

## Southwark Council Olympics and Paralympics Strategy Group

### Action plan 2010-2013

## London 2012: Southwark Council Action Plan



Project Management and Planning								
#	Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
1	<b>Produce and agree Olympic Vision Statement</b>	An agreed Olympic Vision approved by the Olympic Delivery Board and Cllr Ward	✓ IDM,	A Whittle	N/A	Feb 2011	On target	
2	<b>Establish Southwark Olympic Delivery Board</b>	A Delivery board composed of resourced individuals who will take the day to day decisions	✓ Board established in October 21	A Whittle	N/A	Dec 2010	On target	
3	<b>Establish working group/s / project strands</b>	Develop the wider operation groups and work stream based sub-groups	✓ Regular 4 - 6 weekly meeting for each group	P Cowell	N/A	Nov 2010	Complete	
4	<b>Agree 2012 action plan</b>	Refine the action plan, settle on objectives and obtain approval	✓ Action plan content approved and agreed by all	P Cowell	N/A	ODB Jan 2010	On target	
5	<b>Develop Electronic Filing system to manage project documentation</b>	A filing system reflecting the structure of the project and the action plan	✓ ASAP	B Finden	N/A	Nov 2010	Complete	

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## Capital Legacy Group

Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
<b>Identify possible external funding sources</b>	Funding sources available to fund capital projects identified	<ul style="list-style-type: none"> <li>✓ Confirm internal funding streams and pots</li> <li>✓ Identify funding sources</li> <li>✓ Secure funding.</li> </ul>	G Davies / T Clee	Existing resources	<b>Dec 2010</b>	<b>On target</b>	External match g dependent on internal fund raising.
<b>Develop criteria for project bidding</b>	An agreed criteria by which potential capital legacy projects would be judged and chosen	<ul style="list-style-type: none"> <li>✓ Develop criteria</li> <li>✓ Agree criteria</li> <li>✓ Implement criteria in bidding process</li> </ul>	G Davies	Existing resources	<b>February 2011</b>	<b>On target</b>	
<b>Bid for and secure external funding for capital legacy fund</b>	External funding secured ready for capital legacy bids	<ul style="list-style-type: none"> <li>✓ Decide on funding source</li> <li>✓ Bid for funding</li> <li>✓ Secure funding.</li> </ul>	Gill Davies / T Clee	Existing resources	<b>April 2011</b>	<b>On target</b>	
<b>Publicise legacy projects to the residents of Southwark Council.</b>	A marketing plan designed to communicate legacy projects to the people of Southwark, helping to foster support and excitement for the Olympic games in our communities	<ul style="list-style-type: none"> <li>✓ A marketing plan draft</li> <li>✓ Periodic releases in LBS owned publications</li> <li>✓ Press releases for significant developments</li> </ul>	R Campbell	Existing resources.	<b>Summer 2012</b>	<b>On target</b>	Linked to Comms and Marketing.

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## Comms and Marketing *Providing a central comms service to promote and facilitate the Olympics through web, media and internal communications*

Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
<p><b>Communications programme for the Olympics.</b></p> <p>An over arching communications plan that will support engagement in the council's Olympic vision and the various work streams.</p>	<p>The plan will have clearly defined SMART objectives, easily identifiable milestones, details of the coordinated and integrated communications activity that will be undertaken and agreement on how the work can be evaluated.</p> <p>Any additional communications spend, other than officers' time, will be agreed beforehand before any work is undertaken to produce any marketing collateral such as leaflets, posters etc.</p> <p>The plan will be shaped by the over arching outcomes for the whole borough that are to be agreed by the ODB.</p> <p>The plan will include information for staff on how they can get involved, as well as agreed HR guidance around volunteering, taking time off to watch the Games etc.</p>	<p>2.12.10 ODB established                      31.12.10 last date for London Ambassador registration                      31.12.10 GLA Culture diary registration – last day                      Jan 2011 Detailed LBS comms plan to be agreed                      March 2011 – final date for entering info to the GLA culture diary                      27.06.11 to 11.7.11 National School Sport Week                      July 2011 one year to go                      22-24 July 2011 Open House                      27.7.12 Opening ceremony                      12.8.12 Closing ceremony</p>	Robin Campbell	Existing resources	Dec 2011	On target	<p>SMART communications objectives to be agreed once the ODB action plan has been signed off. Activity should focus on promoting Southwark specific initiatives and encourage the local use of the Inspire mark, whilst signposting audiences to official information outlets.</p> <p>It will be important not to replicate communications / information from these outlets, to concentrate the limited budget where it can have most impact - by promoting the "local" Southwark offer.</p> <p>It will be important to identify specific target audiences, both externally and internally.</p>
<b>2012 brand management</b>	To be able to use host borough branding on all relevant materials. All branding issues dealt with and resolved.	✓ LOCOG keen to have agreement signed by as many boroughs ASAP	Robin Campbell	Existing Resources	Feb 2011	On target	LBS legal happy and prepared to agree. 5 host boroughs have rejected the proposal to London Councils. We are waiting for further development.
<b>Media development and management</b>	<p><b>A plan for...</b></p> <p>1. Servicing the requests we'll receive for info / interviews / filming opps etc (in a way that ensures media office business can continue at the same time)</p>	<p>✓ January 2011: Agreement internally on objectives / strategy</p> <p>✓ Spring 2011: Take principles to stakeholders / research journalists' opinion and needs</p>	Robin Campbell / Dan Mazliah	Existing resources	Jul 2011	On target	Informal discussions have already taken place with Visit London who are keen to promote activities / locations for non accredited Olympic Games journalists.

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Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
	2. Using the media interest as an opportunity to promote the borough	<ul style="list-style-type: none"> <li>✓ Summer 2011: Draw up detailed plan (including location, secondments, sponsor possibilities etc)</li> <li>✓ Autumn 2011: Promote</li> </ul>					
<b>Web and web 2</b>	An up to date website used to provide <b>local</b> information to all audiences and visitors, signposting audiences to official information outlets.	Milestones to be agreed as part of the development of the communications plan.	Robin Campbell	Existing resources	Mar 2011	<b>On target</b>	The benefits of these communications channels is their instant and interactive characteristic that will support community engagement, particularly amongst younger people.
<b>Internal communications plan</b>	A executed communications plan to keep staff informed of policies on volunteering, annual leave restrictions over the games period, priority services, remote working and other issues affecting the way people work in the summer of 2012	<ul style="list-style-type: none"> <li>✓ <b>Brainstorm meeting with head of HR (complete)</b></li> <li>✓ Develop Olympic HR policies</li> <li>✓ Develop the comms plan</li> <li>✓ Execute the comms plan</li> </ul>	Kylie Yardley	Existing resources	Mar 2012	<b>On target</b>	
<b>Games time information (linked to volunteering)</b>	Working with partners to provide high quality and timely <b>local</b> visitor information, business information and other communications in the run up to and during the games.	LBS comms to focus on borough specific information, signposting audiences to official information outlets.	Robin Campbell LOCOG, GLA, SBBSCQ	Unknown at present.	Mar 2012	<b>On target</b>	Dependent on central LOCOG info coming first before knowing how this is going to work.

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## Volunteering and Employment *Maximising volunteering and business opportunities in Southwark and the Olympics*

Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
<b>Ensuring the volunteering legacy</b>	To produce a volunteering legacy plan to reflect the London 2012 theme of a legacy games and ensure that the games have had a lasting and positive influence on volunteering in Southwark.	✓ Create the plan	Clive Pankhurst	Existing Resources	Sept 2012	Initial Stages	
<b>Maximise participation in Inspire Projects</b>			Clive Pankhurst	Existing Resources	March 2012	On target	
<b>Establish no. of Southwark Volunteers for the Olympics and publicise</b>	Publicity around the number of Southwark volunteers participating at London 2012.	✓ Number of Southwark resident volunteers established. ✓ Press release	Clive Pankhurst	Existing resources	Jan 2011	On target	
<b>Development of local volunteering plan to support city host scheme</b>	To develop local way finding, information and major event stewarding that support city wide 2012 schemes		P Cowell; SBBSCQV CS; Regen; LDA	Existing resources	Nov 2011	On target	Linked to Southwark Experience group
<b>Establish and publicise numbers of Southwark people and businesses benefiting from the Olympics via BLCF, START and CompeteFor.</b>	Press release about positive effect of Olympics on local trade, business and construction workers from Southwark.	Establish numbers and data Publicise	Amanda Lloyd	Existing Resources	March 2011	On target	
<b>Revealed: a program of event management</b>	<b>2009/10</b> = 70 beneficiaries (individual or third sector groups)	✓ Planned delivery of six courses in early 2011	Paul Cowell	Adult learning team	March 2012	On target	4 standard courses and 1 TR&A focussed course 2011 Plus a one off marketing course

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Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
training for Southwark residents with accreditation	<p>2010/11 = 80 beneficiaries (individual or third sector groups)</p> <p>2011/12 = 80 expected beneficiaries (individual or third sector groups)</p>						for older people

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## Southwark Experience Working Group *Ensuring people have good experience when visiting Southwark and concentrating on the cultural Olympic experience*

Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
<b>Produce a program of cultural and art events in Southwark for the Olympic and Para Olympic games period.</b>	A program of art, music, performance and cultural activities in Southwark, creating an Olympic festival (programme) or events in Southwark that visitors can enjoy throughout the entire games period.	<ul style="list-style-type: none"> <li>✓ Have an initial meeting to discuss and brainstorm (16 Dec)</li> </ul>	D Hyslop	Unknown at this stage	March 2012	Initial Stages	
<b>Discovering Places</b>	A plan to promote Southwark's cultural quarters and hidden gems, heritage and contemporary cutting edge	<ul style="list-style-type: none"> <li>✓ Create a project plan for discovering places (Mar 2011)</li> <li>✓ March 2012 completion date for objective</li> </ul>	A Whitehead	ACE and other partners	March 2012	On target	
<b>Southbank and Bankside Cultural Quarter 2012 programme</b> (also linked to volunteering, way-finding)	<ul style="list-style-type: none"> <li>• Cultural quarter area highlighted as key spot in world city</li> <li>• Link to local communities in Southwark and Lambeth through high profile arts project (internationalism)</li> </ul>		A Whitehead; SBBS CQ	LOCOG SBBS CQ	March 2012	Ongoing	Bids and planning underway
<b>Plan and execute World River for Southwark</b>	<ul style="list-style-type: none"> <li>• Diverse communities to perform in the proposed Southwark stages.</li> <li>• An event management plan for the opening day of World River</li> </ul>		P Cowell	LOCOG Legacy Trust	Aug 2012	On target	Music celebration of the River Thames on the opening weekend of the games
<b>Way-finding and signage</b> (linked to volunteering and comms)	Co-ordination of all way finding and signage feeding into wider London structures and local structures in the run up to and during games time		Public realm Comms; BIDs; GLA; Central LOPSG;	TBC	TBC	Initial Stages	



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Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
<b>Look of Southwark</b>	Feeding into 'London Look' and by creating safe, clean, functional and memorable environments (temporary or permanent) for visitors and residents across the borough	<ul style="list-style-type: none"> <li>✓ Identify Spectaculars in southwark</li> <li>✓ Identify 'your 2012' in Southwark Council</li> </ul>	Public realm Comms; Culture; Regen'; SBBSCQ; BIDs; LOCOG; GLA;	LOCOG Look and Feel scheme + internal	July 2012	Ongoing	Linked to PSOG and Comms
<b>Seek funding for and coordinate special events and street parties in the 2012 Summer</b>	Coordination of a likely increased number of events and activities led by community groups and other members of the public. Ensuring impact is considered within overall operational context. E.g. Impact from combined effect of 2012 and Diamond Jubilee	<ul style="list-style-type: none"> <li>✓ December 2010: Culture 2012 diary updated with all known 2012 events. Development of policy and process for street parties</li> <li>✓ Spring 2011: request for info from potential groups organising events in 2012.</li> <li>✓ Summer 2011: launch street party plan.</li> <li>✓ Autumn 2011: reminder request for potential events in 2012.</li> </ul>	J Benton; Events	Existing resources	July 2012	Initial stages	
<b>LONDON PROACTIVE:</b> Ensuring consistent quality across a diverse range of sports facility provider	Local quality accreditation. This could carry a Proactive Southwark endorsement and include a suite of basic criteria (e.g. for clubs/organisations. CRB checks) - Local mark is being developed	<ul style="list-style-type: none"> <li>✓ Scope accreditation system</li> <li>✓ Roll out</li> </ul>	Proactive Southwark	Existing Resources	Summer 2011	On target	

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## Engaging Young People *This group will look specifically at engaging schools and young people in London 2012*

Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
<b>Promote Olympic opportunities to schools</b>	All schools to be registered on <a href="http://getset.london2012.com">http://getset.london2012.com</a> <b>100%</b> schools registered on the get set network and accessing opps and resources  Schools engage in the range of programmes suggested and supported, and build these into the curriculum for the future	<ul style="list-style-type: none"> <li>✓ Regular bulletins to schools in Learning Matters – autumn 2010 – spring 2011</li> <li>✓ Inclusion in termly PSHE forum</li> <li>✓ Letter from Leader to Head teachers in Nov 2010</li> </ul>	<p>Philippa Beagley</p> <p>Tim Hetherington</p> <p>Elaine Waters</p>	Existing resources	<b>Easter 2011</b>	<b>On target</b>	83% registered as of 20/01/11.  However, less than 10% signed up to the network.
<b>Promote Olympic opportunities to young people</b>	Youth agencies and groups made aware of Olympic related opportunities.	<ul style="list-style-type: none"> <li>✓ Identify Olympic benefits for young people generally rather than just schools</li> <li>✓ Plan how to promote benefits to young people</li> <li>✓ Engage young people on Olympic opportunities.</li> </ul>	Pat Shelley	Existing Resources	<b>Easter 2011</b>	<b>On target</b>	
<b>Work with schools to develop Olympic action plans</b>	All schools to have Olympic related activity built into relevant programmes of study e.g. PSHE programmes of work or Healthy Schools Enhancement Model which reflect Olympic Values	<ul style="list-style-type: none"> <li>✓ School action plans amended to reflect Olympic values.</li> </ul>	<p>Philippa Beagley</p> <p>Deirdre Barry</p>	Existing resources	<b>Sep 2011</b>	<b>On target</b>	
<b>Dance Challenge 2012</b>	An Olympic themed Dance Challenge for 2012	<ul style="list-style-type: none"> <li>✓ Dance Challenge 2011</li> <li>✓ Include Olympic values in Dance Challenge format</li> </ul>	Philippa Beagley	£5,000 14-19 team +	<b>Jun 2012</b>	<b>On target</b>	
<b>Support and encourage schools in the delivery of travel and tourism, volunteering, enterprise and</b>	Programme of training and support provided to secondary schools by Southwark 14-19 team  Increased number of young people gaining nationally accredited		Philippa Beagley	14-19 team FL grant	<b>July 2012</b>	<b>On target</b>	Southwark Children's services are registered as an ASDAN, NOCN and arts award centre to accredit young people taking qualifications out of statutory settings

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Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
<b>sustainability qualifications</b>	<p>qualifications linked to employability skills</p> <p>Improved CVs, personal statements and UCAS statements of young people</p>						
<b>Working with schools and other educational settings on the development of quality PSHE programmes of work reflecting Olympic Values</b>	<p>Accredited outcomes by ASDAN PSD</p> <p>Quality PSHE provision for all by 2015</p> <p>SEAL integrated into new curriculum</p>	<ul style="list-style-type: none"> <li>✓ Southwark Children's Service registered as ASDAN PSD centre.</li> <li>✓ Audit of provision (ongoing)</li> <li>✓ New curriculum plans</li> </ul>	<p>Philippa Beagley</p> <p>Clare Smith</p> <p>Helen Blackburn</p>	<p>14-19 Funding</p> <p>Health and Education funding</p> <p>Schools</p>	July 2012	On target	
<b>Seek engagement of disabled young people in Olympic opportunities</b>			Phillipa Beagley		March 2012	Initial stages	
<b>Develop an extensive volunteering programme for all young people linked to Olympic activity</b>	<ul style="list-style-type: none"> <li>✓ Increased numbers of young people volunteering</li> <li>✓ Increased numbers of YP given accredited qualifications</li> <li>✓ Increased personal and social skills of all YP involved.</li> </ul>	Volunteering programme developed by Spring 2011	Clive Pankhurst	Existing Resources	May 2011	On target	
<b>PROACTIVE LONDON:</b> Proactive Southwark involved in identifying potential Olympic themed projects – identify potential and realistic projects at a local	<ul style="list-style-type: none"> <li>✓ Revised list of projects and programmes developed - Number of projects / implementation / impact on participation</li> </ul>		PROACTIVE SOUTHWARK Strategic group	Existing Resources	March 2011	On target	

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Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
level							
<b>Free Access for National Sports People (FANS) Scheme (Inspire mark project):</b>	✓ Increased participation of local residents at sport centres	Launch date: 26 January 2010 Establish the National sportspersons Establish their local sports centre Publicise Measure increase in sports centre use.	Kate Budd	Existing Resources	March 2012	<b>On target</b>	Will launch Feb 2011

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## Public Services operations: business as usual *Ensuring continuity of service and business in Southwark, emergency planning, public services and community safety*

#	Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
	<b>Identification and assessment of the resource requirement and availability (HR + financial) for the Olympics and summer 2012</b>	Following a detailed assessment on the capacity for Southwark to resource public service during 2012, we will have a strong idea of any existing resource deficits and requirements, ready to feed into the PSOG day to day strategic plan for the 77 day games period inclusive of significant events in the summer of 2012 e.g. Shard opening; Jubilee; Mix	<ul style="list-style-type: none"> <li>✓ Data from all services being collected ready for December 2010</li> </ul>	Jonathon Toy	Not required	March 2011	On target	
	<b>A draft strategic and operational plan in place for the 77 day games period</b>	A 77 day plan/map model informed by resource availability, the key event calendar, expected footfall in Southwark and information and intelligence from the central Olympic ctte and partner agencies.	<ul style="list-style-type: none"> <li>✓ Borough zoning needs to be defined but is dependent on external factors.</li> <li>✓ Maps to be produced and information drawn from the resource assessment exercise</li> </ul>	Jonathon Toy	Existing	March 2011	On target	Taking into account: <i>Parking enforcement; CPZs; Hygiene and waste services; Streetscene arrangements; Highways; PCT and NHS emergency planning; Licensing and enforcement; Community safety; environmental enforcement and the emergency services.</i>
	<b>Establish an integrated and comprehensive intelligence unit</b>	An established intelligence unit responsible for the collation and dissemination of information from the wide variety of internal and external agencies affecting the day to day planning of public services throughout the games and summer of 2012.	<ol style="list-style-type: none"> <li>1. Identification of Membership</li> <li>2. Identification training need</li> <li>3. Workshop training</li> <li>4. Test Exercise (May/June 2011)</li> <li>5. Confirmation of roles and responsibilities</li> </ol>	Jonathon Toy	TBC: not known at this time.	June 2011	Initial Stages	This objective includes the training of intelligence unit members

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#	Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
	<b>Establish the strategic operation group</b>	An established group that will deliver the day to day actions throughout the games and summer of 2012, responding to resource needs based on information from the intelligence unit and resource availability.		Jonathon Toy	Existing	June 2011	On target	This objective includes the training of the strategic operations group members
	<b>Develop and run a test exercise for strategic, operational and planning processes</b>	A successful test of the strategic operations draft plan under hypothetical scenarios.	✓ Test exercise and scenarios planned.	Jonathon Toy	Existing	July 2011	On target	
	<b>Identify legal issues</b>	A thorough understanding of any legal issues affecting any aspect of the PSOG, their potential impact on the 77 day plan and any mitigating actions available to meet legal requirements.	✓ Identify the legal issues e.g pavement licensing; CPZs; increased powers for Comm Wardens; mutual aid issues and cross borough powers.	Jonathon Toy	Existing	July 2011	On target	
	<b>Contribute to and advise comms team on development of HR plan.</b>	Work with HR and Communications: advise on priority services and resource issues, helping to shape the comms plan.	✓ Meet with HR and comms	Jonathon Toy	Existing	Feb 2011	On target	Linked to Comms and Marketing action plan.

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## Health Factor challenge *An Olympic led public health campaign*

#	Objective / Initiative	Expected Outcome	Milestones	Owner	Funding	Target Date	Progress	Comments
	<b>The Health Factor Challenge</b>	12 Southwark resident's fitness improved with a healthier lifestyle	<ul style="list-style-type: none"> <li>✓ Identify the 12 residents</li> <li>✓ Establish content of the health factor challenge programme</li> <li>✓ Facilitate the programme</li> <li>✓ Complete the programme</li> <li>✓ Publication</li> </ul>	Cllr Dixon-Fyle	Unknown at present	May 2012	<b>On target subject to plan</b>	
	<b>Increase participation in Change 4 life campaign</b>	Promoting key messages and campaigns on obesity, healthy eating and a stepped approach to physical activity <ul style="list-style-type: none"> <li>• over 50s</li> <li>• BME communities</li> <li>• schools</li> <li>• workplaces</li> </ul>	<ul style="list-style-type: none"> <li>✓ 14 days of promotion to over 50's: <b>May 2010</b></li> <li>✓ Schools: termly support till 2012</li> <li>✓ BME toolkit – rollout by <b>March 2011</b></li> <li>✓ Workplace events and Chamber of commerce proposal : <b>March 2011</b></li> </ul>	Rose Dalton-Lucas	15K (Go London and Healthy Schools)	March 2012	<b>On target</b>	
	<b>Health and Social Care – pathways to activity</b>	Workforce to refer, signpost and deliver physical activity opportunities via: <ul style="list-style-type: none"> <li>• Health Checks Programme</li> <li>• Get active London web portal and Health Centre TV ads</li> <li>• Walk leader training</li> <li>• Active 4 Life GP walking programme</li> <li>• Social services –</li> </ul>	<ul style="list-style-type: none"> <li>✓ Signposting info for Health Checks and Active 4 Life by <u>June 2010</u></li> <li>✓ Integrate Get active London web portal with H&amp;SC homepage <u>June 2010</u></li> <li>✓ Promote Walk leader training for Early Years staff 2010/11</li> </ul>	Rose Dalton-Lucas	Via existing services	May 2012	<b>On target</b>	
	<b>PROACTIVE LONDON:</b> Improve the promotion of walking and cycle routes	Increased use of routes Promotion plan in place.	<ul style="list-style-type: none"> <li>✓ Identify resource need</li> <li>✓ Review implementation possibility</li> </ul>	T Hetherington	Required	March 2012	<b>On target</b>	