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Olympic Delivery Authority

Corporate Equality Impact Assessment



MAYOR OF LONDON

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Contents

1	Introduction	5
1.1	Purpose of the assessment	5
2	Assessment requirements	6
2.1	Equality requirements	6
2.2	Aim of the assessment	6
3	Organisational background	7
3.1	London 2012	7
3.2	The Olympic Delivery Authority	7
4	ODA organisational structure	8
5	Strategic programme	9
5.1	Planning and set up – to April 2007	9
5.2	Demolish, Dig, Design – to August 2008	9
5.3	Big Build: Foundations – to 27 th July 2009	10
5.4	Test – 2010 - 2012	11
5.5	Games – July – August 2012	11
5.6	Transformation and Legacy	11
6	Vision and values	11
6.1	The ODA priority themes	11
6.2	Equality and inclusion	11
6.3	Design and accessibility	12
6.4	Employment and skills	12
6.5	Health, safety and security	12
6.6	Legacy	12
6.7	Sustainability	13
7	Baseline review	14
7.1	Core areas of impact	14
7.2	Equality and inclusion target groups	14
7.2.1	Age	15
7.2.2	Disabled people	16
7.2.3	Religion and belief	16
7.2.4	Gender	17
7.2.5	Race	18
7.2.6	Immigrants, refugees and asylum seekers	18
7.2.7	Gypsies and Travellers	19
7.2.8	Sexual orientation	19
7.3	Conclusion	20
7.4	Key findings	20
7.4.1	Age	20
7.4.2	Ethnicity	21
7.4.3	Disabled people	21
7.4.4	Faith	21
7.4.5	Gender	21
7.4.6	Transgender	22
7.4.7	Sexual Orientation	22
7.4.8	Low Income	22

8	Specific issues to be addressed by the ODA programme	23
8.1	Access to employment and business opportunities	23
8.2	Employment and training opportunities	23
8.3	Inclusion and community cohesion	24
8.4	Inclusive design and accessibility	24
8.5	Safety and security	25
8.6	Environmental impacts	26
9	ODA reporting	27
9.1	Communications	27
9.2	Code of construction practice	27
9.3	Corporate programmes	28
9.3.1	Legal	28
9.3.2	Information and Technology (IT)	28
9.3.3	Human Resources	28
9.4	Designing for legacy	29
9.4.1	Developing a vision for design excellence	29
9.4.2	Defining and measuring good design	29
9.4.3	Creativity through diversity	29
9.4.4	Relevance through inclusion	29
9.5	Employment and Skills	29
9.5.1	Committed to delivery	30
9.6	Equality and Inclusion	31
9.7	Health and safety	32
9.8	Legacy	33
9.9	Procurement	33
9.10	Security	34
9.11	Sustainability	34
9.11.1	Climate change	35
9.11.2	Waste	35
9.11.3	Biodiversity	35
9.11.4	Inclusion	35
9.11.5	Healthy living	35
9.12	Transport	35
9.12.1	Accessible transport	35
9.13	Utilities and energy	36
10	Action plan	37
10.1	ODA Corporate Plan and Strategic Phases	37
10.2	ODA Strategies	37
10.3	ODA Priority Themes reporting	37
10.4	ODA EqIA Schedule	38
11	ODA Strategic Documents	40
12	References	41

1 Introduction

1.1 Purpose of the assessment

The purpose of this assessment is to provide London 2012 stakeholders and communities with an understanding of the likely impacts associated with the Olympic Delivery Authority (ODA) role in delivering the overall London 2012 Games and project objectives.

The Equality Impact Assessment (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; that any potential adverse impacts are identified and highlighted as issues which require action.

Our equality schemes are policy documents that meet of our statutory obligations as a public body under the Race Relations Amendment Act (RRAA) (2000); the Disability Discrimination Act (DDA) (200 and 2005) and the Equality Act (2006)¹. Details of the ODA legislative requirements are available on the London 2012 website as part of the Baseline review for all EqIAs.

The Equality Duties require the ODA to assess the impact of its programmes, projects, policies and functions on equality target groups. The ODA is required to give due regard to:

- assess the potential impact of the programme of works;
- monitor the actual impact on equality of the programme over time; and
- publish the outcomes of assessments and monitoring.

In the context of equality, target groups cover people who have traditionally experienced discrimination and/or disadvantage because of their identity. The EqIA will assess the impact of its functions across the following target groups:

- women and men;
- black, Asian and minority ethnic (BAME) people;
- people from different faith groups;
- disabled people;
- lesbians, gay men, bisexual people (LGB);
- transsexual and transgender people;
- older people (50+);
- young people (17 -25) and children; and
- asylum seekers and refugees.

These groups are often referred to as equality strands - age, disability, gender, transgender, race, religion and belief and sexual orientation. The strands are inclusive of all people. We have extended the target groups to include unemployed people and business opportunities because the Games will take place in one of the most deprived areas of the UK. The ODA is committed to delivering equality through its programmes of work in London and the regions for all the identified target equality groups.

¹ www.london2012.com

Additionally, we want to have a positive impact on people who have been out of work for a long time, and want to encourage more diverse businesses to take advantage of opportunities created by the London 2012 Olympic and Paralympic Games.

2 Assessment requirements

2.1 Equality requirements

A variety of existing and emerging legislation underpins the requirement and need for the ODA to carry out an Equality Impact Assessment (EqIA). This legislation highlights how equality is increasingly recognised as a fundamental aspect of the policy-making process, whilst also requiring organisations to adopt a more proactive approach to promoting equality of opportunity.

In particular, national equality legislation is in the process of being strengthened through the Framework for a Fairer Future – The Equality Bill (June 2008) which sets out proposals for the Government's emerging Equality Bill. The new Bill will streamline existing legislation into a singular duty requiring public bodies to consider how their policies, programmes and services affect people according to their race, disability, gender, age, sexual orientation, gender reassignment and religion, faith or belief.

The Equality Act (2006) established the Equality and Human Rights Commission (EHRC), replacing the previous equality commissions - the Commission for Racial Equality, the Equal Opportunities Commission and the Disability Rights Commission. The Act prohibits discrimination in the provision of goods and services on the grounds of religion and belief (subject to certain exemptions) and allows the Government to introduce regulations prohibiting discrimination on the ground of sexual orientation in goods and services, and to promote equality on the grounds of gender.

This assessment focuses on the overall impact of the ODA programmes which deliver individual projects. Each programme's individual project and where necessary additional programmes will undergo an EqIA. This is to ensure that the projects' impacts are fully understood and where necessary any negative impacts are mitigated.

The ODA recognises that the programmes and projects will have an impact across all equality target groups. The overarching positive impact that the ODA can achieve is to deliver on the commitments within each of the corporate strategies² and through the delivery of the priority themes.

2.2 Aim of the assessment

The ODA, as a public organisation with the principle responsibility for the design and build process for London 2012, is legally required to promote equality through the delivery of the ODA strategic phases and ensure that each individual project and function has a positive effect and eliminates any adverse impact on any equality target groups.

² Appendix 1: ODA Published Corporate Strategies

A driver for this EqIA is to ensure that London and the Lower Lea Valley are provided with a high quality development which regenerates the area, and ensures that we deliver our commitment to in the Olympic bid to deliver 'the most inclusive Games ever'.

The overarching aims of this assessment and resulting action plan will show how we are:

- eliminating discrimination;
- promoting equality through our programme and actions;
- improving our efficiency by integrating equality and inclusion into every relevant aspect of our work;
- ensuring greater consultation, involvement and improved ownership of our work by the target groups;
- identifying and celebrating the positive measures that we have introduced to promote equality;
- having a positive effect on the target groups;
- minimising negative impacts;
- filling gaps in our understanding about peoples needs; and
- maximising positive outcomes.

3 Organisational background

3.1 London 2012

The London 2012 Olympic Games and Paralympic Games are delivered by two key organisations:

The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) is responsible for promoting and staging the 2012 Games.

The Olympic Delivery Authority (ODA) is responsible for building the new venues and infrastructure needed for the 2012 Games and beyond. CLM is the delivery partner appointed to work with the ODA to project manage the venues and infrastructure programme for the Games.

3.2 The Olympic Delivery Authority

The Olympic Delivery Authority (ODA) was established by the London Olympic Games and Paralympic Games Act, which received Royal Assent in March 2006. The Act was passed to ensure the necessary planning and preparation for the Games can take place. It allows the ODA to:

- buy, sell and hold land
- make arrangements for building works and develop transport and other infrastructure
- develop a Transport Plan for the Games, with which other agencies must cooperate, and make orders regulating traffic on the Olympic Road Network
- be the local planning authority for the Olympic Park area.

The ODA is accountable to:

- The Department for Culture Media and Sport, (DCMS), which has a dedicated Government Olympic Executive;

- The Mayor of London on behalf of the Greater London Authority (GLA) group, including the London Development Agency (LDA) and Transport for London (TfL);
- The British Olympic Association (BOA); and
- British Paralympic Association (BPA).

The ODA is an Executive non-departmental public body the chief responsibility of which is building the Olympic Park, where much of the action in the Games will take place.

The ODA is also responsible for:

- the construction of all the permanent venues and other facilities in the Olympic Park;
- the other facilities at Broxbourne (for Canoe/Kayak events), Eton Dorney (Rowing), Woolwich Royal Artillery Barracks (Shooting) and Weymouth and Portland (Sailing); and
- planning and delivery of both transport infrastructure and spectator services to support the Games.

The ODA's primary role is to ensure the venues and infrastructure for the London 2012 Games are delivered on time, to budget and are fit for purpose. Planning Games-time and long-term use together to make sure the area will be regenerated, leaving housing, schools and health facilities for the local community after 2012 alongside world class sports facilities.

4 ODA organisational structure

Detailed information about the ODA Board 12 members chaired by John Armitt and the six board committees' members and remit can be downloaded from the London 2012 website. The day-to-day management of the ODA programme is the responsibility of the ODA CEO and directors:

David Higgins, ODA Chief Executive

Ralph Luck OBE, Director of Property

- securing the agreements for legacy use of the Olympic and Paralympic venues;
- negotiating the development of the Stratford City lands for the Olympic Village and associated facilities;
- procuring the International Broadcast and Media Centre; and
- sailing facilities at Weymouth and Portland.

Howard Shiplee, Director of Construction key responsibilities include:

- Equality and inclusion
- Employment and skills
- Procurement
- Health and safety
- Security
- Venue construction

Godric Smith, Director of Communications key responsibilities include:

- Media
- Marketing

- External relationship management

Simon Wright, Director of Infrastructure and Utilities key responsibilities include

- the delivery of environmental, geotechnical and civil engineering solutions;
- infrastructure, including ground remediation, earthworks, roads bridges and retaining walls;
- the commissioning and securing of operator licenses to provide for a full range of all major utilities; and
- ensure that legacy issues are fully integrated and planned for.

Alison Nimmo CBE, Director of Design & Regeneration key responsibilities include:

- Sustainable development
- Inclusive design
- Arts and Culture
- Planning Team
- Venue design

Dennis Hone, Director of Finance key responsibilities include:

- HR
- IT
- Internal Risk Assurance
- Legal

Hugh Sumner, Director of Transport key responsibilities include:

- transport infrastructure required for the Games and transport legacy; and
- delivery partner for the majority of Games-time transport operations services.

5 Strategic programme

The ODA has outlined the six strategic phases to the programme:

5.1 Planning and set up – to April 2007

An Equality Impact Assessment of the planning process was commissioned by the ODA in January 2008 and has been published on the London 2012 website.

5.2 Demolish, Dig, Design – to August 2008

This phase of the project set 10 milestones to take the ODA up to the start of the Beijing Olympics:

- Milestone 1: the majority of the Olympic Park will be cleared and cleaned.
- Milestone 2: with the tunnels and cabling complete, the power for the Olympic Park will be set to switch underground.
- Milestone 3: the main temporary roads and bridges will have been built, giving access to a safe and secure construction site for the 'big build'.
- Milestone 4: the installation of new water and energy systems that will serve the Olympic Park during and after the London 2012 Games will have started.
- Milestone 5: the regeneration of the waterways in the Olympic Park will have started, improving the environment and access for the 'big build'.

- Milestone 6: the transport enhancements that will open up east London and support the London 2012 Games will have started, with many complete.
- Milestone 7: construction will have started on the bridge that will take people over the Aquatics Centre to the Olympic Stadium. Building work on the Stadium will be about to begin.
- Milestone 8: construction on the Olympic Village will have started.
- Milestone 9: contracts will have been let and designs agreed for the 'Big 4' venues in the Olympic Park – and at venues outside London work on site will have started.
- Milestone 10: the development of the Legacy Masterplan Framework (LMF) for the Olympic Park will be well advanced.

5.3 Big Build: Foundations – to 27th July 2009

The following milestones have been set to cover the progress of the start of the building of the big 5 projects on the park each of which will undergo an individual EqIA:

- Milestone 1: almost all of the Olympic Park will have been cleared and cleaned. The overhead pylons will have been removed and the erection of the new perimeter security fence will be underway.
- Milestone 2: seven bridges will be structurally complete. 10 further bridges and underpasses will be under construction and the building of the permanent roads will have started. The refurbishment of the waterways in the Olympic Park will be complete.
- Milestone 3: the new primary substation at Kings Yard will be substantially complete, with the new equipment also in place to transmit permanent power to the Olympic Park from the wider national network.
- Milestone 4: the foundations of the Olympic Stadium will be complete. Work on the upper seating structure and roof will be underway.
- Milestone 5: the foundations of the Aquatics Centre will have been completed with work on the building's structure well underway.
- Milestone 6: work will have started on the foundations of the Velodrome and International Broadcast Centre/Main Press Centre.
- Milestone 7: contracts will have been let, designs agreed and work will be about to start on the Handball Arena. The design of the Basketball Arena will have been agreed, and the process of appointing construction contractors will be underway.
- Milestone 8: building work will be underway on the majority of the Olympic Village plots.
- Milestone 9 significant progress will have been made on the transport projects that are increasing capacity to support the Games. Of the 25 underway, 13 will be nearing completion.
- Milestone 10: outside of London the ODA works at Weymouth and Portland will have been completed and ready for use. Construction work will have also started on the Broxbourne White Water Canoe Centre.

Big build: Structure – to 27th July 2010

Big build: Fit out – to 27th July 2011

5.4 Test – 2010 - 2012

As work is finished on each of the individual projects being delivered by the ODA, LOCOG will run a series of test events that will take place to ensure the venues and infrastructure are fit for purpose.

5.5 Games – July – August 2012

This phase of the project will be the responsibility of LOCOG who will undertake assessments of the impact of the Games.

5.6 Transformation and Legacy

This last phase of the project will focus on the transformation of the Park after the Games for legacy use. The London Development Agency (LDA) will be working with the ODA throughout the project to develop the LMF to ensure a smooth transition to legacy use of the Park.

The ODA will publish a report on the progress made against each of these phases which will be available from the London 2012 website.

6 Vision and values

The London 2012 vision is to use the power of the Games to inspire change. This is the vision that will define the venues that are built, the Games that are staged and the legacy of the Games.

The values which underpin this vision are:

- 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.

6.1 The ODA priority themes

As stated the ODA primary role is to make sure the venues and infrastructure for the London 2012 Games are delivered on time, to budget and are fit for purpose. This role and the London 2012 vision and values are underpinned by six priority themes.

6.2 Equality and inclusion

The momentum provided by the Games and the substantial investment in the Lower Lea Valley can have a significant impact on reducing historic and long-standing inequalities. We want the economic and social benefits of the regeneration of the area, and the design and build of the Olympic Park and venues, to have a positive impact on local communities and different parts of the UK. An example of how we are achieving this is ensuring our procurement process is transparent, fair and open to a wider range of diverse suppliers.

The way that we are recruiting and managing employees is fair, and helps to promote equal opportunities to all and eliminate discrimination in the workplace. We are working with partner organisations to encourage women, black, Asian and minority ethnic people, and disabled people, to train and apply for jobs in construction and other areas where they have traditionally been under-represented.

What we build for 2012 and beyond will be inclusive for people of all cultures, faiths and ages, and fully accessible to disabled people with a wide range of impairments. We will also provide an accessible transport network that will give everyone the opportunity to enjoy the Games, as well as leave a lasting legacy for equality and inclusion. We recognise the diversity of the population of the UK, London and the five Host Boroughs and are committed to realising the advantages of this diversity in delivering our programme. We are already engaging with, and involving local communities to help us deliver the most accessible and inclusive Games.

6.3 Design and accessibility

The main principle of the design and accessibility priority theme is:

To design the venues within the Olympic Park to deliver a striking visual statement that reflects the importance of the Games, while ensuring they are balanced with the urban architecture and landscape that define the area. After the Games the venues must seamlessly connect with the parklands and urban neighborhoods that surround them.

Inclusive design is at the heart of our design process, and has been since the project began. The Olympic Village, the sporting venues, new transport services, supporting facilities and the Park itself will be accessible to people with a wide range of disabilities both during and after the Games. We want to set an excellent standard of accessibility for disabled people, older people and families with children, which will set a benchmark and act as an inspiration to others.

6.4 Employment and skills

The ODA will work with contractors on the Park to identify job opportunities with Jobcentre Plus and the employment brokerage services in the five Host Boroughs. Opportunities will also be advertised through the UK-wide Jobcentre Plus network.

6.5 Health, safety and security

The health and safety of everyone involved in our work or affected by it is a key concern. We are established as a best-practice organisation, fully compliant with applicable UK and European legislation and standards, and continually improving. We are integrating health and safety considerations into every London 2012 Games planning, design and construction operation.

We are providing a safe and secure environment during construction and decommissioning works. We are designing venues, facilities, infrastructure and transport to help eliminate health and safety hazards during construction, operation, maintenance and decommissioning, and to meet the needs of operational security during the Games.

6.6 Legacy

The London 2012 Games offer a unique opportunity to revitalise the Lower Lea Valley, transforming one of the most underdeveloped areas of London into a benchmark 21st century urban environment that reflects the diverse and vibrant population of the area.

Our job is to harness this potential and create one of the largest new urban parks in Europe for 150 years. In addition to world-class facilities for sports including athletics, cycling, hockey, swimming and tennis, there will be homes for a new community, and green spaces in and around the Olympic Park.

6.7 Sustainability

Key sustainability gains will be realised through the location of the site and nature of the development. The remediation of the site will bring existing land back into public use and create significant improvements in the quantity and quality of green space in east London. The creation of new infrastructure, sporting facilities and housing in an area currently experiencing high levels of deprivation will help to create neighbourhoods and vibrant places after the Games are over, where people will want to live, work and play.

Addressing the challenge of climate change through minimising the carbon emissions associated with the development, and optimising the opportunities for efficient water use, is key to our approach. Working with the construction products industry to use socially and environmentally responsible materials presents new exciting opportunities.

Further details about each of the ODA Priority Themes can be found on the London 2012 website.

7 Baseline review

The full baseline review of the core areas that the ODA programme will have a major impact on, can be downloaded from the London 2012 Equality Impact Assessment pages. The baseline review provides a summary of research that sets the socio-economic context to equality and inclusion. Where necessary and available, the information includes statistical data for England, London, the 5 Host Boroughs, Broxbourne Non-Metropolitan District, Weymouth and Portland, South Bucks including Eton Dorney.

The baseline context contains information that informs which equality target groups are likely to be impacted by our work. The research was undertaken on behalf of organisations involved in the delivery of equality for the London Plan; ODA and LDA programmes of work for the Games and Legacy. And it has been included in a number of published documents:

- ODA Olympic Park Development EqIA
- LDA Legacy Masterplan Framework EqIA - baseline report
- London Plan
- Equality and Human Rights Commission
- GLA
- Office for National Statistics (ONS)

7.1 Core areas of impact

The main areas of potential impact from the ODA programme are:

- London Borough of Hackney
- London Borough of Newham
- London Borough of Tower Hamlets
- London Borough of Waltham Forest
- London Borough of Greenwich
- Lower Lee Valley

The ODA is also delivering projects in:

- Weymouth and Portland (Dorset)
- Broxbourne (Hertfordshire)
- Eton Dorney (South Buckinghamshire)

7.2 Equality and inclusion target groups

The London Plan and the Planning for Equality and Diversity in London Supplementary Planning Guidance to the London Plan, sets out the why certain people within equality target groups require specific consideration when assessing the impact of the ODA programme and projects. The following section describes the recognised inequalities which these groups can be subject to. This helps to indicate where the ODA programme has the potential to have a positive impact by addressing some long-standing inequalities, through the programme and project EqIA process.

7.2.1 Age

The key spatial issues identified for **children and young people** are as follows:

Child poverty is a serious problem in London, most often caused when parents and guardians do not have access to employment and training opportunities. This can have serious implications on health, nutrition and levels of education attainment.

Poverty and social exclusion contribute to a complex profile of needs for the health, education and social care of many of London's disadvantaged children. The provision of high quality social facilities, including childcare, play and informal recreation, leisure, cultural and educational facilities across London is a clear determinant of children's future life chances.

Poverty can also lead to overcrowded and poor quality housing conditions, placement in temporary accommodation, often in disadvantaged areas where there are insufficient social facilities or public transport levels.

Being placed in these areas often means that there is a lack of access to free and inclusive play space and open space, which can hinder their mental and physical development and their independence.

Children and young people are often unable to enjoy the public realm due to discrimination by adults, with groups often being moved on in managed areas. The public realm can often be particularly inaccessible to disabled children.

Although there have been dramatic improvements in recent years, there are still concerns relating to crime, safety and vulnerability particularly in relation to street crime and road accidents. Fear of 'stranger danger' means that children are often prevented from going out and enjoying the public realm. Children from disadvantaged areas are also more likely to be killed or injured on roads near their homes.

Young people need to be provided with opportunities to be independently mobile. Reliable, safe and cheap or free public transport has a vital role to play in this.

Some of the key spatial issues identified for London's **older people** are that:

Older people are disproportionately more likely to be living in poverty and suffering the associated effects of low quality and inappropriate housing. There is a shortage of sheltered and specialised accommodation for older people and many have to wait months for an occupational therapist assessment for necessary home adaptations.

Many older people live alone and experience isolation. Their safety and security can be a real concern, both at home and in public and open spaces, preventing them from leaving the house or feeling safe within it.

While many older people remain in work and continue to contribute to London's economy, many experience discrimination when it comes to gaining access to employment and training. Older people also contribute to the wealth of London's society through sharing their experience and skills, through work, volunteering and their role as carers and child minders in extended families.

Health and social care often does not meet their needs by being poorly located and inaccessible. This can have damaging impacts on the health and wellbeing of older people and prevent them from continuing to engage in society.

Convenient, cheap, safe and reliable public transport is a priority for older people alongside the provision of specialist transport services such as dial-a-ride.

London's environmental quality needs to be improved as does the accessibility of the public realm, and the provision of basic facilities such as accessible places to meet, public toilets and street furniture needs to be greater to accommodate the needs of older Londoners.

7.2.2 Disabled people

Towards Joined-up Lives is a social-model based, qualitative research study commissioned by the GLA and launched at Disability Capital 2006. It is about the experiences of disabled Londoners in housing, post-16 education, and employment. It revealed the following:

- Disabled people are twice as likely to experience worklessness as non-disabled people, they are more likely to live in unsuitable or inaccessible housing without essential amenities, and have difficulty using many public transport facilities with ease. Deaf people are four times more likely to be unemployed than hearing people.
- There is a serious shortage of accessible housing for disabled people, leading to a lack of choice and inappropriate housing. Surrounding environments are often not fully accessible and do not include accessible and well-maintained open space.
- While significant improvements in public transport have been made, there are still some inaccessible environments that present barriers to mobility. Provision of blue badge parking is crucial for those people who have to rely on private cars.
- Access to social facilities and services for disabled and Deaf people across the city are inconsistent and not co-coordinated, and in some cases neglect can lead to isolation and social exclusion. Easily accessible, comprehensive, accurate and timely information, advocacy and support enables disabled people to achieve equal citizenship. This is especially true for deaf people who require specialised equipment such as textphones or videophones. The community and voluntary sectors may have an important role to play in this support.
- Disabled and Deaf people continue to experience high levels of discrimination, harassment and lack of awareness and understanding from the general public and professionals. This can limit their ability to enjoy the public realm and excludes them from participating fully in society.
- Inaccessible facilities limit disabled people from accessing education and training opportunities.

7.2.3 Religion and belief

The following sets out the spatial implications of disadvantage and social exclusion for London's faith groups, some of which are similar to the issues for black, Asian and minority ethnic communities.

Discrimination because of religious belief has wide ranging impacts on people. Access to appropriate housing can be one of the ways in which this indirect discrimination manifests itself, especially in relation to overcrowding among populations with high fertility due to religious and cultural restrictions on the use of contraception.

People from faith groups are likely to require specialised service provision, including facilities for cultural practices, community activities and provision for places of worship (personal faith observance), that are easily accessed by the communities which require them.

The definition of 'places of worship' in the planning system often does not adequately reflect the wider needs of faith groups and the very different patterns of worship.

Some faith groups also require specialised retail facilities and can create local markets for goods and services.

7.2.4 Gender

The following section sets out the spatial implications of disadvantage and social exclusion for London's women who tend to have the primary caring responsibility, it should be noted that a number of these issues can also apply to men.

Many women have to balance work and domestic responsibilities. To do this, they ideally need to be able to access employment and training opportunities close to home. The provision of part-time work opportunities, business start up units and community and voluntary sector facilities can be used to promote women's employment and reduce poverty and social exclusion.

With the provision of childcare in London falling behind the national average, the resulting increased cost has become a major barrier to women's employment. Access to affordable childcare is a significant factor to London's women engaging fully in the labour market and continuing to make a contribution to London's economic growth.

The nature of women's trip-making patterns, which often involves making a range of complex local journeys, means that women need access to convenient, affordable and safe public transport. Women also require safe and accessible walking and cycling routes to cover most local journeys from the home for work, shopping, leisure and childcare.

Women are more likely to live in social housing because they receive lower wages and restricted employment opportunities. Consequently, women are more likely to experience the effects of poor quality, inaccessible housing and lack of choice over location for themselves and their families.

Many women's experiences of London are affected by concerns about crime and personal safety, particularly at night in the public realm and when travelling alone on public transport. Many urban areas are not well designed for personal safety in terms of visibility, lighting and being overlooked. This can cause feelings of vulnerability and prevent women entering certain areas at certain times.

As many women have complicated lives and often multi-task, carrying out domestic chores throughout their day, access to good local services is vital to them. Access to healthcare, educational facilities (for themselves and/or children) and other services, including leisure, education and cultural services is important.

7.2.5 Race

Discrimination in London's labour market is a recurrent problem for many black, Asian and minority ethnic groups, particularly young black men and constrains access to employment opportunities.

Worklessness is a key factor in the poverty experienced by some black, Asian and minority ethnic communities. In London, the spatial location of workless households relates closely to those wards that are classified as the most deprived.

Living in these deprived areas often means that these groups are restricted in the level of access to essential social facilities and the transport provision to reach them.

The cost of housing in London often prohibits families from being able to access the type or size of accommodation required. The larger family size in some black, Asian and minority ethnic communities mean that overcrowding and poor housing conditions can be a particular problem.

Many black and minority ethnic groups are prevented from enjoying life to the full because of fear of crime, racial abuse and discrimination. They can often feel victimised in the public realm and uncomfortable accessing open space.

7.2.6 Immigrants, refugees and asylum seekers

London is a city that has a long tradition of receiving immigrants. Today as throughout its history, they include not only people looking for work, but also those seeking asylum from persecution, those wishing to be re-united with their families or to ensure better educational opportunities for their children. Neither the Home Office dispersal system operating since 2000, nor the recent fall in the number of UK asylum applications, is likely to diminish the importance of refugees in London's development or London's central role in receiving and integrating refugees who reach the UK.

The barriers facing refugees and asylum seekers coincide with those faced by non-refugee black, Asian and minority ethnic Londoners, but they also have distinct needs that present specific challenges, for example, the need for access to both temporary and permanent affordable accommodation, in both the social and private rented sector.

Many have high health needs and report difficulty in accessing social facilities such as basic primary health and social care. Further research is needed to help identify these issues.

Travel problems (which can range from lack of money to pay for public transport to access to information as to the whereabouts of information centres) again illustrate the way access to employment, especially for asylum seekers, may be blocked by restrictions on working that causes poverty.

Women refugees are likely to face a specific extra set of pressures and constraints, due to the conditions of escape to the UK and dependence on male principal applicants. Many women face arrival risks, arising from: temporary accommodation; problems getting access to health and social care, especially in pregnancy and for mothers with young children; problems in getting school places; overcrowded, insecure housing; and (often) isolation from family or community who might help with childcare and consequent extra barriers to entering the labour market.

Sustained net immigration from abroad plays a key part in maintaining London's young age structure and hence its high level of fertility.

7.2.7 Gypsies and Travellers

Gypsies and Travellers are some of the most socially excluded and discriminated communities in the country, and very under-represented at all political levels. In general there is a lack of interest and information about the numbers, the way of life and the needs of Gypsies and Travellers, which hinders the ability of public services to respond to their needs effectively. A shortage of appropriate accommodation sites for Gypsies and Travellers also inhibits their ability to access key services.

London has a lack of permanent sites to accommodate the Gypsy and Traveller population, with currently no transit sites at all. There is particularly high pressure on sites in London due to the high value of land.

Sites are often located in poor environments, on polluted and hazardous areas, which are unsafe and can cause health issues.

Understanding the lifestyles of Gypsies and Travellers is key to reducing the social exclusion they experience in accessing social facilities such as health, education and employment. There is much ignorance about the way of life, needs, even the numbers of Gypsies and Travellers and this makes adequate social provision problematic.

It is difficult for Gypsies and Travellers to access mainstream employment, not only due to their transitory lifestyle, but also because of poor educational attainment and discrimination.

Key issues affecting Gypsy and Traveller children are those associated more generally with child poverty and include a lack of site provision, a lack of basic amenities, and a range of inequalities in health and in education and within the youth justice system. The lack of accurate information about Gypsies and Travellers has been worsened as the 2001 Census did not include Romany Gypsies or Irish Travellers as named ethnic groups.

7.2.8 Sexual orientation

London's lesbians, gay men, bisexual and transgender people (LGB&T) continue to face prejudice and discrimination and are still denied many of their basic human rights. LGB&T people experience discrimination based on society's attitude to sexual orientation and transgendered people experience gender identity discrimination.

Lesbians, gay men, bisexuals and transgender people can face hate crime and harassment in the public realm. Issues of homophobia and transphobia are forms of a discrimination that can impact on the way that this group interacts with the spatial environment.

These issues are compounded further for lesbians, gay men, bisexual and transgender people from other equality groups as they often experience multiple discrimination.

A lack of awareness of the way discrimination impacts on these communities, particularly with regard to housing, employment, counselling, advice and health services means that these groups are not currently well-planned for in spatial terms and can be reluctant to access services which they are entitled to for fear of discrimination or breach of confidentiality.

Personal safety in public spaces and on public transport is often an issue for LGB&T people, particularly for those who are open about their sexuality.

Some parts of London have a particularly high concentration of night time entertainment venues that cater to LGB&T people. In these areas, consideration should be given to how social and recreational facilities can be provided.

7.3 Conclusion

This information illustrates the number of issues in relation to all the equality target groups, which need to be considered and where possible addressed in the development of ODA programmes and projects EqlAs. The main areas for consideration are:

- employment and business opportunities;
- inclusion and community cohesion including:
 - equal access to the public realm and sporting venues and access to good transport facilities;
- environmental impact of construction;
- safety and security; and
- access to facilities, services, housing and buildings

The Olympic Park EqlA sets out in detail the level and types of impact against the above identified areas which will be addressed in future Olympic Park venue EqlAs however these impacts will also need to be addressed by other programmes and projects including the ODA corporate functions such as communications, HR, and IT.

Section 25 includes the published ‘Schedule of ODA EqlAs’ which sets out the full programme of EqlAs to be completed.

7.4 Key findings

The key findings of the baseline review are presented under the equality strands with additional socio-economic categories which help identify and convey the diverse population’s characteristics thoroughly. Combined with the equality & inclusion target group information in section 7.2, this baseline review shows the importance of the ODA programmes addressing some of the key spatial issues as an integrated process.

7.4.1 Age

Young people: A quarter of the current host boroughs population is aged between 0 and 16. As the ODA programme and legacy plans emerge, young people will be using the facilities and becoming economically active within the area. The current and future needs of young people will be an important element that should be considered as part of the ODA programme of works.

Older people: Over time there will be an increasing percentage of the older population from BAME backgrounds, a rise of 12 to 23 per cent is expected by 2021³. Facilities and suitable services will be required in order to meet the needs of the diversifying older population.

³ GLA 2007d

7.4.2 Ethnicity

Some BAME groups have socio-economic characteristics which differ from the UK and London averages. These characteristics include larger families, leading to a requirement for larger family sized homes, associated amenity and play space for children and access to appropriate social infrastructure services such as health and child care.

Some BAME groups earn less than the national and London averages. Inclusion of BAME groups is a pertinent issue as the baseline statistics show that certain BAME groups, despite being university graduates, have unemployment rates which are double those of their white counterparts⁴.

In terms of economic activity, small and medium sized enterprises (SME) and micro businesses form the majority of BAME-owned enterprises in London, and a high concentration of BAME-owned businesses are found in the London boroughs Newham and Tower Hamlets. Particular attention will need to be given to the impact of employment land designations as part of the LMF proposals on BAME owned businesses.

7.4.3 Disabled people

There is an over representation of disabled people in the five Host Boroughs compared to the London and UK average. This will require suitable consideration to ensure that disabled people are not marginalised from education and employment opportunities, and are able to benefit from the improvements to sport facilities, the public realm and the open space within the area. It is essential that the ODA delivers on the commitment to inclusive design and accessibility throughout the programme, as well as working with the LDA to ensure future service delivery and infrastructure planning within the five Host Boroughs⁵. As the ODA develops projects and programmes, there will be a need for positive action to maximise the employment opportunities for disabled people in construction.

7.4.4 Faith

Religion, faith and belief groups' issues and needs are not well covered in studies or statistics. As there is a gap in the baseline evidence, the issues, needs and views of faith groups will be established through target group consultations. It is essential to better understand the considerations which need to be given in order for faith groups to achieve equality in the ODA programme.

7.4.5 Gender

Women in London earn 23 per cent less, on average, than men⁶. As a result, gender wage/salary disparities and household structures need to be understood and tackled by presenting equal opportunity in employment and pay. In addition, the relationship between BAME groups and gender is an important link to be considered in more detail in the target group consultation for individual programme and project EqIAs.

Attention must be given to ensure that women/ lone parents can take up the advantages of employment opportunities created by the employment and skills programme. As the ODA develops projects and programmes, it will need to consider what positive action can be taken to minimise gender segregation in employment opportunities in construction for women.

⁴ ODA 2007d

⁵ GLA, 2004; 2007d; 2008e

⁶ GLA, 2007b

The higher proportion of one person households, and of lone parents, within the study will need explored in more detail. There is evidence that lone parents either have to work part time or pay for child care may create economic disadvantage.

7.4.6 Transgender

It is likely that the needs of transgender people are being overlooked by public bodies⁷ due to little research on the needs of these groups and because little data has been collected on the outcomes and impacts of services on these groups. This makes it difficult for service providers to assess the needs and provide appropriate services to these groups. However it is recognised that there are a number of employment issues which need to be understood to fully support transgender people in employment opportunities.

7.4.7 Sexual Orientation

It is likely that the needs of lesbians, gay men, and bisexual people are being overlooked by public bodies⁸ due to little research on the needs of these groups and because little data has been collected on the outcomes and impacts of services on these groups. This makes it difficult for public bodies to assess the needs and provide appropriate services to these groups.

Although the Annual London Survey has not collected statistics on the specific concerns that London's lesbian, gay and bisexual communities have about crime and safety in the city and public realm, fear of crime in these communities is likely to be high. Evidence for this is the number of homophobic incidents reported to the police (nearly 1,400 in 2005). The ODA needs to ensure that venues and public space are designed to include safety measures which will be seen accommodate the needs of the LGB community.

7.4.8 Low Income

Several equality groups, such as BAME communities, lone parents, women, older people and disabled people have been shown to be more likely to have lower incomes. Skills, education, training and employment opportunities will be crucial in tackling the disadvantages that are faced by many members of these target groups.

Furthermore, the baseline study identifies that various equality groups have a fear of, or have been targeted for, hate crimes and unlawful discrimination. These groups include women, BAME groups, disabled people, faith groups and LGB & T people. The ODA will need to ensure that mitigation measures are made to ensure that public realm environments are conducive to a diverse community population and that best practice measures are taken to design out crime.

⁷ GLA, 2007b

⁸ GLA, 2007b

8 Specific issues to be addressed by the ODA programme

There are a number of cross cutting issues and impacts which need to be addressed through the ODA programme of work and resulting projects. These impacts are often associated with more than one group or strand and reflect the needs of people from all equality target groups.

8.1 Access to employment and business opportunities

Measures which need to be considered to ensure a positive contribution towards achieving equal access to employment and business opportunities in the ODA programmes and projects include:

- addressing the existing under-representation of people from equality target groups in employment in the construction industry;
- working to reduce gender segregation in construction;
- ensuring 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;
- ensuring reasonable adjustments are provided to ensure equality of opportunity to all;
- The ODA are working with partner organisations to encourage people belonging to the equality priority groups to train and apply for jobs in construction and other areas where they have traditionally been under-represented, and to combat workplace discrimination. This is demonstrated in their Equality and Diversity Strategy and Employment and Skills Strategy;
- providing genuine access to a diverse range of employment opportunities, which could contribute towards developing skills and experience to enhance future employment;
- understanding the need to have in place mechanisms for dealing with any harassment , bullying or complaints in relation to people from the equality & inclusion target groups

8.2 Employment and training opportunities

Training and employment opportunities arising from the ODA programme in construction, maintenance and management can address the inter-linked educational and employment inequalities which disproportionately affect some equality & inclusion target groups.

- The ODA, working with partners, will need to ensure that skills development and appropriate training is provided within the ODA projects so that the local community is better able to access higher income employment opportunities in years to come.
- Job and training opportunities associated with the construction and management of the ODA programme could help reduce skills and employment gaps and have a positive impact on equality.
- Low attainment levels locally and labour market discrimination could, however, hinder the ability of certain groups from capitalising on employment opportunities.
- This is a particularly pressing issue because a large number of jobs associated with the with the ODA projects will be in construction, an employment sector in which the baseline shows several equality & inclusion target groups are under-represented.
- Without careful management and targeting of recruitment processes, overt and unintentional exclusion of equality & inclusion target groups could reinforce rather than alleviate employment equality issues.

8.3 Inclusion and community cohesion

Communities that are strong and inclusive lead to a better quality of life, have a stronger sense of identity and belonging, and mutual respect and equality.

- Ensuring a sense of community ownership will depend to a large degree on the use and management of the Park and venues in Legacy. However, the ODA will need to deliver a platform for venues, events and facilities that can foster a sense of ownership.
- Extensive public consultation and engagement throughout the design phase and regular communication during the construction and transformation phases will be vital to fostering a sense of involvement and community ownership.
- Given the cultural diversity of the area and the large international draw of the Games, the design of the venues, surrounding areas and programme policies will need to accommodate a wide range of cultural and faith requirements.
- There is a strong likelihood that English will not be the first language spoken by many people accessing the Park and venues, therefore measures are needed to ensure the programme delivers areas which can be used and navigated easily by local, national and international people alike whose first language is not English or who have literacy problems.
- Wayfinding and information provision across the ODA programmes and projects during construction, the Games and in Legacy will need to ensure that the information and space can be used by, and attract people from across London where there are over 300 different languages spoken, 167 in the five Host Boroughs alone.
- During Construction when access to the Park is highly restricted, the sites could act as a physical barrier between neighbourhoods. During Games mode, the Park and venues will only be accessible to those with a ticket, a factor which could reduce community cohesion and reduce a feeling of 'ownership'.
- The diversity of the local community should be reflected in the provision of information, and through detailed design elements such as arts commissions, venue and landscape design.
- Understanding the likely impact on transport infrastructure is vital to ensure that the local community have an affordable, more sustainable and efficient mode of transport to get to and from employment during the construction phase and to access the Park and venues during the Games and in Legacy.

8.4 Inclusive design and accessibility

- The baseline review has highlighted that disabled people disproportionately encounter multiple barriers in accessing goods, services and facilities such as social and transport infrastructure. Positive action can be implemented in a number of ways to remove these barriers, including the implementation of ODA Inclusive Design Standards in the design and construction phases.
- Consultation and baseline evidence highlights that step-free access would provide people with easy and dignified use of the areas by a number of groups, such as older people; some disabled people, including visually impaired and blind people; and wheelchair users.
- The landscaping of the Park and other surrounding areas could inhibit use of the public space around venues. Inclusive design will need to be applied to ensure concourse routes and bridges can be used by all.

- The surfaces of walkways and the concourse will need to be constructed from a material which does not become slippery even in wet conditions and should be free of trip hazards.
- The large scale of the Park and the associated long distances to be covered on foot mean that without sufficient attention to seating and rest areas, the areas may not be useable by people with mobility or health issues.
- Ticket barriers which are not designed to be inclusive and obstacles (such as bollards and street furniture) could act as a physical hindrance which excludes groups such as visually impaired and blind people from using certain spaces by making them inaccessible.
- Furthermore, such obstacles could also generate overcrowding which negatively impacts disproportionately on the usability of areas by parents and carers with children, wheelchair users, visually impaired and blind people.
- The focus on promoting biodiversity, while creating a space which is ideal for relaxation, could potentially inhibit access.
- The lighting strategy has impacts beyond influencing personal safety. Lighting levels will have an impact on peoples' ability to identify others, assist lip-reading, and help navigation for people who are visually impaired.
- The public realm can preclude the use of the space by a number of equality target groups, if they feel that their needs have not addressed in the design phase.
- The inclusive design, accessibility and safety measures of the construction site will influence the ability of disabled people and women to take advantage of job opportunities which address their under-representation in the construction industry.

8.5 Safety and security

Maximising the safety and security of the ODA programmes and projects is important in reducing crime and the fear of crime, which disproportionately affects certain equality & inclusion target groups and can inhibit their use and take up of the venues, public space, or employment opportunities.

- As the baseline shows, crime and the fear of crime affects use of the public realm by the majority of equality & inclusion target groups. Designing out opportunities for crime and the fear of crime is therefore a key objective of the ODA programme.
- Consultation highlighted that dark, enclosed spaces which are not overlooked are seen as promoting crime. As such, good lighting and designs which promote natural surveillance and visibility will assist in designing out crime. The location of entrances to sites and venues will also affect the safety of the people, in particular the proximity of entrances and routes to transport connections.
- Although lighting and CCTV along key routes during construction and in the Park are vital to safety, a good lighting strategy that reduces crime and fear of crime will go beyond simply making all areas well-lit. Reducing lighting along certain routes could prevent leading people into spaces that may be unsafe for reasons beyond their relative darkness, such as isolation from transport links or poor visibility.
- Territorial gang culture is a problem that affects young people in London which has manifested itself in the recent high-profile spate of knife crimes. Since territory, often linked to postcodes, is an important component underpinning gang crime, the creation of a new piece of open space could become a new focus for territorial struggle.

8.6 Environmental impacts

There is currently an under-use of existing green spaces and facilities that could provide a focus for healthier lifestyles. This under-use may be a result of underlying factors, such as lack of cultural sensitivity, overt racism and language barriers in the provision of facilities. The ODA projects will need to create attractive and safe environments in which all people feel needs have been addressed. This will have benefits for both physical and mental health.

9 ODA reporting

ODA publishes an annual report and accounts which report progress against our commitments through the delivery of the six priority themes. Each directorate also reports and publishes reviews of its strategies.

A summary of each of the key areas included in the report, and the intended outcomes they could have on the local community, our workforce and stakeholders is set out below. For more detail on any of these areas please refer to the London 2012 website.

9.1 Communications

ODA Communications is complied into three areas:

Media relations which includes

- Government liaison
- Press and TV relations

External relations which includes:

- Community consultation, involvement, engagement and outreach
- Stakeholder engagement including political, business and specialist

Marketing which includes:

- London 2012 website and ODA intranet
- Publications
- Brand management
- Market research

The three areas will be undertaking full EqIA to enable a better understanding of the impact our communication programmes have on equality target groups.

9.2 Code of construction practice

The ODA Code of Construction Practice (CoCP) supports the planning applications for site preparation works, venue and infrastructure construction, and works for the reconfiguration of infrastructure for legacy use, as submitted in February 2007.

It contains:

- the management measures which the ODA will require our contractors to adopt and implement for any construction on the Olympic Park site and related off-site activities.
- a series of objectives and measures to be applied throughout the Games construction and Legacy Transformation phases of construction activity, to maintain satisfactory levels of environmental protection and limit disturbance from construction activities as far as reasonably practicable.
- such measures as are assumed to be in place for the purposes of preparing the Environmental Statement (ES) submitted with the planning applications.

- details the Topical Environmental Management Plans which describe the general objectives and measures for construction activities across the Olympic Park some of which will require further EqlAs to address possible impact across target groups. .
- General principles which include but are not limited to;
 - Environmental controls
 - Local community liaison
- General site operations: working hours, layout and site appearance;
- Public access and transport management;
- Noise and vibration;
- Air quality;
- Contaminated land;
- Waste management;
- Protection of surface and groundwater resources;
- Ecology;
- Archaeology and heritage; and
- Pollution incident control.

The Logistics; Sustainability; and Health and Safety programmes EqlAs will address CoCOP impacts.

9.3 Corporate programmes

The ODA has a number of corporate functions which will have an impact on both our stakeholders, the local community and staff. The delivery of these programmes will be subject to further assessment to enable a clear understanding of the expected impacts to be addressed and where necessary mitigated.

9.3.1 Legal

The majority of our legal services support other programmes of work. However, the ODA's Freedom of Information policy will undergo an initial EqlA to assess any gaps in understanding of the types of impact the this policy could have on equality target groups.

9.3.2 Information and Technology (IT)

The IT department's service level agreements and processes will be independently assessed as part of the ODAs commitment to ensure that we deliver the best service to both our staff and customers.

9.3.3 Human Resources

The ODA HR department owns the HR policies and oversees all internal training for ODA staff. The EqlA of the HR polices will be configured to enable logical groupings of policies to take place. The EqlAs will then be quality assured by stakeholders to ensure enable the ODA staff to have complete confidence in the process.

9.4 Designing for legacy

The ODA wants to ensure the Games have a long lasting impact on UK design which extends into a regeneration legacy following the Games. To achieve this, both the Games and their legacy must showcase elite performance and commitment while demonstrating the achievements of collaboration and the wider reach of Olympic and Paralympic values on everyday life.

The ODA is committed to ensuring focused attention on the benefits of good design in the built environment. In the context of wider urban regeneration, it can highlight the links between some of the more abstract areas of design and the day-to-day experiences of communities living in local urban neighbourhoods. These links can be grouped under a number of themes that form the foundation stones our Design Strategy:

9.4.1 Developing a vision for design excellence

Ensuring that the ODA acts as a good public client for talented designers by developing project briefs that inspire excellence, applying procurement methods that promote design quality (alongside value-for-money and deliverability), supporting emerging talent and ensuring that design concepts are carried through from inception to completion whatever the procurement process.

9.4.2 Defining and measuring good design

Clearly defining what the ODA means by 'good design quality' and the use of a 'value matrix' as a framework through which project success is measured throughout the design and business planning process.

9.4.3 Creativity through diversity

Through ensuring that a diverse range of emerging and established designers and architectural practices, are given opportunities to get involved.

9.4.4 Relevance through inclusion

Involving local people and the wider public in the design process and making design relevant to the communities of the Lower Lea Valley by targeting those from differing professional, cultural, ethnic, social and economic backgrounds.

The following projects and programmes will require individual EqIAs as there is a recognised high level impact that these projects and programmes will have on people from the equality target groups:

- The Olympic Park Development
- Olympic and Paralympic venues on the Park and off-site
- The Inclusive Design Strategy and Standards
- The Arts and Culture Strategy

9.5 Employment and Skills

London 2012 is committed to creating a positive employment and economic legacy for London and the UK after the Games. This will be achieved through the creation of new jobs, an increase in sustainable skills among local people and improved links between employers and those looking for work, recognising the high proportion of black, Asian and minority ethnic people in the community.

The employment and skills programme goal is to promote sustainable employment opportunities and to boost skill levels locally. To ensure that after the Games, this

approach continues to encourage skill development within the construction industry and to improve coordination between employers, recruiters and training organisations.

9.5.1 Committed to delivery

Together with partners, the ODA has established several key objectives to measure the success of the Employment and Skills Strategy.

These key objectives are to:

- fill 100 per cent of jobs stemming from London 2012 construction;
- aim for the Olympic Park construction workforce to be comprised of at least between 10 and 15 per cent of people from the five Host Boroughs;
- get at least 2,000 people into trainee apprenticeships and work placements (up to 2012) at the Olympic Park and other venues that the ODA is working on or building; and
- aim for people who were previously unemployed before working on London 2012 construction to make up seven per cent of the workforce; and – see our strategy adopted as best practice by the industry, partners and regeneration agencies.

The employment and skills strategy comprises several different work streams. Within these work streams, a 'cluster' of more than one initiative or programme could be developed. This will help target a wider group of people looking for work at all stages of the employment and training process. These work streams are:

1. Pre-employment – candidates will be prepared for employment opportunities through vocational training that focuses on providing skills for life. Candidates will be trained in areas where a demand has been identified to create a pool of trained potential workers.
2. Recruitment – supply will be coordinated to meet construction demand and maximise opportunities for local people to work on Games construction, legacy projects and other partner developments.
3. Post placement support – people who are new to the NSAfC programme or the industry will receive continued support to ensure they play an important role in delivery.
4. Young people and schools – members of the industry will talk to young people about the benefits of working in construction and the education, apprenticeships, trainee and work placements that will help them get work in construction.
5. Progression and post employment training – people on the NSAfC programme will be offered continued support and training to help them get work after the Games.
6. Professional skills – links with training and educational organisations will be established to help people who want to develop a career as a construction professional and skills trade.
7. Equality – a focused support on women, disabled people and people from Black, Asian and minority ethnic communities will help these groups gain employment and develop new skills.

Each of these workstreams will be subject to further EqlAs to ensure a full understanding of the level of impact these developments could have across all equality target groups.

9.6 Equality and Inclusion

Diversity was central to the bid for London to host the Games. We recognise the diversity of the population of the UK, of London and of the population of the five Host Boroughs, Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest.

We are committed to realising the full advantages of this diversity in delivering our programme. We recognise that the momentum provided by the Games and the substantial investment in the Lower Lea Valley can have a significant impact on reducing historic and long-standing inequalities. Working alongside our partners, we will seek to ensure that the economic and social benefits arising from the regeneration associated with the design and build of the Olympic Park and venues reach all communities and segments of the population.

We intend to leave a lasting legacy for equality: a built environment which is a model for inclusivity and accessibility; a step-change in equality practice in the construction sector; and sustainable skills and experience gained by employees from diverse groups in east London and across the UK.

In delivering the venues, infrastructure and transport associated with the construction of the Olympic Park ODA will aim to:

- Create and build an Olympic Park, venues and facilities, (both for the Games and for the legacy provision) which are inclusive for women and men of all cultures, faiths and ages and fully accessible to disabled people with a wide range of impairments. To also provide an accessible transport network;
- 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;
- Work with partner organisations to encourage 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;
- Be a model of good practice in equality and diversity as an employer;
- Ensure that the procurement of all work, goods and services arising from the Olympic Delivery Authority's programme is transparent, fair and open to diverse suppliers, including businesses owned by BAME people, women and disabled people;
- Engage with and involve diverse groups within the local communities;
- Build our own organisational capability in equality and diversity and develop the equality competence of direct employees; and
- Integrate equality and diversity into the ODA business processes.

The organisational goal is to deliver real and practical outcomes for equality and inclusion alongside the Park, venues, infrastructure and transport which the ODA will deliver for the London 2012 Olympic and Paralympic Games. The equality & inclusion programme of works will require further in-depth EqlAs.

9.7 Health and safety

The ODA is helping to keep workers healthy through an on-site health service. The service, called Park Health, is run by a consortium of healthcare providers appointed in July 2007.

Park Health provides occupational health and treatment services, such as health checks for every worker by nurses and other specially trained staff, through a new on-site medical centre.

During the transformation of the Olympic Park, the ODA has consistently monitored dust and noise levels to prevent any negative health impacts on the workforce and on local residents.

The ODA is committed to ensuring a high standard of HS&E. To achieve this, the ODA has established some specific aims, going beyond regulatory compliance, supported by key performance indicators.

The specific aims of HS&E include:

1. The prevention of accidents and ill health and the promotion of well-being for everyone involved in the development work for the London 2012 Olympic and Paralympic Games and anyone who may be affected.
2. The provision and use of an excellent occupational health service for all workers on the Olympic Park site.
3. The reduction of HS&E risk and impact through design by identifying options and evaluating them while taking HS&E fully into account.
4. The prevention of environmental incidents.
5. To maintain a regulatory compliant project with all applicable legislation, planning conditions, consents, licenses and permits.
6. Optimise positive and minimise adverse impacts on land, water, noise and air quality through design and site practice.
7. The reduction of waste through design and good practice. The maximisation of reuse and recycling of material arising during demolition, remediation and construction.
8. The minimisation of carbon emissions, the optimisation of opportunities for efficient water use, reuse and recycling and the identification, sourcing and use of environmentally and socially responsible materials.
9. The protection and enhancement of the biodiversity and ecology of the Lower Lea Valley.
10. The development and maintenance of a competent workforce.
11. The development and maintenance of a positive HS&E culture, throughout the supply chain and across the site, through effective leadership and engagement.

9.8 Legacy

Our plans for legacy were at the heart of London's winning bid and continue to be at the heart of all of our work and planning.

The work can broadly be split into two phases. The first, led by the ODA, is focused on the creation of the Park and the development of the venues; the second, led by the LDA, is focused on what the Park is used for after the Games – the legacy from 2012. Clearly the two are closely linked with venues and parklands being designed with their long-term use in mind.

The ODA Equality & Inclusion Team and others is working closely with the LDA in the development of the LMF EqIA.

9.9 Procurement

The ODA will promote equality, amongst our diverse communities and across its supply chain and will undertake procurement in line with its Equality and Diversity Strategy and in accordance with its statutory duties to promote equality.

The ODA will contract with agencies and companies who will embrace the ODA's equality and diversity strategy and in performing their role, and who are capable of assisting the ODA in meeting its statutory duties to promote equality. Suppliers' commitment to equal opportunities and diversity in relation to the performance of the advertised role will be assessed and monitored.

The ODA will seek to ensure that an inclusive perspective underpins all its work. It is committed to:

- promoting equality and inclusion within the ODA and promoting this through its supply chain;
- involving, communicating and consulting effectively with local communities throughout the design, construction and legacy conversion programmes;
- following inclusive design principles for venues, facilities and transport to enable physical access for all;
- working proactively with its contractors and suppliers to provide employment opportunities – including ensuring fair recruitment processes, fair employment terms and decent working conditions – and enable access to training to maximise the legacy of skilled workers arising from the ODA's activities; and
- ensure that the ODA's supply chain management processes are transparent, fair and open to diverse suppliers to enable access to appropriate business opportunities.

The following procurement projects and programmes will assessed to ensure the ODA is able to deliver across all its procurement processes:

- Supply Chain
- IT Procurement Processes
- Procurement Process

9.10 Security

Effective security is central to a successful Games and the ODA aim's to ensure that consistent security arrangements are in place at all stages of preparation. The ODA's Security team is responsible for:

- securing venues and the construction sites;
- delivering key security infrastructure for the Games;
- information security; and
- business continuity and crisis management.

The ODA is committed to delivering venues that have security at the forefront of the design, and is seeking formal accreditation to the Secured by Design standards. This will be the first time that this standard has been applied to sporting stadia. The key is to design out security vulnerabilities, reducing, as far as practical, the requirement for less cost-effective physical and operational mitigation measures. It is working closely with the Metropolitan Police, the five Host Boroughs and others to manage crime and disorder issues arising from the project.

The security programme of work is also subject to an in-depth EqIA of its operational projects.

9.11 Sustainability

London 2012's vision is to host inspirational, safe and inclusive Olympic and Paralympic Games and leave a sustainable legacy for London and the UK. This vision and the strategic objectives for the Games are underpinned by the principles of 'sustainable development'.

Drawing on these principles, London2012, with the Department for Culture, Media and Sport (DCMS), Greater London Authority (GLA), British Olympic Association (BOA) and British Paralympic Association (BPA), are committed to working together to maximise the economic, social, health, environmental and sporting benefits the Games bring to London and the UK.

This is encapsulated by the concept 'towards a one planet 2012', which creates a powerful identity for London 2012's sustainability programme and provides a framework for achieving sustainable Games in accordance with the London 2012 Candidature commitments and with respect to Olympic ideals

Through this sustainability policy we aim to support the following legacy goals:

- make the UK a world-leading sporting nation;
- transform the heart of east London;
- inspire a new generation of young people to take part in local volunteering, cultural and physical activity;
- make the Olympic Park a blueprint for sustainable living; and
- demonstrate the UK is a creative, inclusive and welcoming place to live in, visit and for business.

Whilst the ODA will work to address all elements of the diverse themes which make up sustainability, the biggest impact that can be achieved and which will provide the most beneficial outcomes will focus efforts upon five headline themes.

The following projects and programmes will undergo further in depth EqIA:

9.11.1 Climate change

Climate change is a global issue. The UK is leading the world in facing up to this challenge and the Games provide a platform for demonstrating long-term solutions in terms of energy and water resource management, infrastructure development, transport, local food production and carbon offsetting.

The ODA aims to minimise the environmental footprint and carbon emissions of the Games and legacy development, notably by optimising energy efficiency, energy demand and use of low carbon and renewable energy sources.

9.11.2 Waste

The aim is for the 2012 programme to be a catalyst for new waste management infrastructure in east London and other regional venues and to demonstrate exemplary resource management practices. Working to minimise waste at source, divert construction waste wherever feasible and all Games-time waste away from landfill, and promote the waste hierarchy of 'reduce, reuse, recycle' to facilitate long-term individual behavioural change.

9.11.3 Biodiversity

The ODA aims to enhance the ecology of the Lower Lea Valley and other London and regional 2012 venues, and to encourage the sport sector generally to contribute to nature conservation and enhancing the natural environment.

9.11.4 Inclusion

The ODA aims to host a Games which promote access, celebrate diversity, and facilitate the physical, economic and social regeneration of the Lower Lea Valley and surrounding communities. This will be supported by the provision of new infrastructure and facilities, employment, training and education opportunities. Communities across the rest of London and the UK will be encouraged to identify and take full advantage of direct and indirect opportunities arising from the Games.

9.11.5 Healthy living

The Games will be used as a springboard for inspiring people across the country to take up sport and develop active, healthy and sustainable lifestyles.

9.12 Transport

9.12.1 Accessible transport

The ODA are working with Transport for London (TfL) and other delivery partners from all modes to improve accessibility to public transport and encourage disabled people of all impairments to use it for part of or their entire journey to the Games.

Access improvements can also help people with small children and even passengers carrying luggage to travel more easily. By encouraging all spectators, but particularly disabled spectators, to use public transport during the Games, they are more likely to feel confident using it in the future, giving them lifelong benefits of greater travel independence.

The Accessible Transport Strategy has two objectives which are to:

- ensure that a wide variety of accessible journey options to and from the Games events are available to spectators, the Games Family and workforce; and
- develop and promote a philosophy of inclusion among London 2012 staff and our transport delivery partners throughout the planning and operation of Games transport.

To meet these objectives, there is a ten-point plan to deliver accessible transport for the Games:

1. Contribute to projects that will improve accessible transport options
2. Establish a Games network of accessible transport
3. Provide a range of services to Blue Badge holders
4. Provide a Games Mobility service at all venues
5. Integrate complementary transport services into London 2012 transport planning
6. Research accessible transport requirements, and share ideas and examples of best practice
7. Promote independent travel to Games events
8. Ensure access facilities are in good working order
9. Ensure that Games' Family vehicles are accessible
10. Provide high-quality information in a variety of formats

The transport programme and projects will require further EqlAs as each project develops, to-date there are some 19 different projects all of which will have an impact across the equality target groups.

9.13 Utilities and energy

The ODA is putting in place the infrastructure for the Games and is making sure it can meet the needs of the new community that will live, work and play in the area after 2012. It is helping to turn one of the poorest connected into one of the best connected parts of London.

The ODA's task of creating an energy network to power the Games in 2012 and then serve the local community for years to come has progressed well. Some core infrastructure is already in place.

Identified areas of our utilities and energy programme which will require further EqlA are:

- Wind turbine at Eton Manor
- PLUG project
- Energy Centre
- Telecommunication across the Park

10 Action plan

Each project and service area within the ODA will complete an EqIA of our projects and policies. Our corporate commitment to delivery on our strategic phases; aims and objectives; vision and values and Priority Themes will be through a process of published documents detailing our achievements to date.

10.1 ODA Corporate Plan and Strategic Phases

The ODA publishes an Annual Report and Accounts which is available on the London 2012 website. The report details process to date against the corporate programme, projects and strategic phases. The Annual report and accounts are the responsibility of John Armitt, ODA Chairman and David Higgins, ODA Chief Executive. The review of the ODA corporate EqIA will be in line with this annual reporting circle.

10.2 ODA Strategies

The ODA has a number of strategies which set out the objectives for our programmes of work. Each service publishes a strategy⁹ which is reviewed periodically to ensure the information is up-to-date and reflects the projects which are being delivered. Each ODA Director is responsible for the content and sets the revision schedule.

Some programmes such as Equality & Inclusion, Environment and Sustainability are legally required to publish an annual report of progress. These reports along with the ODA Strategies are available on the London 2012 website.

The strategies and reports are not subject to a EqIA.

10.3 ODA Priority Themes reporting

The delivery of the ODA Priority Theme is managed through DA quarterly board reporting activity. This reporting circle ensures that all projects and programmes are accountable for delivery to ODA management board on a regular basis. The priority theme reporting is not subject to the EqIA process although all project EqIAs are required to demonstrate delivery of the priority themes.

⁹ Appendix 1 ODA Strategic Documents

10.4 ODA EqIA Schedule

The ODA EqIA schedule published on the London 2012 website:

Programme Area	Programme of work and EqIA Focus	ODA Leads	Date due for publication
Corporate	ODA Programme	David Higgins, ODA Chief Executive	December 2008
Communications	External Relations	Godric Smith Director of Communications	January 2009
	Marketing		
	Media		
Design & Regeneration and Construction	Inclusive design strategy and standards	Alison Nimmo Director of Design & Regeneration Howard Shiplee, Director of Construction Ralph Luck OBE, Director of Property	December 2008
	Non-Olympic Park Development (Broxbourne, Weymouth and Portland, Royal Artillery Barracks, Eton Dorney)		January 2008 - February 2009
	Olympic Park Development (Olympic Park, Olympic Stadium, Aquatics Centre, Handball, Basketball, Velopark, Eton Manor and IBC/MPC)		December 2008 - February 2009
	Arts and Culture Strategy		February 2009
	Lighting Strategy		January 2009
	Parklands and Public Realm; and Greenway		December 2008
	Wayfinding Strategy		February 2009
Health & Safety	Health, Safety and Environment Standard	Howard Shiplee, Director of Construction	December 2008
HR	Programme and Strategies	Dennis Hone, Director of Finance	January 2009
Employment and Skills	E&S programme, Strategy and associated projects	Howard Shiplee, Director of Construction	March 2009

Programme Area	Programme of work and EqIA Focus	ODA Leads	Date due for publication
Equality and Inclusion	equality & inclusion programme, E&D Strategy and Equality Schemes	Howard Shiplee, Director of Construction	December 2008
Infrastructure	Bridges - Pedestrian only	Simon Wright, Director of Infrastructure and Utilities	February 2009
	Bridges - Pedestrian and Highway		February 2009
	Retaining Walls		February 2009
	PLUG		Published November 2008
IT	IT operational plan	Dennis Hone, Director of Finance	April 2009
Legal	Freedom of information Policy	Dennis Hone, Director of Finance	January 2009
Logistics	People Logistics / Infrastructure / Materials	Howard Shiplee, Director of Construction	January 2009
Procurement	Supplier engagement processes (includes CompeteFor)	Howard Shiplee, Director of Construction	February 2009
	Tendering processes (includes etendering)		February 2009
	Invoicing processes (includes iProcurement)		December 2008
Security	Security packages of work	Howard Shiplee, Director of Construction	February 2009
Sustainability	Sustainable development strategy and the London 2012 Sustainability Plan	Alison Nimmo Director of Design & Regeneration	December 2008
Transport	Accessible transport strategy	Hugh Sumner, Director of Transport	January 2009

Appendix 1

11 ODA Strategic Documents

Published in 2008:

Inclusive design Strategy and Standards Published September 2008

Olympic Park Development EqIA ODA Published September 2008

Games Principles of Cooperation between London 2012 and the Trades Union Congress
Published September 2008

PACE: Regular updates on areas of the Transport Plan for the London 2012 Published
August 2008

The big build: foundations Published July 2008

Community commitments Published July 2008

Health, Safety and Environment Standard Published July 2008

On Target: ODA Annual Report and Accounts Published July 2008

Accessible Transport Strategy Published May 2008

Code of Consultation Published April 2008

Employment and Skills Strategy Published February 2008

Arts and Culture Strategy (due for publication December 2008)

Published in 2007

Demolish, dig, design Published December 2007

Transport Plan Published October 2007

Code of Construction Practice Published December 2007

Design Strategy Published June 2007

E&D Strategy Published July 2007

Procurement policy published March 2007

Sustainable Development Strategy Published January 2007

12 References

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Greater London Authority [GLA] (2007b) The State of Equality in London. London: GLA

Greater London Authority [GLA] (2007d) Planning SPG - Planning for Equality, London: GLA

Greater London Authority [GLA] (2007e) London Enriched: The Mayor's Draft Strategy for Refugee Integration in London, London: GLA

Olympic Delivery Authority [ODA] (2007d) Race Equality Strategy. London: ODA