

Olympic Delivery Authority  
One Churchill Place  
Canary Wharf, London E14 5LN  
Reception +44 (0) 203 2012 000  
Fax +44 (0) 203 2012 001  
www.london2012.com



# Olympic Delivery Authority Equality Impact Assessment

## Communications programme



**MAYOR OF LONDON**



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# 1 Introduction

## 1.1 Purpose of EqIA

The purpose of this Equality Impact Assessment (EqIA) is to analyse the baseline evidence which exists in relation to the impact of the Olympic Delivery Authority (ODA) Communications programmes on the equality and inclusion target groups.

The EqIA will provide detailed information about the Communications programme and the likely impact upon equality and inclusion (E&I) target groups, which refer to groups of people that traditionally experience discrimination or disadvantage, these groups, are:

- **age:** children, young people and older people (50+);
- **disabled people:** as defined by the Disability Discrimination Act 1995, 2005, including sensory or mobility impairment; people with mental health needs, people with long term illnesses/conditions;
- **gender:** women, men and transgender people (who are often seen as a separate group). The focus is generally on women and transgender because of traditional discrimination; however, it is just as important to consider needs and issues which are faced by men;
- **race/ethnicity:** black, Asian and minority ethnic people (BAME), and includes Travellers and Gypsies, asylum seekers, and refugees
- **sexual orientation/identity:** lesbians, gay men and bisexuals
- **religion and belief:** people of different religions and faiths including people who are atheists or agnostic

Other people who traditionally experience exclusion or barriers to participation and can be excluded are:

- homeless people
- unemployed people
- people employed on a part-time, temporary or casual basis
- lone parents
- people with caring responsibilities
- people with drug and alcohol problems
- ex-offenders
- people with unrelated convictions

The EqIA assessment will:

- identify the issues which may cause disproportionate impacts to people in the equality and inclusion target groups;
- provide evidence of how these impacts have been addressed; and
- impacts which have not been addressed as part of the EqIA will be developed into an action plan and framework to address issues going forward.

The EqIA contributes towards the ODA's fulfilment of its statutory duties to promote race, gender and disability equality, by ensuring that identified positive impacts are promoted and celebrated, and that any potential adverse impacts are identified and highlighted and any issues which require action.

The EqIA considers the delivery of the of the ODA's Equality & Inclusion programme; Equality & Diversity Strategy; and the Integrated Equality Scheme which goes beyond the statutory duties to promote race, disability and gender to include the additional equality

strands of age, religion and sexual orientation, and other inclusion issues centred on socio-economic, cultural and political disadvantage.

For more information about the ODAs EqIA programme and projects please refer the Corporate EqIA on the London 2012 website<sup>1</sup>.

## **2 Communications programme**

The London 2012 Olympic Games and Paralympic Games programme of work is the subject of ever increasing interest from the public, media and a range of stakeholders. Clear, timely and effective communications are vital to the success of the programme. The ODA Communications Directorate has a crucial role to play in embedding a communications culture in the organisation and help meet many of the challenges facing the ODA.

The Communications Directorate role is to manage these challenges, to provide information, and update internal and external audiences on the ODA programme. This includes ensuring that the public, media and a range of stakeholders are specifically informed about the organisations milestones, issues and current information which are the ODA's area of responsibility; the delivery of the venues and infrastructure on and off the Olympic Park, on time and on budget.

There are three teams in the communications directorate who specialise in the delivery of different communication areas:

- Marketing: delivers all marketing communications and internal communications for staff and the on-site workforce.
- Media: manages all media relations.
- External Relations: delivers and co-ordinates all Stakeholder Relations (including Government and business), Community Relations, and Public Enquiries for the ODA.

This EqIA will assess the work of these the teams in relation to the delivery of the overall Communication programme.

### **2.1 Marketing**

The Marketing team is responsible for delivering strategic guidance and tactical support across the business on the production and distribution of marketing materials to external and internal audiences including: stakeholders; local community groups around the Olympic Park and non-London venues; corporate staff; and the construction site workforce at both the Olympic Park and non-London venues. The team is also responsible for the London 2012 website and new media.

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<sup>1</sup> [www.london2012.com/equality](http://www.london2012.com/equality)

## **2.2 Media**

The Media team handle media relations, dealing with media enquiries, briefings, photocalls and media events.

## **2.3 External Relations**

The External Relations Team is responsible for the management of external relations which includes community relations, public enquiries, visit management, specialist stakeholders and government and business relations, stakeholder relations including pre-planning application consultation for the venues and infrastructure on the Olympic Park and off-Park venues.

### **2.3.1 Stakeholder Relations, and the Government and Business Team**

The Stakeholder Relations team and Government and Business Team are within the External Relations Team:

- The Stakeholder Relations team is responsible for engagement, communication, consultation and involvement with stakeholders including: statutory and technical design sustainability and environment, sports, Employment and Skills, Equality and Inclusion, Accessibility, Health, Safety and Environment and Security
- The Government and Business Relations team is responsible for engagement with political, government, business and international stakeholders

### **2.3.2 Community Relations**

The Community Relations team is responsible for building positive relations with the local communities around the Olympic Park and the Off-Park venues through effective dialogue, consultation and community relations activity and is responsible for:

- Managing the impact of the construction programme on the local communities which surround the Olympic Park and off-park venue construction sites. We have made some commitments to the local community which are available on our website<sup>2</sup> and in print.
- The delivery of an education programme with the schools in the communities surrounding the Olympic Park and off-park venues;
- delivery of a targeted community relations programme which communicates and engages effectively people across the E&I strands, voluntary sector, schools and local residents; and
- managing the 24 hour, free phone Construction hotline providing a direct link for local residents to our community relations team.

The hotline is the delivery of a commitment the ODA agreed in 2006 as part of the main planning application.

### **2.3.3 Public Enquiries**

The Public Enquiries team is responsible for:

- o leading and co-ordinating responses to enquiries received by telephone, e-mail and letter relating to the ODA's construction programme;

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<sup>2</sup> [www.london2012.com/community](http://www.london2012.com/community)

- providing management information to key stakeholders on the nature and volume of enquiries that are received as well as to the rest of the organisation;
- deals with any complaints from members of the public in accordance with the ODA Complaints Policy for which there are key performance indicators;<sup>3</sup>
- provides a focal point for two way communication between the London 2012 project and the public.

The Public Enquiries programme is also a good gauge of the issues that are concerning the public and good way of judging public perception of the ODA programme.

## **3 Aims and objectives of the communications programme**

### **3.1 Overall programme**

The aims and objectives for the ODA communications programme are to provide information on the delivery of the venues and the infrastructure for the London 2012 Olympic Games and Paralympic Games and legacy across all stakeholders.

The specific aims and objectives of the different functions of the Communications Directorate are detailed below:

### **3.2 Marketing**

#### **3.2.1 Publications**

- to produce a suite of electronic and hardcopy publications to communicate the ODA's construction programme and associated milestones to a variety of target audiences from media, stakeholders, and staff to the general public.

#### **3.2.2 London 2012 Brand**

- to produce marketing materials in line with the London 2012 brand; and
- to protect the London 2012 brand throughout the ODA supply chain to ensure there are no supplier brand protection breaches.

#### **3.2.3 Internal communications**

- to produce a suite of electronic and hardcopy publications to inspire, engage and communicate with corporate staff working on the London 2012 programme. Internal communications includes the provision of the intranet for all staff.

#### **3.2.4 Website and new media**

- to produce a suite of new media communications to inform, engage and inspire a variety of target audiences from media, stakeholders to the general UK and international public.
- to communicate the London 2012 vision and values, which are:
  - Vision: To use the power of the Games to inspire change
  - Values: To achieve our vision we must be inspirational, to do this we must be open and respectful, only by working as a team can we deliver something truly distinctive.

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<sup>3</sup> available to view on the London 2012 website at: [www.london2012.com/documents/oda-publications/oda-complaints-policy.pdf](http://www.london2012.com/documents/oda-publications/oda-complaints-policy.pdf)

### **3.2.5 Events**

- to produce and support a range of external and internal events to inform, engage and inspire a variety of target audiences including the media, stakeholders, suppliers and the general public.

### **3.2.6 Market Research**

- to gauge attitudes and behaviours of both the corporate and site workforce towards targeted communications.

### **3.2.7 Site Communications**

- to produce a suite of electronic and hardcopy materials and publications to inspire, engage and communicate with the site workforce working on the London 2012 Olympic Park and off-Park venues within the ODA programme.

## **3.3 Media**

### **3.3.1 Press releases and statements**

To promote the ODA's objectives, construction programme and associated milestones to a variety of audiences through the media, stakeholders, community and the general public through the media. All press releases are published on the London 2012 website.

- **To proactively** brief media ; this is usually used to target a small number of media to inform them of an event or launch which is of specific interest to their publication.

### **3.3.2 Press office phone**

To manage and provide an immediate communication channel into the press office for queries from the media.

### **3.3.3 Press office inbox**

To manage and provide a written communication channel into the press office for queries from the media.

### **3.3.4 Media interviews**

Manage and arrange interviews to give media outlets the opportunity for one-to-one interviews or to enable the media to go into more depth on a particular project or policy area.

### **3.3.5 Internal briefings**

To ensure that senior staff giving media interviews are fully briefed to promote the ODA's objectives and achievements to stakeholders through the media.

### **3.3.6 Media launches and events**

To communicate and involve different audiences in our milestones, such as the start of construction of a venue. A launch or event usually brings together the three teams in the communications directorate to ensure the ODA message reaches the appropriate target audiences through the appropriate channels.

### **3.3.7 Daily media summary**

To produce a daily news summary to keep staff informed of external interest in the organisation and programme of work, and to disseminate the key messages throughout the organisation.

### **3.3.8 Internal enquiries**

To respond to media related issues raised by staff.

### **3.3.9 Stakeholder management**

To co-ordinate and advise on communication across all stakeholders; Department of Culture Media and Sport (DCMS), Government Olympic Executive (GOE) to ensure a co-ordinated communications message is presented to the media across ODA, London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), Greater London Authority (GLA), London Development Agency (LDA), DCMS, GOE, and other organisations such as Transport for London (TFL) and other Government departments.

## **3.4 External Relations**

The overarching role of the External Relations team is to engage, involve, consult and communicate with stakeholders and members of the public and local communities for the ODA programme.

### **3.4.1 Stakeholder Relations**

Pre-application consultation for venues and infrastructure

- As part of the planning process deliver pre-application consultation for the venues and infrastructure for the Olympic Park and off-park venues.
- To provide a process and mechanism for identifying issues for further investigation, and to be addressed prior to planning submission.
- To deliver pre-application consultation, involvement, communication and engagement with the ODA's targeted audiences:
  - specialist stakeholders: technical and statutory;
  - general public;
  - political; and
  - targeted community groups including the ODA's E&I priority audiences.
- To deliver a targeted communication and engagement programme for specialist stakeholders over the course of the programme for the following areas of the business:
  - Planning (including pre-application consultation);
  - Sustainability and Environment;
  - Industrial Relations;
  - Security;
  - Design;
  - Olympic Park visits
  - Venues;
  - Health & Safety;
  - Construction;
  - Employment and Skills;
  - Equality and Inclusion; and
  - Transport.

### **3.4.2 Government and Business Relations**

- To deliver a targeted engagement programme for political stakeholders, to provide responses to parliamentary and Mayors questions raised by Assembly Members.
- To deliver information for political scrutiny sessions.

- To co-ordinate information, communication and activities to ensure dissemination of the information across the political audiences and to engage with political audiences on specialist interest areas.
- To deliver the ODA's business engagement strategy programme which provides businesses across the UK with an understanding of how to take advantage of the opportunities made available during the construction of the infrastructure for the Games.
- To ensure the dissemination of the opportunities and benefits of the games to the widest possible business audiences.

### **3.4.3 Community Relations**

- To manage the impact of the construction programme on the local communities which surround the Olympic Park and off-park venue construction sites.
- To deliver a programme of community relations with the local communities around the Olympic Park and the Off-Park venues through effective dialogue, consultation and community relations activity.
- To manage the 24 hour, free phone Construction hotline which provides a direct link for local residents to our community relations team.
- The delivery of a targeted community relations programme communicating and engaging effectively with E&I target groups, the voluntary sector, schools and local residents.

### **3.4.4 Public Enquiries**

- to respond to all incoming public enquiries regarding the ODA programme of work;
- to respond promptly to enquiries in an open and transparent manner, whilst recognising the constraints of commercial sensitivity, confidentiality and policy development;
- to be a means of communication between the public and the ODA, for enquiries, comments and suggestions;
- to be responsible for providing public enquiries information to key stakeholders on the nature and volume of enquiries; and
- to provide information to the rest of the organisation regarding the nature and volume of public enquiries and also to specific departments regarding public enquiries that have been received that relate to them.

The aim is to acknowledge all enquiries, comments and complaints within two days and to respond to all enquiries in full within 20 days or to inform an enquirer of any delay and agree a new timescale.

### **3.4.5 Complaints**

- to respond to any complaints that are received about the ODA programme of work in line with the ODA Complaints Policy;
- to respond promptly to complaints in an open and transparent manner, whilst recognising the constraints of commercial sensitivity, confidentiality and policy development; and
- to aim to resolve all complaints at first point of contact.

## 4 Links to other programmes of work

Links between the Communication programme and other ODA programmes and projects:

Associated programme or project	Method for involving or informing relevant programmes or project and details of work	Leads
<p><b>ODA programmes and projects</b></p>	<p><b>Marketing</b>            The Marketing team supports the ODA programme and projects with the preparation of marketing material which provides the public with information about the proposed venues and infrastructure developments under ODA responsibility. Materials include:</p> <ul style="list-style-type: none"> <li>- information brochures;</li> <li>- exhibition materials for stakeholder and community consultation;</li> <li>- 'your Park' and 'engage' community newsletters;</li> <li>- flyers to promote community consultation events; and</li> <li>- other publications for programmes across the ODA.</li> </ul> <p><b>Media</b>            The role of the media team is to communicate information to the media on the development, progress and any related issues which arise for the venues, infrastructure, enabling works, landscaping and any other related works or issues.</p>	<p>Communications Manager</p>

<b>Associated programme or project</b>	<b>Method for involving or informing relevant programmes or project and details of work</b>	<b>Leads</b>
<p><b>ODA programmes and projects</b></p>	<p><b>External Relations: Stakeholder Relations and Government and Business Relations</b></p> <p>Working with programme managers and project sponsors on the planning process including pre-application consultation on the detailed design proposals for each venue and the infrastructure programme. Consultation on the designs with each of the ODA's stakeholder audiences: specialist, technical, statutory bodies, sports, community and general public, targeted community engagement, political, businesses and partner organisations.</p> <p>In addition the role of the Stakeholder Relations team is to provide guidance to the related venue project teams and to deliver an integrated programme of stakeholder engagement, involvement and communication relating to the key milestones, opportunities and/or arising issues relating to the delivery of the venues.</p> <p>Following the consultation process it is the role of the team to communicate and engage on the development of the Olympic Park project with the ODA programme stakeholders.</p>	<p>Communications Manager</p> <p>Programmes and Project Managers</p>

<b>Associated programme or project</b>	<b>Method for involving or informing relevant programmes or project and details of work</b>	<b>Leads</b>
<b>ODA programmes and projects</b>	<p><b>Community Relations</b> The Community Relations team is responsible for building positive relations with the local community around the Park and off Park Venues, through effective dialogue, consultation and community relations activity.</p> <p>The team works closely with the enabling works team and relevant logistics and construction project teams and contractors to deliver a targeted community relations programme which communicates and engages effectively with local residents living around the construction sites, voluntary sector groups and schools surrounding the Olympic Park and near the off park venues.</p> <p><b>Public Enquiries</b> Enquiries received relating to the ODA Programme of work are answered with an agreed response, referred to the relevant Communications Manager or referred to the relevant contact within a programme or project team.</p>	<p>Communications Manager</p> <p>Programmes and Project Managers</p>
<b>Business and Procurement</b>	<p><b>Marketing</b> The marketing team supports and provides guidance for the business and procurement teams. The marketing team produces material, similar to the materials for the programme and projects, to promote business opportunities and support the work of the buyer engagement and supply chain teams.</p> <p><b>Media</b> The role of the media team is to communicate information to the media on the business and procurement programme of the ODA, this includes the confirmation of any contracts awarded. Communicating information relating to key parts of the delivery of the venues and infrastructure for the Games.</p>	<p>Communications Managers</p> <p>Programme and Project Managers</p>

<b>Associated programme or project</b>	<b>Method for involving or informing relevant programmes or project and details of work</b>	<b>Leads</b>
<b>Business and Procurement</b>	<p><b>Stakeholder Relations, and Government and Business Relations</b>  The team provides guidance to the Procurement team on stakeholder relations, deliver an integrated programme of stakeholder engagement, involvement. The team communicates information in relation to the key milestones, opportunities and/or arising issues relating to the delivery of the business and procurement programme relating to the ODA Programme.</p> <p><b>Community Relations</b>  The team to provide updates at regular community meetings and forums on the business opportunities available on the project and follows up on requests from the community for information on business and procurement. In addition, the team arranges for members of the business and procurement team to attend relevant events in the local community.</p> <p><b>Public Enquiries</b>  Enquiries received relating to business and procurement are answered with a with an agreed response, referred to the Business Network and CompeteFor if appropriate, referred to the relevant Communications Manager, or referred to the relevant contact within the Procurement team.</p>	<p>Communications Managers</p> <p>Programme and Project Managers</p>

Associated programme or project	Method for involving or informing relevant programmes or project and details of work	Leads
<p><b>Construction programme</b></p>	<p><b>Marketing</b>  The Marketing team supports the construction programme and any associated impact mitigation marketing communications activity through its work with the Community Relations team. The team produces a variety of marketing materials to support this programme of work which include:</p> <ul style="list-style-type: none"> <li>- production of ‘your Park’ and ‘engage’ community newsletters;</li> <li>- flyers to promote community events; and</li> <li>- development of the online ‘living near the Park’ section for local news and activity near the Park site on the London 2012 website.</li> </ul> <p><b>Media</b>  The Media team communicate information to the media on the development, progress of the construction programme and operational issues which arise.</p> <p><b>Stakeholder Relations, and Government and Business Relations</b>  The role of the team is to work closely with Tier 1 contractors and their teams in the provision of communications updates to stakeholders; this includes information on the delivery of milestones, best practices, key achievements.</p> <p><b>Community Relations</b>  The Community Relations team is responsible for building positive relations with the local community around the Olympic Park and off Park Venues, through effective dialogue, consultation and community relations activity.</p> <p>The team works closely with the contractors to deliver a targeted community relations programme which communicates and engages effectively with local residents living around the Olympic Park on the programme and to mitigate any issues.</p> <p>The teams work also includes the management of the 24 construction hotline service, and notifications of works to local residents closest to the Olympic Park.</p> <p><b>Public Enquiries</b>  The 24 hour construction hotline is the route most residents and businesses in the five Host London Boroughs use to log enquiries regarding the construction programme and its impacts. Additional</p>	<p>Communications Manager</p> <p>Project Manager</p> <p>Communications Manager</p> <p>Project Manager</p>

<b>Associated programme or project</b>	<b>Method for involving or informing relevant programmes or project and details of work</b>	<b>Leads</b>
<b>Contractors</b>	<p><b>Marketing</b> The Marketing team works with contractors throughout the supply chain to inform them about London 2012 brand protection and approve any materials that about their work on the Games for the ODA.</p> <p><b>Media</b> The Media team communicates information to the media about the ODA's contractors which includes the announcements of the contractors appointed to build the venues and infrastructure for the ODA programme.</p> <p><b>Stakeholder Relations</b> The Stakeholder Relations team communicates the achievements, deliverables and programmes being delivered by the Tier One contractors. The team helps to facilitate meetings between Tier 1 contractors and prospective supply chain from across the UK.</p> <p><b>Community Relations</b> The Community Relations team is responsible for building positive relations with the local community around the Olympic Park and off Park Venues, through effective dialogue, consultation and community relations activity.</p> <p>The team works closely with the contractors to deliver a targeted community relations programme which communicates and engages effectively with local residents living around the Olympic Park on the programme and to mitigate any issues.</p> <p>The teams work also includes the management of the 24 construction hotline service, and notifications of works to local residents closest to the Olympic Park.</p> <p><b>Public Enquiries</b> The same process is applied as for ODA programmes and projects.</p>	<p>Communication Managers</p> <p>Procurement Team</p> <p>E&amp;I Managers</p> <p>Communication Managers</p> <p>Procurement Team</p> <p>E&amp;I Managers</p>

<b>Associated programme or project</b>	<b>Method for involving or informing relevant programmes or project and details of work</b>	<b>Leads</b>
<b>Logistics Health and Safety, Environment</b>	<p><b>Marketing</b></p> <p>The Marketing team works closely with the logistics, health, safety, environment and teams on a programme of site worker internal communications. The Marketing team has developed an internal communications campaign centered on behavioral change. The 'be' campaign aims to encourage the site workforce to change their behavior in relation to a number of key strands including health, safety, environment, sustainability, equality and inclusion and security.</p> <p>Strategy and materials:</p> <ul style="list-style-type: none"> <li>- production of site communications strategy to support logistics, health, safety and environment aims and objectives;</li> <li>- production of a suite of materials to welcome site workers onto the Olympic Park and inform them of the site's rules, the construction programme and the London 2012 Games;</li> <li>- production of a regular 'be' poster campaign to inform, inspire and engage the workforce;</li> <li>- production of the bi-monthly site worker newspaper Park Life;</li> <li>- production of a regular monthly Health, Safety and Environment e-bulletin;</li> <li>- production of information and alert templates to enable the on site teams to quickly and easily disseminate key information regarding health, safety, environment and site/people logistics information; and</li> <li>- production of a suite of materials that support the on site medical team Park Health, materials include an explanatory leaflet detailing Park Health's services, posters to promote specific health and wellbeing campaigns and information and alert templates.</li> </ul>	<p>Communication Managers</p> <p>Programme and Project Managers</p>

<b>Associated programme or project</b>	<b>Method for involving or informing relevant programmes or project and details of work</b>	<b>Leads</b>
<b>Logistics Health and Safety, Environment</b>	<p><b>Community Relations</b> The team works closely with the relevant logistics and construction project teams and contractors to deliver a targeted community relations programme which communicates and engages effectively with local residents on potential log issues such as – off site parking on local roads, increase of constriction traffic and site access for workforce to the Park.</p> <p><b>Media, Stakeholder Relations, Government and Business Relations and Public Enquires</b> The same process is applied as for ODA programmes and projects.</p>	<p>Communication Managers</p> <p>Programme and Project Managers</p>
<p><b>Transport</b></p> <p><b>Structures, Bridges and Highways</b></p> <p><b>Infrastructure</b></p>	<p><b>Marketing</b> The marketing team works with the transport and structures, bridges and highways infrastructure teams to produce marketing materials as required. Materials include:</p> <ul style="list-style-type: none"> <li>– reports and strategies to promote work including the Transport Plan for the London 2012 Olympic Games and Paralympic Games</li> <li>– Accessible Transport Plan;</li> <li>– planning application materials; and</li> <li>– online content to promote and showcase work on the London 2012 website.</li> </ul> <p><b>Media, Stakeholder Relations, Government and Business Relations, Community Relations and Public Enquiries</b> The same process is applied as for the rest of the construction programme</p>	<p>Communication Managers</p> <p>Programme Mangers and Project Sponsors</p>

<b>Associated programme or project</b>	<b>Method for involving or informing relevant programmes or project and details of work</b>	<b>Leads</b>
<b>Security</b>	<p><b>Marketing</b> The Marketing team works with the Security team to produce marketing materials and internal communication messages as required.</p> <p>Materials include:</p> <ul style="list-style-type: none"> <li>- items in staff internal newsletter and promotions on staff intranet</li> <li>- posters on the construction site</li> </ul> <p><b>Media</b> The role of the media team is to communicate information to the media on the development, progress and any related issues which arise relating to security on the Olympic Park or for the Games in an appropriate way, and working closely with the relevant authorities.</p> <p><b>Stakeholder Relations, and Government and Business Relations</b> The Stakeholder Relations team engages, communicates and consults the relevant security stakeholders on the development and plans for the security arrangements for the Games.</p> <p><b>Community Relations</b> The Community Relations team works with the ODA Security team to deliver communication on any related security issues which may impact on the local community.</p> <p><b>Public Enquiries</b> The role of the Public Enquires team is the same as that for other ODA programmes and projects.</p>	<p>Communications Manager</p> <p>Programme Manager</p>

<b>Associated programme or project</b>	<b>Method for involving or informing relevant programmes or project and details of work</b>	<b>Leads</b>
<b>Environment and Sustainability</b>	<p><b>Marketing</b>  The Marketing team works closely with the sustainability and environment teams on both external, corporate internal communications and site worker internal programmes.  The team has developed a corporate internal communications programme centered on behavioral change promoting the environmental and cost benefits of switching off lights, using less paper and printing in black and white.  The team also works very closely with the Sustainability and Environment teams on site worker communications through the ‘be’ campaign encouraging site workers to respect their environment, keep noise and dust down and preserve natural resources such as water. Materials to support the environment and sustainability programme include:</p> <ul style="list-style-type: none"> <li>- corporate office screensavers,</li> <li>- posters, messages in our staff e-newsletter and intranet; and</li> <li>- posters and banners on the Olympic Park site.</li> </ul> <p><b>Community Relations</b>  The team work with the ODA Sustainability and Environment team and 5 east London Host Boroughs Environmental Health Officers (EHO’s) to manage the monitoring of air, dust and noise.</p> <p><b>Media, Stakeholder Relations, and Public Enquiries</b>  The role of these teams is the same as that for other ODA programmes and projects.</p>	<p>Communications Manager</p> <p>Project Manager</p>

<b>Associated programme or project</b>	<b>Method for involving or informing relevant programmes or project and details of work</b>	<b>Leads</b>
<p><b>Equality &amp; Inclusion, Employment &amp; Skills</b></p>	<p><b>Marketing</b>  The Marketing team work with the Equality &amp; Inclusion, Employment &amp; Skills team to produce external and internal marketing materials.  Materials include:</p> <ul style="list-style-type: none"> <li>– quarterly stakeholder e-bulletin;</li> <li>– strategies and reports;</li> <li>– internal staff briefings;</li> <li>– posters, messages in our staff e-newsletter and intranet; and</li> <li>– ‘Be’ campaign materials for site workers.</li> </ul> <p><b>Media</b>  The Media team communicates information to the media on the Equality, Inclusion, Employment &amp; Skills programme and related issues in the design, development and construction of the venues and infrastructure.</p> <p><b>Stakeholder Relations and Government and Business relations</b>  The teams provide guidance to the Equality &amp; Inclusion, Employment &amp; Skills team on stakeholder relations and delivery of an integrated programme of stakeholder engagement, involvement and communication. The team also works to ensure stakeholders are aware of any relating policy of Equality, Inclusion, Employment &amp; Skills and the key milestones, opportunities and/or arising issues relating to Equality, Inclusion, Employment &amp; Skills through the delivery of the ODA programme.</p> <p>In addition the team is responsible for the delivery of the pre-application consultation for the venues and infrastructure targeted community engagement with people from the E&amp;I target groups.</p>	<p>Communication Managers</p> <p>Programme and Project Managers</p>

<b>Associated programme or project</b>	<b>Method for involving or informing relevant programmes or project and details of work</b>	<b>Leads</b>
<b>Equality, Inclusion, Employment &amp; Skills</b>	<p><b>Community Relations</b> In the delivery of its programme the team liaises with the E&amp;I team to ensure the ODA's targeted communities are engaged with through effective dialogue, consultation and community relations activity.</p> <p><b>Public Enquiries</b> The role of the team is the same as that for other ODA programmes and projects.</p>	<p>Communication Managers</p> <p>Programme and Project Managers</p>
<b>LOCOG</b>	<p><b>Marketing</b> The marketing team work very closely with LOCOG brand, editorial and new media teams across a variety of projects. The ODA is a licensee of the London 2012 brand and is subject to a LOCOG approval process for all materials produced using the London 2012 brand. The team works closely with LOCOG to ensure materials are accessible to all and have recently developed a set of detailed literature guidelines for all the publications produced. The team has worked closely with LOCOG to ensure the London 2012 website and internal intranet are accessible to all.</p> <p><b>Media</b> The media team regularly work with LOCOG press office on media handling and related issues.</p> <p><b>External Relations, Stakeholder Relations, and Community Relations</b> The ODA teams work closely with the LOCOG equivalent teams on the delivery of effective and integrated stakeholder and community relations activity where appropriate.</p> <p><b>Public Enquiries</b> All enquiries relating to LOCOG are forwarded on to the LOCOG public enquiries officer</p>	<p>Communication Managers</p> <p>LOCOG Communication Teams</p>

<b>Associated programme or project</b>	<b>Method for involving or informing relevant programmes or project and details of work</b>	<b>Leads</b>
<b>Third parties and partners</b>	<p><b>Marketing</b> The Marketing team work with all funders including the Mayors Office, Transport for London, the London Development Agency, the National Lottery, the Department for Culture Media and Sport, South West Development Agency, East of England Development Agency and Lee Valley Regional Park Authority to ensure their funding contribution is recognised accordingly in all marketing materials produced.</p> <p><b>Media</b> The Media team work is to ensure that a co-ordinated communications strategy is presented to the media across ODA, LOCOG, GLA, LDA, DCMS, GOE, and other organisations such as TfL and other Government departments.</p> <p><b>External Relations: Stakeholder Relations and Community Relations</b> The ODA teams work closely with the relevant equivalent teams at the partner organisations to ensure the delivery of effective, integrated and coordinated stakeholder and community relations.</p> <p><b>Public Enquiries</b> Enquiries that are received regarding third parties are referred to the relevant organisation. The ODA is part of a public enquiries network with the other organisations within the Olympic family, namely the LDA, GLA and DCMS. The network exchanges information regarding enquiries volume and content on a monthly basis as well as exchanging key message about prevalent issues.</p>	Communications Managers

## 5 Impact assessment

The ODA has made strong commitments to equality and inclusion. These have been set out in the Integrated Equality Scheme, 2009, which itself, built upon the ODA's 2007 Equality and Inclusion Strategy<sup>4</sup>. The key elements of this commitment to E&I in particular with respect to this EqIA are to deliver the vision of the Games and to ensure that:

- The commitment to equality and inclusion is focused on the key issues of inclusive design, employment opportunities, business opportunities, targeted community engagement, integration and capability.
- The ODA seeks to build equality and inclusion into the ordinary business processes; this helps to make sure the ODA not only meets its statutory equality duties but also develops its agenda beyond minimal legal compliance.

### 5.1 Focus of this EqIA

The key focus of this EqIA, is to assess the effectiveness of the Communications programme in delivering the E&I commitment of the ODA, and in addressing the needs of all those who rely on communications to remain informed and engaged. On a practical level the assessment needs to address the outcomes of the Communications programme in relation to E&I target groups to ensure that the ODA is able to deliver the E&I commitments, as well as to ensuring the organisation itself has the capacity to fulfil this commitment.

E&I is an ODA programme priority theme commitment. The impact of the communication programme on staff, stakeholders, communities and partners who rely on the communications programme requires key issues of equality, inclusion and accessibility to be addressed. Moreover, staff within the programme need to have the understanding and the capacity to address E&I effectively, in roles and within the materials, events and support that they provide across the ODA programme. However the delivery of E&I within the organisations communications is not the sole responsibility of the Communications teams, but one for all parts of the ODA.

It is also critical that the key E&I policy commitments of the ODA are assessed in the context of the communications programme, and to this end the EqIA grid in this section identifies the delivery of the communications programme across the five areas of the communications programme with the target of delivering the E&I key objectives of :

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

This section of the assessment identifies the positive and possible negative impact for each of the five areas of the communications programme. Any outstanding issues which have not already been addressed or which require further investigation are detailed in the accompanying action plan.

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<sup>4</sup> [www.london2012.com/equality](http://www.london2012.com/equality)

## 5.2 Communications programme impacts

### 5.2.1 Marketing

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<p><b>Publications</b></p>	<p>Planning, copy writing, design and production of electronic and hard copy publications to communicate the ODA's programme including milestones and key achievements.</p>	<p>Access to and understanding of, information by all E&amp;I groups but particularly BAME, disabled people, people on low incomes.</p>	<p>All printed publications include a statement which informs people that the information is available in accessible formats and other languages.</p> <p>The London 2012 accessible communications policy provides further guidance regarding access to alternative formats and other languages and is available on the London 2012 website.</p> <p>Publications are printed to meet demand and re-prints are available if the publication's content is current and the stock has run out. Publications which are historic and out of print are only available in PDF electronic format.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<b>Publications</b>	Planning, copy writing, design and production of electronic and hard copy publications to communicate the ODA's programme including milestones and key achievements.	Access to and understanding of, information by all E&I groups but particularly BAME, disabled people, people on low incomes.	<p>Targeted publications have been developed based on feedback from the local community regarding access to information. For example, 'engage' newsletter for the community immediately affected by construction works in the north-west corner of the Olympic Park and from this research we have altered our mailing services.</p> <p>Images used in ODA publications and materials are representative of the communities and people the content relates to.</p>
<b>London 2012 brand</b>	Management of the application of the London 2012 brand on materials produced by the ODA and protect the brand through the supply chain.	Key messages could be missed by E&I target groups due to brand protection constraints – where company names cannot be published by the Olympic Delivery Authority due to clashes with sponsorship and value in kind programmes.	Currently there is no mitigating action – to be addressed in Action Plan.

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<p><b>Internal Communications</b></p>	<p>Delivery of a programme which provides ODA staff with a suite of electronic and hardcopy publications to inspire, engage and communicate with staff working on the ODA programme. The internal communications programme includes the provision of an intranet for all staff to access.</p>	<p>Access to information, and language and tone used may not be understood, by people from E&amp;I target groups practically disabled people and BAME groups.</p> <p>People from different groups may not feel that the information, images used are representative and that the delivery methods meet their needs.</p>	<p>Working to ensure plain clear language is used in all communications.</p> <p>Developed an image bank of pictures which can be used by all staff which includes images which are representative of the staff and local communities has been developed.</p> <p>Independent assessment of the staff intranet has been completed and changes made to make the site more accessible and engaging.</p> <p>Conduct a regular survey of ODA staff to gauge their understanding of key messages.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<p><b>Website and new media</b></p>	<p>The website and new media programme produces a suite of communications to inform, engage and inspire a variety of target audiences from media, stakeholders to the general UK and international public.</p> <p>New media communications includes information on the London 2012 website.</p>	<p>People from various groups may find the colour palette difficult to view.</p> <p>People from various groups including disabled people, older people and people on low incomes may find it difficult to access information if they do not have easy access to a computer or internet facilities.</p> <p>Deep level information may be difficult to access for example some information requires four clicks to access.</p> <p>Additional templates may be required to ensure members of the target groups can access information freely.</p>	<p>Annual accessibility and usability testing undertaken to ensure information is accessible to all. Accessibility and usability research took place in November 2008 and the results indicated that the London 2012 website inspires to the highest level of accessibility requirements. The results are currently being used to inform a new piece of work on information architecture on the London 2012 website. This work will further enhance user's experience and ability to access information easily and quickly.</p> <p>The London 2012 colour contrast and palette has been developed in line with accessibility guidelines.</p> <p>Short cut URLs for priority themes and key external programmes have been created to avoid deep level browsing for users</p> <p>Information on the London 2012 website can be accessed via a range of style sheets – normal, dyslexia and high visibility to ensure information is accessible to all.</p> <p>Closed captioning and transcription is available on all videos on the London 2012 website.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<b>Events</b>	<p>The ODA's events programme produces and supports a range of external and internal events to inform, engage and inspire a variety of target audiences from media, stakeholders, suppliers to the general public.</p>	<p>Access to an event venue may be difficult for members of the various target groups.</p> <p>Access to information may be difficult for members of the various target groups.</p>	<p>Access to events: this includes the time events are held, where events are held, and how people are informed of events.</p> <p>Staff to refer to Code of consultation and accessibility guide.</p> <p>Ensure events have appropriate disabled access, including good transport links and access.</p> <p>Ensure information is written in plain clear language.</p>
<b>Market research</b>	<p>The market research is delivered to ensure that internal communications are reaching and are being understood by the ODA's internal audiences.</p> <p>The programme gauges attitudes and behaviours of both the corporate and site workforce towards targeted internal communications.</p>	<p>Responses for whom English is a second language or for people who have literacy issues may be an issue.</p> <p>Understanding of the target groups needs within the ODA's internal audiences.</p>	<p>Ensure messaging is available in alternative languages on request.</p> <p>Constantly review where messages are placed.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<p><b>On site communications</b></p>	<p>The site communications programme produces a suite of electronic and hardcopy materials, publications and outdoor media to inspire, engage and communicate with the site workforce working on the London 2012 Olympic Park and off-Park venues under the ODA remit.</p>	<p>Target audience may not speak or read English.</p> <p>Images used may potentially be difficult to understand or not representative of the target audience.</p>	<p>All language used in communications is clear and uses plain language; the channels used on site are posters, an onsite newspaper, bulletins and outdoor media/large format banners.</p> <p>Ensure on site communications reach target audience and are understood by internal audiences; This is monitored through communications effectiveness research.</p> <p>Ensure images are representative in materials.</p>

## 5.2.2 Media

<b>Programme of work</b>	<b>Delivery / details of programme</b>	<b>Impacts identified</b>	<b>Mitigating Actions</b>
<b>Press releases and statements</b>	Raising awareness of the latest progress on the project through publishing press releases and issuing statements.	Identify if information is reaching different audiences via targeted media e.g. BAME, for disabled people.	Where appropriate, all E&I target groups including targeting black, minority ethnic and disabled people through appropriate media using press releases and statements.
<b>Verbal briefings to media</b>	To proactively verbally brief media.	As above.	Contacts list has been improved to include media for minority groups.  Tours around the Olympic Park for BAME and specialist media have been delivered.
<b>Manage the press office phone</b>	To provide an immediate communication channel into the press office for queries from the media.	Media contact can contact the ODA via phone and email.	N/A
<b>Manage the press office inbox</b>	Providing a written communication channel into the press office for queries from all media.	Ensure all enquiries are responded to.	N/A
<b>To give internal briefings to interviewees ahead of interviews</b>	Ensuring that senior staff giving media interviews is well prepared to deal with questions on the project, particularly on equality, inclusion and diversity to stakeholders through the media.	Ensure that interviewees are briefed on E&I issues to bring into interviews where appropriate.  Ensure use of plain language and that technical language is avoided.	Prepare briefing pack and guidelines on use of plain language and impacts.

<b>Programme of work</b>	<b>Delivery / details of programme</b>	<b>Impacts identified</b>	<b>Mitigating Actions</b>
<b>Media interviews</b>	Developing interview opportunities around project specific areas of interest.	Ensure opportunity is given to media to ensure to ensure messages are reaching our target audiences.	Review lists and consider inclusion of different specific target media.
<b>Daily Media summary</b>	To produce a daily media summary to keep staff fully informed of external interest in the ODA and to disseminate the key messages throughout the organisation.	Ensure use of plain language and that messages are reaching appropriate internal audiences.	Review of communication and audience requirements are to be made through briefings, meetings and tours.
<b>Arrange media launches &amp; events</b>	Raising awareness of major milestones on the project to relevant media, for example at the start of venue construction	Ensure broad spectrum of media invited where appropriate.	Review lists.
<b>Internal enquiries</b> on any media-related issue that a member of staff wishes to know. This is done on the phone, on email or in person.	To respond to <b>internal enquiries</b> on any media-related issue that a member of staff wishes to know. This is done on the phone, on email or in person.	Ensure internal audiences are aware of the press office and their role.	By internal communications.
<b>Co-ordination on communication across stakeholders</b>	Ensuring a co-ordinated communications is presented to the media across ODA, LOCOG, GLA, LDA, DCMS, GOE, and other organisations such as TfL and other Government departments. This is performed on a case by case basis.	Ensuring that the ODA's policy of equality and inclusion is maintained in external communications when done jointly with other parties.	

<b>Programme of work</b>	<b>Delivery / details of programme</b>	<b>Impacts identified</b>	<b>Mitigating Actions</b>
<b>Media flat and observation platform</b>	Ensuring that the Media flat is fully accessible.	To ensure it is fully accessible for visits to the flat from staff, stakeholders and media.	Review accessibility of flat.

### 5.2.3 Community Relations

<b>Programme of work</b>	<b>Delivery / details of programme</b>	<b>Impacts identified</b>	<b>Mitigating Actions</b>
Environment and Mitigation	To work with the Environmental Health Officers of the five Host Boroughs to share information, to mitigate issues and to forecast future planned works which could have an impact on the local communities.	<p>To monitor the impact of construction programme on the local community.</p> <p>Engage newsletter is used to communicate key issues including these with the Hackney Wick community.</p>	<p>The production of our community commitments which we measure ourselves against. Weblink: <a href="http://www.london2012.com/documents/oda-publications/community-commitments.pdf">http://www.london2012.com/documents/oda-publications/community-commitments.pdf</a></p> <p>A joint monthly meeting has been established with the Environmental Health Officers.</p> <p>The ODA Environment team monitor the environmental impacts – air, dust and noise in partnership with 5 Borough Environmental Health Officers (EHO's).</p> <p>Regular reports are produced and posted on the 2012 website.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
Environment & Mitigation	To work with the Environmental Health Officers of the five Host Boroughs to share information, to mitigate issues and to forecast future planned works which could have an impact on the local communities.	<p>To monitor the impact of construction programme on the local community.</p> <p>Engage newsletter is used to communicate key issues including these with the Hackney Wick community.</p>	<p>Tree planting has been delivered in the Hackney Wick area as a mitigating measure for zone 5 of the Olympic Park.</p> <p>Provision of a mesh wrap (80metres in length) has been erected to mitigate against dust in zone 4 of the Olympic Park.</p> <p>The ODA increased the height of the hoarding in zone 4 to provide a sound barrier for residents at Locks Cottage.</p> <p>Provision of additional noise screening for generators in welfare facilities on the site to minimise noise impacts.</p> <p>Dedicated road sweeper in the Lea Bank Square area to minimise dust during the summer months.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
Construction Hotline	<p>A freephone Hotline is operational 24hrs a day and provides residents with a direct link through to the community relations team. The hotline enables the ODA to react quickly to community concerns and take action where required and also provide the ODA with valuable information including community opinion and the level of impact the construction project is having on communities. The hotline is operational for Olympic Park and Off Park venues.</p>	<p>To monitor the impact of construction programme on the on local community.</p>	<p>The provision of the hotline provides a mitigation.</p> <p>A monthly report is issued and reviewed which logs all calls to help monitor issues.</p> <p>-Texting information to the hotline or send email to the hotline.</p> <p>-Braille options are available on request via the hotline which will be produced through the ODA Marketing team</p> <p>Construction hotline number is promoted in newsletters and the notification of works.</p> <p>Fridge magnets detailing the number have also been issued to local residents.</p>

<b>Programme of work</b>	<b>Delivery / details of programme</b>	<b>Impacts identified</b>	<b>Mitigating Actions</b>
On Call Rota	This is the out of hours cover for the construction hotline, which is provided to assist with queries and possible issues arising out of hours on the construction programme. To ensure quick responses to issues raised by the Construction hotline or to react to incidents on the site or in the surrounding communities, an agreed out of hours process will be developed and implemented across the site.	To monitor issues and impacts of the construction programme on the local community.	As above.

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<p>'Your Park' Newsletter</p>	<p>A newsletter circulated to the 190,000 residents, businesses and schools within the communities which surround the Olympic Park. The publication focuses on the construction programme and provides key contact information – construction hotline and jobs hotline plus dates of future events.</p>	<p>Accessible formats, representative images and clear plain language used.</p>	<p>All publications provide option to request in accessible formats, large print, easy read, Braille, Word or audio version.</p> <p>'Your Park' newsletter is a mitigating measure to communicate and engage on the construction programme.</p> <p>Information on business opportunities and employment and training are included in the publication.</p> <p>Distribution process is a potential issue and will be performed by post rather than hand delivery to ensure it reaches residents and business in flats.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<p>'Engage' Newsletter</p>	<p>Delivery of a dedicated newsletter for residents living in the Hackney Wick area (bi-monthly) – provides information specifically on progress on site and the development of venues and infrastructure along the Park's western boundary and other community relations activities.</p> <p>Six times a year a number of voluntary sector organisations and organisations representing London communities meet with the London 2012 team to discuss progress, plans and opportunities. The ODA provides an update at these meetings that covers progress on site as well as sharing some of the future plans, consultation and community relations activity planned.</p>	<p>Access to and understanding off information by people living around the Olympic Park.</p>	<p>All publications provide option to request in accessible formats, large print, easy read, Braille, Word or audio version.</p> <p>'Engage' is an engagement tool which has been developed in response to the needs of the local community in the Hackney Wick area. It was developed with the specific needs of that community in mind and through discussions and feedback from them.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
Out of Hours process & Notification of Works (NOWs)	To notify communities of construction works taking place in their specific area which could be deemed intrusive.	<p>Monitoring of issues and impacts of the construction programme on the local community.</p> <p>Access to information</p>	<p>The communication of the contractors is integrated to ensure clear communication.</p> <p>The distribution methods of the notifications have changed from hand delivery to post to ensure it reaches more people.</p> <p>Notifications are sent out seven days in advance allows those affected to prepare and make enquiries with the Community Relations team.</p>
Impact of construction programme on local community.	To discuss the construction programme and highlight any sensitive impacts on surrounding communities.	Monitoring of issues and impacts of the construction programme on the local community.	<p>Weekly on-site meetings with contractors meetings on site with contractors.</p> <p>Processes in place for contractors to support the Community Relations team in communication with the community on the construction programme and works.</p> <p>A range of activities were delivered with the local community as part of the ODA's sustainability week – including planting in Lea Bank Square.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<p>Commitments to the Community</p>	<p>As part of the community relations programme, ten commitments setting out areas of concern and how we are working to address them. It provides a framework for our communities to measure us against throughout the construction programme.</p>	<p>Impact of construction programme on local community.</p> <p>The commitments outline our intentions.</p>	<p>Available on our website and distributed to public places such as libraries and circulated at community meetings and to stakeholders.</p> <p>These commitments are reviewed through the OPEN Forum on which members of the local community.</p> <p>Weblink:  <a href="http://www.london2012.com/documents/oda-publications/community-commitments.pdf">http://www.london2012.com/documents/oda-publications/community-commitments.pdf</a></p> <p>In addition we review our commitments at our quarterly meetings with residents living closest to the Olympic Park.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
OPEN - Olympic Park Engagement Network	To hold three meetings per year with community representatives. Including resident's association members, borough representatives, voluntary sector representatives and other representatives from diverse backgrounds from the Host Boroughs.	Impact of construction programme on local community.	<p>These commitments are reviewed through the OPEN Forum on which members of the local community. (<a href="http://www.london2012.com/documents/oda-publications/community-commitments.pdf">http://www.london2012.com/documents/oda-publications/community-commitments.pdf</a>)</p> <p>Active engagement with key representatives of organisations in the local community from across the 5 Host boroughs to provide access to information and updates from ODA senior management on the ODA construction programme.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
Education Programme	To deliver a community engagement programme including Health & Safety workshops, environmental projects, arts projects (Hoardings), Archaeology programme and Construction Crew.	<p>Impact of construction programme on local community.</p> <p>To inspire and communicate career opportunities in construction, including:            Planning            Design            Construction            Engineering</p>	<p>The delivery of these programmes has provided engagement with over 4,000 young people from the communities around the Olympic Park and off park venues for Health and Safety.</p> <p>The hoardings project which produced artwork for the hoardings involved the local community and schools to create a positive impact on the environment around the Olympic Park.</p> <p>The engagement for the Construction Crew (40 young people from 5 host boroughs) who act a young ambassadors supports impacts on the community and supports education in careers in construction. As advocates for the project they support community engagement with the wider community.</p> <p>The archaeology programme engages with all sections of the communities (over 1,000 people to date).</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
Corporate Social Responsibility Programme	<p>Co-ordinate CSR activity with the contractors to deliver local community projects supported by the contractors either through funding, resources or materials.</p> <p>These projects will be delivered across the five east London Host Boroughs.</p>	Impact of construction programme on local community.	To co-ordinate a CSR programme with all the contractors to ensure the benefits of their contributions are delivered equally and fairly across the five host boroughs to the maximum benefit.
Resident Association Meetings	These are Host Borough meetings with residents living closet to the Olympic Park and Broxbourne have and will be established they are used to update members of the community on the project and it provides a forum for people to raise issues/ask questions.	Impact of construction programme on local community.	<p>To discuss the formalisation of these meetings so that they move from ad hoc.</p> <p>Communicate business, employment and training opportunities.</p> <p>Identified existing opportunities to engage with local community in Broxbourne (location of the White Water Canoe Venue).</p>
Work Experience	To support the ODA HR Annual programme of work experience ensuring the host boroughs are aware of the process and outcomes.	Impact of construction programme on local community.	To work with ODA HR on the communication of the scheme to the 5 host boroughs to place work experience candidates from the 5 host boroughs at the ODA.

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
Targeted Engagement	To work in partnership with the ODA Equality & Inclusion team and 5 Host boroughs to engage with the voluntary sector and communities from diverse backgrounds from across the Host Boroughs to provide updates on the Olympic Park construction programme, visits to the park, businesses and employment and training opportunities.	Identify groups who are not located closest to the Olympic Park and or do not have an awareness of the project.	To discuss the outcomes of the targeted engagement to date.  To engage, communicate and share information

## 5.2.4 Public Enquiries

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
E-mail	<p>To respond to and co-ordinate responses to enquiries received by e-mail relating to the ODA's construction programme.</p> <p>The Public Enquiries function is also responsible for providing the ODA programme managers with information for key stakeholders on the nature and volume of enquiries that are received.</p>	<p>All, but particularly disabled people and people on low incomes may not have access to the internet to be able to contact the ODA via email.</p>	<p>The ODA advertises a phone number, postal address and website for members of the public to contact the organisation on all publications including the community publications "Your Park" and "Engage".</p> <p>All enquiries can be made by post, telephone and via the website via the enquiry form.</p>
Telephone	<p>To respond to and co-ordinate responses to enquiries received by telephone relating to the ODA's construction programme.</p>	<p>All but particularly people from BAME groups, disabled people including Deaf people.</p>	<p>Enquiries can be taken via text to speech services such as TypeTalk.</p>
Letters and correspondence	<p>To respond to and co-ordinate responses to enquiries received by correspondence relating to the ODA's construction programme.</p>	<p>People from BAME groups, disabled people particularly people with visual impairments, and people with learning disabilities.</p>	<p>Responses to enquires can by provided in a range of formats including language translation, large print, easy read, Braille, print and audio versions.</p>

## 5.2.5 Stakeholder Relations

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<p>Conference and Stakeholder Events</p>	<p>Stakeholder events are held to support the business with stakeholder engagement and pre-application consultation for specialist, government and business stakeholders.</p>	<p>Ensure the cultural, accessibility and faith requirements for events are understood, identified and addressed.</p>	<p>Ensure the ODA/LDA Code of Consultation is followed, which outlines the ODAs policy for events and venues.</p> <p>In addition the ODAs Access Officer has produced specific access guidance relating to:</p> <p>Inclusive Design</p> <p>Needs of participants with access requirements, audiences and groups for whom English is their second language and audiences with specific faith requirements.</p> <p>Use of plain language</p> <p>Provision of alternative formats on request</p> <p>Meet print publication standards</p> <p>Consideration of photosensitive epilepsy for presentations and film</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
Regional Business Events	To deliver an integrated programme of stakeholder engagement, involvement and communication relating to the key milestones, opportunities and/or arising issues relating to the delivery of the business and procurement programme relating to the Olympic project.	As above.	<p>Ensure the ODA/LDA Code of Consultation is followed, which outlines the ODAs policy for events and venues.</p> <p>Distribution of Code of Consultation to RDA's.</p> <p>Collection of RDA events policies.</p> <p>Subtitling of DVDs.</p> <p>Speak to RDA's re: targeted audiences and groups and advertising and promotion by Regional Development Agencies (RDAs).</p>
Newsletters	Newsletters are used to keep stakeholders updated on the project and in particular update them on their special interest areas e.g. Employment and Skills.	Are newsletters accessible and understood by audiences.	Meet print publication standards.
Bulletins/e-alerts	Are used to communicate to stakeholders on an issue or to update them on an announcement.	Are newsletters accessible and understood by audiences.	Meet print publication standards - no text or option provided on bottom of e-zine.

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
Site Visits – On Park	Site visits are used on the Olympic Park to update stakeholders – political, business, international, specialist, members of the public and local community including schools on the development of the project first hand.	To make site visits open and accessible to all we understand that there may be issues for people in understanding the information, accessing the transport and booking methods, in particular for the disabled, older people and for those whom English is not their first language.	<p>Accessibility requirements e.g. induction loop, accessible transport.</p> <p>Use of plain language.</p> <p>Accessible formats e.g. publications and map, tour DVD</p> <p>Times of day (especially during winter months) Tour guides – accessibility training</p> <p>Presenter techniques and training</p> <p>Recording of demographic information.</p> <p>Weekend tours have been implemented, delivered by Blue Badge guides (completed).</p>

<b>Programme of work</b>	<b>Delivery / details of programme</b>	<b>Impacts identified</b>	<b>Mitigating Actions</b>
Stakeholder briefings	Stakeholder briefings are used as a mechanism for updating and informing stakeholders on an issue or as a method of keeping them updated on a special interest area.	To ensure stakeholder briefings are accessible and inclusive to all.	
Parliamentary & Mayoral Scrutiny	To deliver information for political scrutiny sessions.	<p>Meet print publication standards for any supporting documents used.</p> <p>Use of plain language during the scrutiny sessions and to communicate in language which is appropriate and accessible – it needs to address an understanding of the community we serve.</p>	Scrutiny sessions are recorded and some broadcasted e.g. TV, radio, and minutes posted on websites.
Exhibitions & Drop in sessions	These are used as part of the consultation (see below) process and with political, business and specialist stakeholders at events.	To ensure that exhibitions and drop in sessions re in accessible and inclusive – venue, locations and materials.	<p>Accessibility at all exhibitions and drop in sessions.</p> <p>Ensure they are held at inclusive times of day and that staff are briefed appropriately e.g. in use of language.</p> <p>Use of plain language and bespoke language by staff manning the exhibitions.</p> <p>Representation of communities in materials.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
Parliamentary & Mayors questions	To provide responses to parliamentary questions and responses to Mayors questions raised by London Assembly Members.	<p>Meet print publication standards for any supporting documents used.</p> <p>Use of plain language during the scrutiny sessions and to communicate in language which is appropriate and accessible – it needs to address an understanding of the community we serve.</p>	<p>All Parliamentary questions and Mayors questions are published.</p> <p>All questions are approved by the Government Relations team who amend and check for the use of plain language.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<p>Pre-application Consultation</p>	<p>To deliver meaningful pre-application consultation for Full and Reserved Matters planning applications for the venues and infrastructure for the London 2012 Olympic and Paralympic Games. The groups to consult include: Specialist stakeholders, political, business, community (general public and targeted communities).</p>	<p>Ensure the cultural, accessibility and faith requirements for consultation and the associated events are understood, identified and addressed.</p>	<p>The Code of Consultation is followed and the consultation meets the Equalities policy requirements.</p> <p>Work closely with the Equalities officers from the outset of consultation design to delivery.</p> <p>An equalities statement is also submitted with each planning application.</p> <p>Accessible venues and consider faith and cultural requirements.</p> <p>Ensure that the times at which consultation events are held are inclusive.</p> <p>Advertising and promotion of consultation meetings/events are accessible.</p> <p>Staff and presenters are briefed on participants needs.</p> <p>All publications meet print publication standards; with the use of plain language and the provision of alternative formats on request.</p>

Programme of work	Delivery / details of programme	Impacts identified	Mitigating Actions
<p>Engagement on Venues and Infrastructure (post consultation phase)</p>	<p>To deliver meaningful engagement on venues and infrastructure through in the “Big Build” phases through to LOCOG handover in 2011.</p> <p>The groups to be engaged include: Specialist stakeholders (design, security, employment &amp; skills, equality and inclusion, accessibility, sustainability, Health , Safety and environment, political, business and community (general public and targeted communities).</p>	<p>Ensure the cultural, accessibility and faith requirements for communication and engagement are understood, identified and addressed.</p>	<p>Consideration of faith and cultural requirements.</p> <p>Brief staff and presenters on needs of participants.</p> <p>Meet print publication standards.</p> <p>Use of plain language.</p> <p>Provision of alternative formats on request.</p> <p>Pre-briefings with teams prior to meetings and events; addressing specific requirements for stakeholder audience.</p> <p>Delivery and implementation of stakeholder engagement programme regularly reviewed to ensure engagement of audiences in relevant formats and methods.</p>

## **6 Conclusions**

The EqIA for the Communications Directorate which encompasses Media Relations, Marketing and External Relations; with Community Relations, Government and Business Relations and Stakeholder Relations reviews the different audiences of the London 2012 Olympic Project (internal and external) and how they are communicated with, involved and engaged.

The key focus of this EqIA is to assess the effectiveness of the Communications programme in delivering the E&I commitment of the ODA, and how the programme addresses the needs of all those who rely on communications to remain informed and engaged.

In reviewing the positive and negative impacts of the existing programmes of work in these areas and the different tools used, it is evident that many positive impacts are already being delivered by the different teams in the Communications Directorate. The assessment has also helped identify existing gaps which could create negative impacts and therefore require further investigation by the team.

### **6.1 Audiences**

A broad range of audiences are currently being engaged and communicated with on this project including media, stakeholders (specialists, technical, business, political and community), targeted communities and a range of different internal audiences including corporate staff and on-site workers. As the development of the Olympic Park and off-Park venues and different programmes continues an ongoing programme of communication, involvement, engagement and consultation with our different audiences is essential to keeping people informed.

In reviewing the communications delivered by the ODA and our different audiences it is evident that providing the outstanding issues identified in the impact assessment are taken forward it is unlikely that the function will unlawfully discriminate against any of the ODA's identified equality groups.

The regular reviews of our audiences and their communication needs will be essential to the success of the work of the communications directorate and the overall success of the ODA; reviews on who we are communicating with, the messages communicated and what the levels of 'cut through' are being achieved, will be important in ensuring the delivery of clear communications with all of our different audiences.

## **6.2 Communications tools**

A key success to the continued communication, engagement and involvement with the ODA's audiences is the format of communication and the accessibility of the information and services we provide.

The communications function already provides a wide range of information, publications and materials in a range of formats including the provision of translation and accessible formats, and more specifically the community relations team has worked with targeted sections of the community to develop communication tools which are bespoke to their needs.

To ensure any possible negative impacts are addressed and to ensure the continued success in our communications, a number of recommendations will be taken forward to improve and assess the tools we use; regular reviews and research on the methods of communication and language used to communicate with different audiences will be taken forward. Specifically, this could include reviews of how our audiences would like to receive and access information on the environmental monitoring performed by the ODA and partners; research to assess how effectively our community newsletters are reaching their audiences, regular reviews on accessible formats and testing to assess the effectiveness of the communication tools used with our internal audiences, both corporate and on-site.

Significantly, the use of plain language in the ODA's communications and access to information are identified in the impact assessment as critical to the inclusion of internal and external audiences. The use of plain language in the different tools used by the teams will significantly assist with access to information and communication with the different audiences of the ODA (internal and external). Measures to address this will be implemented through the action plan.

## **7 Action plan**

The action plan is being developed by the Communications Teams and the E&I Team and will be published by December 2009.