing 2008 Games come to an end and the Olympic torch is passed over to London. The Cultural Olympiad has three strands:

- mandatory ceremonies such as the opening ceremony and medal presentations
- major and bid projects that are broader based and will be either in London or will engage the whole country; and
- the UK Cultural Festival - the aim is to spread the benefits of London hosting the 2012 Games as far as possible across the UK over the four years from summer 2008 to 2012.

3.6.1 Funding of £28m has been approved by Government to help support the delivery of the Cultural Festival across the UK during the period between 2008 and 2012. Although details are yet to be made clear, the indications are that the focus will be on youth and internationalism. It will focus on following young people engaged in sports and the arts as they develop, it will record the story of the games across Britain to create a unique archive, there will be a storytelling festival to capture stories from across the world and three major exhibitions across the country which will carry the Olympic rings brand. Leeds is keenly involved in bidding for one of these exhibitions as part of the Yorkshire hub. The regional approach will be to support major projects rather than to establish a funding mechanism to support community based initiatives.

There is an expectation that city partners will be expected to provide matched funding to complement the central funding that will be allocated to each region. A provision is included within the resources section of this report to cover this requirement.

- 3.6.2 In addition to supporting major projects, Leeds will want to deliver an enhanced cultural offer for young people that integrates the 2008 -2012 Cultural Festival into the city's ongoing arts and regeneration programme. This could provide a platform to showcase and nurture the emerging talent across the cultural sector. Leeds will deliver a festival of cultural celebration that will be fun for participants and spectators and will enhance the city's profile as a cultural centre of excellence.
- 3.6.3 The proposed response from Leeds is to build on the Breeze brand which is already well known to young people. The Breeze International Youth Festival Team will focus on the internationalism element as they have many years of organising this type of event. They work closely with International Relations who host young international guests each year. The festival has just completed a four year programme culminating in Celebrate Leeds 2007 during which all High schools have been involved. This will now be built on in a new programme over the next five years. This will encourage schools youth groups and individuals to become involved in a range of activities giving young people a range of creative outlets with an international theme. Added to this will be a host of other Breeze events - Breeze reads - a highly successful project to introduce teenagers to authors, Breeze Young Things a young bands showcase, Breeze on Film, Breeze on Tour and Breeze Arts - working closely with LMU. A provision is included within the resources section of this report to cover this support.

3.7 Hosting international training camps.

- 3.7.1 The hosting of international training camps in the run up to the London 2012 Games is one of the most tangible aspect of 2012 related work that cities outside London itself see as generating benefits for them. One of these benefits is the economic impact that sports groups would have. In December 2005 the Sport Industry Research Centre (SIRC) at Sheffield Hallam University provided some projections on the economic impact. These benefits relate to the expenditure of visiting athletes on goods and services in the City including facility hire, accommodation, catering plus recreational spend. As a general broad indication, the economic impact for a single person for each 24 hour day they stay in a city is £100. It should be noted that this is based upon accommodation, meals and discretionary spend only.
- 3.7.2 There are other less tangible benefits such as international profile, opportunities for community cohesion, future tourism benefits, profile within the visiting country that could generate future business opportunities and the direct tourism benefits that will come from spectators and support personnel being based around the team and their training camp. It should be noted that, based on the Sydney and Athens Games, the majority of major Olympic countries do not tend to base their teams for different sports together, but allow each Performance Director to choose a venue that best suits their preparation plans. This approach will be monitored at the Beijing Games in 2008.
- 3.7.3 To facilitate Olympic teams basing themselves in the UK LOCOG have allocated £26k per Olympic and Paralympic Associations that can be used to support UK camps. They have also committed to provide a document to all Olympic and Paralympic Associations at the conclusion of the Beijing 2008 Games that will list all facilities in

the UK that meet agreed criteria. Leeds has submitted seven facilities (see appendix 1) that are expected to be included within the document.

- 3.7.4 There is a recognition that the LOCOG training camp document should result in a number of the smaller teams in certain sports coming to Leeds. This will be because we have a number of 'world class' specialist facilities such as the swimming and diving centre and the indoor and outdoor athletics provision at the John Charles Centre for Sport and the Carnegie Gymnastics Centre and athletics facilities at Leeds Metropolitan University Headingley campus.
- 3.7.5 However, a more proactive approach is proposed. This would involve active marketing by telephone, email and personal visits of either Leeds representatives going abroad or inviting the appropriate identified person (sport decision maker) to Leeds for a fact finding visit/tour. The key to this 'prospecting' approach would be to exploit existing international relationships that exist, not only in the field of sport but economic and cultural links too.
- 3.7.6 Leeds has commenced this proactive approach and is developing specific links with China and India but these are at an early stage. Leeds has established a presence at international Olympic conventions such as the Beijing SportAccord in April 07. During the next 12 months the emphasis will be on building relationships with key decision makers in our target countries as it is unlikely that countries will be making firm decisions on their training camp requirements for London until after the Beijing Olympic games in the summer of 2008.
- 3.7.7 Our planned approach will also include targeting Commonwealth countries based on the likelihood of Glasgow being successful in their bid to host the 2014 Commonwealth Games and thus creating the opportunity for 'repeat business' from 2012 into 2014. A full list of target countries and sports is being developed by the Leeds 2012 Task Group. There is also a need to produce the necessary specific resources (promotional brochure, DVD etc.) to support this proactive 'prospecting' approach.
- 3.7.8 Leeds proactive approach is also supported regionally by Y2012 and Sport England who have the strategic lead for this work strand under 'Yorkshire Gold'. It has been agreed that the cities of Leeds and Sheffield will be the regional 'brand' rather than trying to promote a 'Yorkshire' identity to potential international teams. The two cities will work together where appropriate but also recognise that there could be countries and sports where they will be competing with each other. A Memorandum of Understanding is being developed to help manage this process.
- 3.7.9 There is an indication that Yorkshire Forward will match fund the financial commitment the two cities are making towards 2012 to create a fund that will be used to support the 'prospecting' phase of the process. This potential matched funding and the estimated resources required for the two year prospecting phase are included within the resources section of the report.
- 3.7.10 When interest from potential teams has been achieved it should be noted that there is a potential for further substantial funding to be required to secure final agreement, particularly if Leeds is to attract high profile countries and sports. This could include offsetting certain costs such as facility hire or accommodation. There will also be

additional staffing and other resources needed to manage and deliver the training camps. These resources will be confirmed in future reports to Executive Board.

3.8 Investing in children and young people.

3.8.1 A key feature of the London 2012 bid was that the Games would 'reach young people all around the world. To connect them with the inspirational power of the Games.' The voluntary, cultural, creative and sporting sectors in Leeds have a once-in-a-lifetime chance to engage a whole new generation of young people, not just as audiences but as active participants. A number of national initiatives that will impact in Leeds are already planned. These include:

- the 2012 Torch Relay that will visit towns and cities throughout the UK and will provide an ideal opportunity for community engagement
- a Legacy Trust with £40 million of grants to be established to support cultural and sporting community projects that involve young people and diverse communities
- a national educational programme that will cover a wide range of subject areas to engage children and young people in the Games and inspire them through the Olympic and Paralympic values
- Pre-Volunteering Programmes that will give people with no qualifications the necessary skills to volunteer in 2012 and guarantee them an interview to be a Games Volunteer.

3.8.2 The 2012 Games and the cultural and sporting activities also provide a 'hook' that help engage with a number of young people who maybe excluded for whatever reason from more formal education, employment or training opportunities. There are a number of projects in place to engage with NEET young people. Funding will be used to develop projects that use the 2012 Games to help re-engage these young people back into more formal education, training or employment.

3.8.3 There are a range of existing activities that can be enhanced to demonstrate the City's investment in Young People. Examples include projects such as the arts and sports academies and Breeze Young Things band showcase. The focus of these programmes is to offer positive development opportunities for young people, including volunteering, learning in new environments, creativity, work experience and ultimately employment. New learning styles and opportunities will enable young people to build confidence and self esteem, remain connected to learning and so achieve better life chances and opportunities.

3.8.4 Other projects will look at educational projects for schools and developing volunteering opportunities. Improvements in educational attainment and increased volunteering will help Leeds meet targets within the Local Area Agreements. A provision is included within the resources section of this report to cover these requirements.

3.8.5 It is also proposed that the Council recommends to the Leeds 2012 Task Group that representatives from young people are invited to join the Task Group to represent their views.

3.9 Getting Leeds active and elite sport

- 3.9.1 More active lifestyles and increased participation in recreational activities are crucial to getting Leeds more active. Walking, swimming and cycling attract more participants than even the most popular formal participation sports and are activities that people can do without necessarily joining a club or incurring high costs. There is great potential to use the 2012 Games as a focus to increase physical activity levels and to benefit the city and local communities. We will support, and brand if appropriate with the 2012 logo, projects that aim to get more people physically active in creative and innovative ways.
- 3.9.2 The 2012 Games should create a wave of interest in sport and encourage more people to get involved with sport in a variety of ways. This will increase demand for teaching and coaching in not only our traditional sports, but some of the less popular sports such as handball or Boccia that will be featured within the Games. To ensure in Leeds there is the capacity to meet this increase in demand, we will need to invest along with other partners in programmes and resources that develop clubs, coaches and volunteers. This investment will also ensure we continue to provide safe, high quality opportunities that will lead to continued participation and sustainable development.
- 3.9.3 Leeds has a strong sporting excellence tradition, providing athletes (a number of whom have won medals) in a number of sports at most of the recent Olympic and Paralympic Games. We have a number of junior national, European and World champions who are based and train in Leeds. We need to help support and celebrate their successes and our other young athletes as they strive towards selection for the 2012 and 2016 Games. With partners, we will be able to subsidise access to local sports facilities and provide grant aid funding to support their development. Working with the local media we can help highlight their progress. A provision is included within the resources section of this report to cover this requirement.

4.0 Future arrangements

- 4.1 The Leeds 2012 Task Group have overseen the development of the Leeds 2012 offer to maximize the benefits for all parties that can be gained from the 2012 Games. It has engaged with partners such as the two universities, private-sector representatives and the regional agencies to ensure that they are supportive of the direction of travel that has been developed. It is now an appropriate time to pass on the baton to others to ensure that these opportunities are developed and implemented across all strands and with the full support at all levels within partner organisations.
- 4.2 It is proposed that the future structure to develop and coordinate these opportunities is based within the City Development Directorate of the City Council to better engage with other council services but retaining its outward facing, partnership approach to ensure that key partners remain engaged in the process. It is proposed that five themed strands that reflect the priorities that have been developed by the Task Group and regionally are established to lead the development of the specific work areas within each strand. To deliver the outcomes within the themes outlined above there will need to be a clear link through the Leeds Initiative into the existing partnership networks that have been established throughout the city.

- 4.3 In line with the council governance arrangements for major projects it is proposed that an officer-led project board be established to provide the strategic lead and would include representatives from key partners along with a representative from each of the five themed strands. The project board will report to Executive Board on a regular basis.
- 4.4 The project board and the five strands would initially be supported by a full time programme manager along with a part time assistant who would assist with general administration for each of the five strands and the research associated with the prospecting for training camps. It is likely that this structure will need to be expanded as we approach the two years leading up to the 2012 Games although the focus will remain on facilitating and enabling with partners rather than direct delivery. This initial structure is outlined diagrammatically in the attached Appendix 3. The costs for the staffing elements of this structure have been included within the resources section of the report.

4.0 CONSULTATION

- 4.1 A wide range of consultation has been undertaken in the development of this project. The organisations consulted included the regional agencies of Sport England, Yorkshire Culture, Yorkshire Forward, Local Government Yorkshire and Humber, Learning and Skills Council and Yorkshire Tourism. There has also been consultation with a wide range of local partners including both universities, Leeds Chamber of Commerce, a number of local sport and arts organisations and council services.

5.0 LEGAL AND RESOURCE IMPLICATIONS

- 5.1 As outlined in 2.2.3 of the report, a programme manager has been appointed on a temporary basis, funded by Leeds Initiative and City Development for the first six months of 2007.
- 5.2 Based on information available at the present time, the City Council will need to identify additional budget provision to undertake these works from 2008/09, and these costs will be earmarked as a budget pressure during the forthcoming revenue budget cycle. City Development will endeavour to identify resources which will fund the additional costs for the remainder of 2007/08. Discussions will continue with the partners identified in 5.4 below and others, to secure funding and other means of support to maximize the opportunities that are available.

The additional costs are projected as ;

5.3

Area of expenditure	Costs 07/08	Costs 08/09	Costs 09/10
Staffing and associated areas (50% in 07/08)	£37,000	£75,000	£78,000
Cultural Olympiad: Matched funding for Cultural festival.	£ 5,000	£ 15,000	£ 20,000
Community projects	-	£ 15,000	£ 20,000
Training camps: Marketing materials	£ 40,000	£ 10,000	£ 10,000

Prospecting visits/hosting	£ 15,000	£ 25,000	£ 25,000
Investing in children and young people:			
NEET + other targeted initiatives	£ 5,000	£ 15,000	£ 18,000
Educational and volunteering projects	£ 5,000	£ 12,000	£ 15,000
Getting active and elite sport:			
Coach and volunteer support	£ 5,000	£ 6,000	£ 7,000
Active lifestyles projects	£ 5,000	£ 10,000	£ 15,000
Total:	£117,000	£173,000	£208,000

5.4 There are positive indications from regional and city partners that they will provide funding and / or support in kind to help deliver the outcomes in a number of these work areas. This will allow a larger programme of activities to be delivered. The levels of partnership funding should be confirmed during the next 6 months.

These partners include:

Sport England	Yorkshire Forward	Yorkshire Culture
Learning and Skills Council	University of Leeds	Leeds Met University
Royal Armouries	Marketing Leeds	Leeds Chamber of Commerce

5.5 The 2012 Games will provide an extensive range of opportunities for Leeds to enhance the range and level of provision within a number of leisure and associated areas within the city. A number of funding options will be explored including establishing a Leeds Lottery, as a mechanism to help fund these and other future leisure projects.

6.0 RISK ASSESSMENT

6.1 There is a risk that Leeds may not attract countries of significant number or stature to warrant the financial investment. The proactive approach detailed in this report to attracting and recruiting major teams to be based in Leeds should mitigate this risk.

6.2 There is a risk to Leeds reputation as the regional capital and international city by not engaging in the opportunities that the London 2012 Games. Support for this project will enhance our reputation within the UK and internationally.

7.0 COMPLIANCE WITH COUNCIL POLICIES

7.1 The Councils Corporate Plan identifies the need to ensure that:

- (i) our children and young people are healthy, safe and successful. This project will support increased physical activity for young people and the development of sporting talent in Leeds
- (ii) at each stage of life, people are able to live healthy fulfilling lives. This project will provide opportunities for increased participation in sport, active recreation and volunteering
- (iii) Leeds is a highly competitive international city. We will aim to attract teams from countries across the world to be based and train in Leeds prior to the London 2012 Games.

8.0 RECOMMENDATIONS

8.1 Executive Board is requested to support and approve:

- (i) support and approve the Council's role in maximizing the benefits for Leeds that the London 2012 Olympic Games and Paralympic Games present.
- (ii) note the additional financial requirements included in the report, and that a source of funding will need to be identified from 2008/09.
- (iii) support and approve the future arrangements detailed in the report to take forward this project.

Members of the Leeds 2012 Task Group

- **David Heddon,** Chair, Sport Leeds
- **Malcolm Brown,** Carnegie, Leeds Met University
- **Dinah Clark,** Leeds Cultural Partnership
- **David Gent,** Sport England
- **Roger Hackney,** Consultant Orthopaedic Surgeon / former Olympic Athlete
- **Claire Huddart,** Coach / former Olympic athlete
- **Martin Dean,** Leeds Initiative
- **Neil Jenkinson,** Yorkshire Forward
- **Melanie Hunter,** KPMG
- **Peter Smith,** Leeds Initiative
- **Gary Topp,** Yorkshire Culture
- **Gary Barker,** Marketing Leeds
- **Jean Dent,** Leeds City Council
- **Gary Williamson,** Leeds Chamber
- **Stewart Ross,** University of Leeds

Leeds venues submitted to LOCOG

Campus Sports Centre, University of Leeds
Headingley Carnegie Stadium Leeds
John Charles Centre for Sport
Leeds Metropolitan University Sports Centre
Middleton Equestrian Centre
Rothwell Leisure Centre
Weetwood Sports Ground. University of Leeds

Leeds City Region venues submitted to LOCOG

Active York City Portfolio - York
Ameiche Basketball Centre - Bradford
Batley Tennis Centre - Kirklees
Galpharm Stadium Huddersfield - Kirklees
Huddersfield Sports Centre - Kirklees
Ilkley Lawn Tennis Club - Bradford
Leeds Rd Playing Fields - Kirklees

Minsthorpe Community College - Wakefield
 Northbridge Leisure Centre - Calderdale
 Princess Mary Athletics Stadium - Kirklees
 Richard Dunn Sports Centre - Bradford
 Spring Hall Athletics Stadium - Calderdale

	Headingley Carnegie Stadium Leeds	John Charles Centre for Sport	Leeds Metropolitan University Sports Centre	Middleton Equestrian Centre	Rothwell Leisure Centre	University of Leeds, Campus Sports Centre	University of Leeds, Weetwood Sports Ground
Aquatics		✓				✓* (water polo)	
Archery	✓						
Athletics		✓	✓				
Badminton		✓	✓			✓	
Basketball			✓			✓	
Boxing		✓	✓		✓	✓	
<i>Canoeing</i>							
Cycling (road)		✓	✓				✓
Equestrian (Show jumping).				✓			
Fencing		✓	✓		✓	✓	
Football		✓	✓				✓
Gymnastics			✓				
Handball			✓			✓	
Hockey			✓*				✓*
Judo		✓	✓		✓	✓	
Modern Pentathlon		✓	✓				
<i>Rowing</i>							
<i>Sailing</i>							
<i>Shooting</i>							
Table Tennis			✓		✓	✓	
Taekwondo		✓	✓		✓	✓	
Tennis (grass court)	(at Ilkley Tennis Club)						
Triathlon		✓	✓				
Volleyball			✓			✓	
Weightlifting		✓	✓		✓	✓	
Wrestling		✓	✓		✓	✓	

Wakefield Hockey Club - Wakefield

Appendix 2a

Olympic Sports and Leeds Facilities.

(✓* Indicates future facility or improvement to existing)

Paralympic Sports and Leeds Facilities.

(✓* Indicates planned facility or improvement to existing)

	Headingley Carnegie Stadium Leeds	John Charles Centre for Sport	Leeds Metropolitan University Sports Centre	Middleton Equestrian Centre	Rothwell Leisure Centre	University of Leeds, Campus Sports Centre	University of Leeds, Weetwood Sports Ground
Archery	✓	✓	✓				✓
Athletics		✓	✓				
Boccia		✓	✓		✓	✓	
Cycling		✓	✓				
Equestrian (Show jumping)				✓			
Football		✓	✓				✓
Goalball		✓	✓		✓	✓	
Judo		✓	✓		✓	✓	
Power lifting		✓	✓		✓	✓	
<i>Rowing</i>							
<i>Sailing</i>							
<i>Shooting</i>							
Swimming		✓					
Table Tennis		✓	✓		✓	✓	
Volleyball - sitting			✓		✓	✓	
Wheelchair Basketball			✓			✓	
Wheelchair Fencing		✓	✓		✓	✓	
Wheelchair Rugby			✓			✓	
Wheelchair Tennis		✓	✓				

Leeds 2012 Olympic and Paralympic Games Project

Draft Project Management Structure
(Based on the 5 themes within 'Yorkshire Gold')

