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Olympic Delivery Authority Equality Impact Assessment



Full assessment Employment & Skills



department for
culture, media
and sport



MAYOR OF LONDON

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Purpose of this full assessment

The purpose of this Equality Impact Assessment (EqIA) is to consider how the Olympic Delivery Authority (ODA) Employment and Skills programme will promote equality and inclusion.

For the purpose of this assessment, the equality target groups includes but is not limited to children, young people, older people; women, transgender people; disabled people, Black, Asian and minority ethnic groups (BAME); lesbians, gay men, bisexuals; and people of different religions and faiths. (Appendix 2, Equality Target Groups)

This EqIA explores in further detail the issues identified through the initial EqIA process, and explains within the enclosed action plan, the steps taken where possible to mitigate any negative impacts revealed from the assessment and to maximise opportunities that promote equality.

Additional information about the ODA's EqIA process and other completed assessment can be found on the London 2012 website at <http://www.london2012.com/about/the-people-delivering-the-games/the-olympic-delivery-authority/oda-priority-themes/equality-impact-assessment.php>

Structure of the full assessment

There are two main stages to an ODA full assessment:

- Research and evidence collation;
- Assessment of impacts.

Each of these stages has within it additional sections that provide background information on this programme of work, which ensures that any identified impacts, are:

- Assessed;
- Promoted and maximised where the outcome and benefits are positive;
- Mitigated or removed where negative impacts or barriers, and recorded in an agreed action plan located at Part B section three of this assessment.

Methodology and context

Context

This assessment considers as its context the higher-level strategic aims of the ODA's Employment and Skills (E&S) programme.

In assessing the impact of this programme, this assessment considers the Employment and Skills strategy, known as Jobs, Skills, Futures; the ODA Equality and Diversity strategy, and the ODA's Integrated Equality Scheme.

In addition to these documents, this EqIA also considers documents produced for the London Development Agency (LDA) as part of the research it commissioned to demonstrate how London can make the most of the opportunities presented by the London 2012 Olympic and Paralympic Games to improve people's employment chances.

The LDA commissioned documents include the London Employment and Skills Taskforce for 2012 (LEST) Action Plan and Targeting Worklessness in London – Socio-Economic Analysis. [These documents are available on the LDA's website at http://www.lda.gov.uk/server/show/ConWebDoc.1646.](http://www.lda.gov.uk/server/show/ConWebDoc.1646)

The information drawn from the aforementioned publications provides the parameters of this impact assessment.

Methodology

The methodology followed for this EqIA involved:

- Assessing the potential impacts of this programme on the equality target groups as identified within the strategies.
- Evaluating additional quantitative evidence and data to identify the issues of concern to the equality target group that may affect the E&S programme aims.

This process involved conducting a desktop review of the aforementioned publications to identify any possible impacts on the equality target groups. Detailed below in Part D are the findings of this assessment.

Part A. Background

1. Brief description of the programme of work

The Employment and Skills strategy known as 'Jobs, Skills, Futures' defines the work streams and initiatives that the ODA has adopted in its efforts to tackle worklessness, provide targeted training and to assist in equipping the previously unemployed with employment opportunities.

It is intended that this strategy will create an employment system for the London 2012 Games.

The main aim of this programme is to increase the number of women, disabled people and BAME individuals who work in the construction sector and to provide employment opportunities for the previously unemployed with particular focus on the individuals from within the five east London Host Boroughs.

The ODA's Employment and Skills function was created following research conducted on behalf of the LDA. This research drew upon the lessons learnt from the previous four Olympic Games and Paralympic Games in Barcelona, Atlanta, Sydney and Athens, and the Manchester 2002 Commonwealth Games.

The purpose of the research was to assist in the creation of a programme that would use the London 2012 Games to provide people in London and the UK with access to construction jobs, training and career opportunities.

This research led to the 2012 LEST Action Plan, which is the cornerstone of the ODA's Employment and Skills programme. Details of the LEST Action plan are summarised in section 3.1 below.

1.1 LEST Action Plan¹

The LEST Action Plan aims to maximise the employment and skills benefits of the London 2012 Olympic Games and Paralympic Games to make a permanent reduction in the level of worklessness across London.

The LEST Action Plan contains three main blocks or pillars:

- Employer leadership;
- Linking people, work and training more effectively;
- Communication and engagement with individuals.

Source – LDA LEST Action Plan

These pillars trace an individual's journey to work, working back from the final destination (ie a job with an employer), through a series of work placements and train-to-work initiatives, to the initial phase of engagement and communication.

Some of the key LEST activities are the Employer Accord, which aims to ensure the London 2012 Games act as a major catalyst to get more than 5,000 workless Londoners into work; and Relay London Jobs - a Pan London Job Brokerage Network, which aims to link people, work and training more effectively.

1.2 ODA's Equality and Diversity Strategy

This strategy describes the background and context for the ODA's activities. It sets out the ODA's equality and diversity aims, the outcomes it seeks to achieve and describes how the ODA intends to achieve those outcomes.

The diversity aims of the ODA include:

- Modelling an excellent standard of accessibility for disabled people², older people and families with children that will inspire others.
- Setting a new benchmark for equality and diversity practice in construction, which will create its own legacy of skilled workers from diverse groups.
- Creating employment opportunities that positively impact on equality and diversity employment practices, and on combating workplace discrimination, within the construction industry.
- Setting a new benchmark for equality and diversity practice in construction which will create its own legacy of skilled workers from diverse groups.

The Equality and Diversity Strategy contains five themes. These themes create a framework within which we will address equality and inclusion and are:

- inclusive design;
- employment opportunities;
- business opportunities;
- targeted community engagement; and
- integration and capability.

The lessons that the ODA has learnt about what is achievable within these themes are applied within the ODA's Integrated Equality Scheme.

² This will include a broad range of disabled people as defined under the Disability Discrimination Act, including people with mobility, sight, hearing and cognitive impairments, people with learning disabilities and with mental health experience.

1.3 ODA Integrated Equality Scheme

The ODA Integrated Equality Scheme confirms that a key focus of the ODA is disability, gender and race equality, which it identified as the areas where the ODA can make the most impact.

The Integrated Scheme reinforces the way in which the ODA tackles discrimination and harassment on the grounds of age, faith and sexual orientation and overall, the Scheme creates a collaborative framework within which the ODA works with its partners, stakeholders and main contractors.

The Scheme states out the aim of the ODA to ensure that all the processes used to recruit and manage employees working to build the venues and infrastructure (including employees working within the supply chain) are demonstrably fair, make reasonable adjustments where necessary and offer equal opportunities to all.

It also aims to work with partner organisations to encourage people from all minority groups, including women, black, Asian and minority ethnic (BAME) people and disabled people, to train and apply for jobs in construction and other areas where they have traditionally been under-represented, and to combat workplace discrimination.

The Integrated Equality Scheme follows the five themes of the ODA's Equality and Diversity Strategy:

- inclusive design;
- employment opportunities;
- business opportunities;
- targeted community engagement; and
- integration and capability.

1.4 Employment & Skills Strategy - Jobs, Skills, Futures

The ODA's Jobs, Skills, Futures Strategy aims to promote sustainable employment opportunities and to boost skill levels both locally and across the UK.

The ODA wants to ensure that after the Games, its approach to employment continues to encourage skill development within the construction industry and to improve coordination between employers, recruiters and training.

This strategy has seven work streams aimed at targeting a wider group of people looking for work at all stages of the employment and training process, which are:

- **Pre-employment training**

These will support people to achieve the life and other skills to qualify for employment opportunities on the programme as well as the essential links into education. For example: Construction Skills Certification Scheme; pre-employment Data Installation training, Basic Skills and Life Skills.

- **Recruitment – Job brokerage**

This will ensure there are sufficient people with the right skills to build the Games on time and maximise the opportunities for local people to work on this important construction phase, legacy projects and partner developments.

A key element of the job brokerage scheme is how it operates to disseminate vacancies in a phased release designed to give primacy to residents within the five east London Host Boroughs.

For the first 48 hours, vacancies are released to the Local Labour and Business Schemes and Job Centre Plus offices in the five east London Host Boroughs. If the vacancy cannot be filled from within the five host boroughs it is then opened up to a Pan London audience through Job Centre Plus and Relay London Jobs.

If required, vacancies can later be networked nationwide through the UK wide network of Job Centre Plus offices.

This process is aimed at assisting the ODA meet its commitments of employing individuals from the local boroughs.

- **Post placement support**

This stream is focused at providing help to people who are new to the programme or even the industry to play an important role in delivery.

- **Progression and post employment training - Train to Gain**

This stream provides support for people to develop their skills and education whilst on the programme as part of the legacy; for example regular meetings with Contractors.

- **Professional skills – Plant Training Centre**

This centre is located currently at Eton Manor on the Olympic Park site and provides support to people who wish to develop a career as a construction professional and skills trade. This will link across to training and educational organisations.

- **Young people and schools– Apprenticeships**

This initiative will help people to understand the benefits of working in the industry and also have the opportunity through education, apprenticeships, trainee and work placements to start their careers.

- **Equality – Women in Construction**

These schemes support women to gain training, employment and develop new skills.

2.0 Aims and objectives of the programme of work

The aims of the ODA Employment Strategy 'Jobs, Skills, Futures' are to:

- promote sustainable employment opportunities;
- boost construction skill levels both locally and across the UK;
- ensure that after the London 2012 Games, the approach it adopted continues to encourage skill development within the construction industry
- increase the construction skills of individuals within the five east London Host Boroughs particularly those who are women, BAME individuals, disabled people and the previously unemployed.

A key goal of this function is to address worklessness within the five east London Host Boroughs and pan London. Based on the Census 2001 data worklessness was identified as an issue in London, with around one in three people out of work.

Workless people include: the unemployed, the long-term disabled and temporarily sick, students and people looking after families, and is caused by a range of complex interdependent factors, such as the high cost of living (including childcare), and high levels of competition for entry level jobs.

The ODA's focus on addressing worklessness benefits women, disabled people, BAME and white working class individuals who can have disproportionate rates of unemployment when compared to their contemporaries.

3.0 Links to other programmes of work

3.1 ODA Priority theme

The ODA has six priority themes that underpin its mission to deliver venues, facilities, infrastructure and transport for the London 2012 Games on time, to budget and to leave a lasting legacy, which are:

- Employment and Skills;
- Health, Safety and Security;
- Sustainability;
- Equality and Inclusion;

- Legacy;
- Design and Accessibility.

As a priority theme, the E&S programme affects all areas of work performed for the London 2012 Games. The activities of this programme are therefore integral to the successful attainment of the London 2012 mission as it touches the key aspects of work performed by the ODA including, the recruitment of individuals to work on the Games and the potential employment opportunities it creates in meeting its objectives.

Part B Evidence and research

1. Outputs of the initial assessment

The initial assessment process involved conducting a desktop review of data and information available to identify any possible impacts on the equality target groups including Diversity Works in Construction, London Employment and Skills Taskforce for 2012 (LEST) Socio-economic data, LEST Action Plan. This involved considering whether further assessment was required to investigate any potentially negative identified impacts

The potential impacts identified are listed below within Section 3 – Identified Potential Impacts.

2. Consultation and engagement

The aims of the Employment & Skills programme were considered as part of the consultation processes conducted for the LDA LEST Action Plan, the ODA Equality and Diversity Strategy, and the ODA's Integrated Equality Scheme.

Specific consultation by the LDA and the ODA with key stakeholders occurred via:

- LEST 2012 Business Employers Committee;
- Association of Colleges;
- Infrastructure and Facilities Cluster group;
- Adult Learning Grant(ALG) regeneration officers meeting;
- 2012 Games Skills Dialogue;
- Operational Sector Skills Council Cluster group;
- The five east London Host Boroughs Employment, Skills and Business Group;
- Internal document approval process – which requires input by the Priority Theme areas on documents before they are signed off. Details of the Priority Theme areas are located at Part A section 3.1 above.

The following were consulted as part of the ODA's Integrated Equality Scheme:

- The five east London Host Borough representatives;
- The Greater London Authority (GLA);
- The Department of Culture, Media and Sports (DCMS); and
- Disabled people through London 2012 Inclusion Group.

3. Identified Potential Impacts

The population in the area within the five east London Host Boroughs is one of the most diverse in the UK. Such a diversity of skills, experience and knowledge has the potential to bring significant benefits to the ODA in its role in delivering the infrastructure required for the Games.

This diversity also presents a challenge to the ODA to enable all sections of the population surrounding the Park to feel the benefits of the investment in this area of London.

This section includes the potential impacts identified on the ODA E&S programme.

The ODA believes it can make a positive impact on equality and diversity employment practices, and on combating workplace discrimination within the construction industry. It aims to achieve this by:

- Working with partner organisations to encourage people from all minority groups and including women, BAME individuals and disabled people to train and apply for jobs in construction and other areas where they have traditionally been under-represented, and to combat workplace discrimination.

The ODA monitors an action plan published within its Integrated Equality Scheme to ensure it makes progress towards these objectives.

The activities listed in the first column are drawn from the seven work streams of the Jobs, Skills Futures Strategy, which were listed above in Part A Section 3.3 – Employment & Skills Strategy 'Jobs, Skills Futures'.

The second column identifies the equality target group that is most likely to benefit from the action, with the third column listing the work area that the potential impact, for example, employment, or community engagement.

The final column provides a status update on the impact.

Table 1: Potential identified impacts of E&S work

Identified potential impacts	Equality target group affected (please specify)	Area Affected	How?	By when?
Work with all minority groups particularly women, people with disabilities and people from BAME communities to gain employment and develop skills	All	- Employment	- Taster Days ³ - Women into Construction ⁴	2009 - 2012; quarterly monitoring throughout the ODA's programme life.
Work in partnership with main contractors; actively promote opportunities for women.	Women	- Employment	- Work Placements ⁵	2009 - 2012; quarterly monitoring throughout the ODA's programme life.
Help people understand the benefits of working in the industry and also have the opportunity through education, apprenticeships, trainee and work placements to start their careers	All	- Employment	Apprenticeship programme with target of 350 apprentices	Across the life of the project

³ 'Taster sessions' are held at the Construction College of East London, also known as 'digger school', in the north of the Olympic Park. It provides attendees with an opportunity to experience what its like to work in construction for example by driving a 35 tonne dumper truck.

⁴ The 'Women into Construction' project aims to secure work placements for at least 50 women on the Olympic Park each year by boosting the number of women in construction training. The London Development Agency (LDA) and ConstructionSkills are funding the initiative. The 'Women into Construction' project works with job networks and Jobcentre Plus services within the five Host Boroughs to encourage women to take up training and job opportunities on the Park.

⁵ Work Placement is typically unpaid work experience for individuals who are claiming Job Seeker's Allowance or Incapacity Benefits. Work Placements can usually be no longer than 16 hours a week in order to allow individuals to maintain their benefit claims and often a Learning and Development Plan is drawn up and agreed between the employer and the individual's advisor to ensure that there is focus on relevant development and experience.

Identified potential impacts	Equality target group affected (please specify)	Area Affected	How?	By when?
Work in partnership with main contractors, promote work placement / experience opportunities for disabled people and especially young disabled people, working in strategic partnership with key organisations of and for disabled people.	Disabled People	- Employment	- Work Placements	2009 - 2012; quarterly monitoring throughout the ODA's programme life
Work in partnership with main contractors, promote practical work experience / placement support for people from under represented groups who have not been in work to prepare them for employment on the construction site and increase employers' and employees' confidence in supporting employees from diverse and under represented backgrounds at work.		- Employment		2009 - 2012; quarterly monitoring throughout the ODA's programme life
Support people to develop their skills and education whilst on the programme as part of the legacy	All	- Employment - Skills	Adoption of the CSCS ⁶ Scheme by all on site employees to promote skills progression; promotion of	

⁶ This is a scheme set up to help the construction industry to improve quality and reduce accidents

Identified potential impacts	Equality target group affected (please specify)	Area Affected	How?	By when?
			joint employer apprenticeships to provide continuity for learners	
Maximise the opportunities for local people to work on construction phase, legacy projects and partner developments;	All	<ul style="list-style-type: none"> - Community Engagement ; - Equality and Inclusion - Employment and Skills 	Co-ordination with the 5 East London Borough representatives; primacy access to Olympic vacancies for five East London Host Borough residents	

4. Conclusions and recommendations

Although the E&S programme is aimed at making improvements in employment levels within the five East London Host boroughs, it will have a positive Pan London impact. This will occur through the operation of the Job brokerage scheme described above at section 1.4 Recruitment; as vacancies that are not filled by individuals from the within the five East London Host boroughs become available to people living outside of this area.

The E&S programme will also provide lasting benefits as it seeks to make a steep change in attitudes towards diversity within the construction sector.

The benefit of the E&S programme are important in particular to London as it has higher rates of worklessness and deprivation than the UK average - at 69% compared to 75% employed.

The LDA's Targeting Worklessness in London – Socio-Economic Analysis research document revealed that London is very diverse and rates of employment for minority and excluded groups are significantly lower in some instances. Based on the Census 2001 data, the employment rates for disabled

people was shown to be just 44.4% whilst Women represented under 2% of the construction workforce.

The key focus of the E&S programme is to address these issues of worklessness and the low representation of minority groups within the construction sector. A consequence of the programme is that it will increase the likelihood of minority or excluded groups gaining employment as these groups face disproportionate levels of unemployment within the London area.

It is seen that the E&S programme is designed to benefit all equality groups in London and across the UK through the creation of job opportunities, and training for, which it targets towards increasing representation levels of women, BAME individuals and disabled people.

It is recognised that although there will be significant positive benefits for the equality target groups because of the employment and skills programme the work of the ODA's E&S programme is likely to face similar challenges seen in other organisations particularly in relation to underreporting around disability.

A low level of employees declaring a disability is a factor faced by many organisations, and is an issue that the ODA aims to tackle through implementing the E&S programme.

The ODA is committed to raising disability awareness across the London 2012 construction programme by working with specialist agencies and implementing initiatives aimed at creating a cultural change towards equality issues within the construction sector.

5. Action plan

The ODA's Integrated Equality Scheme details the agreed actions for the E&S programme, with the ODA's Board monitoring progress and evaluating the overall impact of the work.

Details of the plan and the Integrated Scheme are available for download at www.london2012.com/equality from the London 2012 website.

Appendix 1 Employment & Skills aims and indicators

The following issues, aims and indicators have been adopted by the ODA, to be measured, reported against and met by each supplier/contractor across all projects undertaken. For each indicator, the data to be analysed shall be provided by the supplier to the Delivery Partner:

Issue	Aim	Indicator/target
Local people -	To ensure that recruitment processes are designed to offer the widest opportunity to people with the 5 East London Host Boroughs	<ul style="list-style-type: none"> - X number of local people employed on the Olympic Park - Close partnership work and consultation with the 5 East London Host Borough unit
Women and people with disabilities and health conditions -	Work with partner organisations to encourage women, BAME and disabled people to train and apply for jobs in construction and allied areas where they have been traditionally under represented	<ul style="list-style-type: none"> - 11% number of women into employment across the life of the project - 3% number of disabled people
Trainees -		<ul style="list-style-type: none"> - 100 per cent site workers hold CSCS or equivalent cards, logged into Scheme - five days training per year - training records logging all training activities inc. toolbox talks
Skills -	To ensure access for all employees on the Olympic park to Upskilling opportunities and continuation of learning and development	Number of people accessing in employment training
	To provide pre employment training that leads to skills	Number of people going through pre employment training

Appendix 2 Glossary

Black, Asian and Minority Ethnic (BAME)

Black, Asian and Minority Ethnic (BAME) refers to those in Mixed, Asian or Asian British, Black or Black British, Chinese and Other ethnic groups.

Equality Impact Assessment (EqIA)

A process for assessing and recording the likely equality impact of an ODA strategy, policy or project on the equality target groups.

Equality target groups (ETGs)

The equality target groups includes but is not limited to children, young people, older people; women, transgender people; disabled people, Black, Asian and minority ethnic groups (BAME); lesbians, gay men, bi-sexuals; and people of different religions and faiths.

New legislation is extending the older equality rights that cover race, gender and disability to include the newer equality groups of age, sexual orientation, transgender, and religion.

Greater London Authority (GLA)

The GLA is made up of a directly elected Mayor - the Mayor of London - and a separately elected Assembly - the London Assembly; employing approximately 600 staff to help the Mayor and Assembly in their duties.

The GLA's main areas of responsibility are:

- Transport
- Policing
- Fire and emergency planning
- Economic development
- Planning
- Culture
- Environment
- Health

London Development Agency (LDA)

The LDA is one of the nine Regional Development Agencies (RDAs), set up by Government to transform England's regions through sustainable economic development. It plays a key role in helping to deliver the Mayor of London's vision and priorities for London.

London Organising Committee for the Olympic Games and Paralympic Games (LOCOG)

The body responsible for preparing and staging the 2012 Games.

LOCOG is led by Sebastian Coe (Chair) and Paul Deighton (Chief Executive). It is based in Canary Wharf along with the Olympic Delivery Authority.

Olympic Delivery Authority (ODA)

The public body responsible for developing and building the new venues and infrastructure for the Games and their use post 2012.

The ODA has its headquarters in Canary Wharf.

Sector Skills Councils (SSC)

These are state fund councils that are employer-led, covering specific economic sectors.

Worklessness⁷

Worklessness is a major problem in London, with around 1 in 3 people out of work.

Workless people include: the unemployed, the long-term disabled and temporary sick, students and people looking after families.

Worklessness in London is caused by a range of complex interdependent factors, such as the high cost of living (including childcare), and high levels of competition for entry level jobs.

Definition:

"Worklessness is defined as detachment from the formal labour market in particular areas, and among particular groups.

Workless individuals include individuals who are unemployed and claiming unemployment benefits, individuals who are economically inactive and eligible for inactive benefits (who may or may not be claiming them), and individuals who are working exclusively in the informal economy (who may or may not be also claiming benefits)."

⁷ Source – LDA site Glossary - <http://www.lda.gov.uk/server.php?show=conGlossary.157>

Appendix 3 Details of Consultees

The following organisations were involved in the consultation activities that occurred for the LEST programme on which the OPDA Employment & Skills function is based.

Association of Colleges London (AoC)
BT
Business Network Capita
Department for Education and Skills (DfES)
Department for Work and Pensions (DWP)
EDF Energy
London Business Board (LBB)
London Voluntary Service Council (LVSC)
London Skills Council (LSC)
Jobcentre Plus (JCP)
London Higher Infrastructure & Facilities Cluster Group (built environment)
London Development Agency (LDA)
London Organising Committee for the Olympic Games (London 2012 Organising Committee)
Olympic fiveHost Borough representatives
Skills for Business Network – Chair of London Sector Skills Forum
Trades Union Congress (TUC)

Observers

Greater London Authority (GLA)
Department for Culture Media and Sport (DCMS)
Association London Government (ALG)
Government Office for London (GOL)
Sector Skills Development Agency (SSDA)
Department of Trade and Industry (DTI)

LEST 2012 Support

London Skills Council (LSC)
London Development Agency (LDA)
PricewaterhouseCoopers LLP supported the Executive with the preparation of the plan, analysing worklessness in London, undertaking the consultations and initiating the development of the proposals.

Association London Government (ALG)
Association of Colleges (London region)
Association of Learning Providers
Black Training & Enterprise Group
Brent Council
Business in the Community, Business Action on Homelessness
Central London Partnership

CITB Construction Skills
College of North East London (CoNEL)
Tim Down Department for Education and Skills (DfES)
Department of Trade and Industry (DTI)
East London Business Alliance (ELBA).
Five East London Host borough Central Team
Fusion Training
Greenwich Local Labour & Business/Tower Hamlets & Andre Burwood Skills
Match
Hackney Training and Employment Network
Jobcentre Plus (JCP)
Jobs Go Public (JGP)
Business in the Community.
London Business Board
London Chamber of Commerce and Industry.
London Civic Forum 2012 Project in partnership with London Voluntary Service
Council and E London CVS Network
London Voluntary Sector Training Consortium
London Voluntary Service Council (LVSC)
National Employment Panel/London Employer Coalition
North London Business
Regional Language Network
Skills Active
South London Business
Stanhope plc
Thames Gateway London Partnership
West London Business

Groups

LEST 2012 Business Employers Committee
Infrastructure & Facilities Cluster Group
ALG regeneration officers meeting
2012 Games Skills Dialogue
Operational SSC Cluster Group
The fiveEast London Host boroughs employment, skills and business group