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Olympic Delivery Authority Equality Impact Assessment



Full assessment - Health & Safety



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1 Change history

1.1 Document location

File location: O:\Equality and Inclusion\Public\EqIA

1.2 Document owner

This document is owned by:

Lawrence Waterman - ODA Head of Health & Safety

* Programme of work is the generic term used throughout this document for function of a directorate, strategy, policy, project or programme.

1.3 Revision history

This document will be updated throughout the programme life-cycle, using formal change control procedures.

Version	Date	Reasons/Summary of Changes	Author
1.0	Dec 08	Final version	Rosamund Seal

1.4 Approvals

This document requires the following approvals.

Name	Signature	Title	Date of Issue	Version
Julie Amory		Equality and Inclusion Manager	Dec 08	1.0
Celia Carlisle		Legal	Dec 08	1.0
Alice Coates		ODA Communications	Dec 08	1.0
Lawrence Waterman		Head of Service	Dec 08	1.0

1.5 Consulted and informed

This document should be sent to relevant EqIA Leads, Heads of Service, Programme Managers and/or Project Sponsors whose programmes of work are linked or should be informed of the outcomes of this assessment

Name	Title	Signature	Consulted / Informed (C / I)
Dan Epstein	Head of Sustainable Development & Regeneration		I

1.6 Publication

A completed accessible PDF of the EqIA should be sent to the ODA's Web Editor for publication on the London 2012 website.

Updates, amendments and reviews:

Please update the document footer and then send updated, amended or reviewed EqIAs to the Web Editor with a note to indicate which EqIA should be archived and replaced.

2 Executive summary

The Health, Safety and Environment programme is responsible for ensuring health and safety in employment for the Olympic Delivery Authority (ODA).

The key objectives of this programme are to:

- Provide safe and secure environment during construction and decommissioning works.
- Provide advice in the designing of the 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

In achieving these objectives, HS&E works closely with all areas associated with the Games, offering advice and seeking through influence to implement best practice initiatives and to ensure that there is a good understanding of Health and safety issues by employees working on the Games.

This assessment has revealed that all equality target groups will benefit from the implementation of good health and safety practices.

3 Introduction

3.1 Purpose of this full assessment

The purpose of this Equality Impact Assessment (EqIA) is analyse the baseline evidence which exists in relation to the impact of the ODA Health & Safety programme on the equality target groups because of the London 2012 Games.

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

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

Baseline information for this assessment has been drawn from consultation events, and stakeholder meetings.

Further research and evidence has been utilised from the ODA's EqIA resource and information database.

3.2 Brief description of the programme of work

The London 2012 Health, Safety and Environment programme is aimed at integrating good HS&E performance as a core element in every planning, design and construction operation of the Games to achieve the aim of being safe and secure.

The work of this programme is defined within the Health, Safety and Environment Standards, which are annually reviewed and available on London2012.com at <http://www.london2012.com/about/the-people-delivering-the-games/the-olympic-delivery-authority/oda-priority-themes/health-safety-and-security.php>

These standards apply to all design, engineering, construction, maintenance works (and other on-site activities) commissioned by or on behalf of the ODA. It should be noted that for the development of the transport infrastructure, the development of the Olympic Village and of the International Broadcast Centre/Main Press Centre (IBC/MPC) under Development Agreements, the ODA is not in the position of a controlling client and in each case a third party is effectively the client.

In such circumstances, and where the ODA works in partnership; those partners shall be encouraged (and where appropriate contractually required) to adopt and implement these standards.

In addition to overseeing the health and safety objectives of the ODA, the HS&E programme has created a project focused on Health and Safety engagement within the

five Host Boroughs and it operates a micro-site, which provides information and guidance on safety.

Health and Safety engagement

The health and safety engagement project involves theatre workshops that were developed to address issues of the travelling communities' children living within and near the construction site.

The theatre workshops were rolled out to primary and secondary schools within the five Host Boroughs as part of the wider educational programme.

3.3 Aims and objectives of the programme of work

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 (KPIs) (see Appendix 1).

In conjunction with the ODA Sustainability programme, 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.

To meet these key objectives, we recognise that this will require:

1. committed leadership within all suppliers in continually improving HS&E performance;
2. systematic HS&E management including good communications, consultation and access to guidance;
3. formation of integrated project teams to manage HS&E risks by good design and construction practices;
4. adequate resource and commitment to avoid conflicts between HS&E goals and short-term production issues;
5. competent and informed staff appointed at all levels, encouraged to develop through regular appraisal, guidance, training and recognition;
6. encouragement for appointed staff to stay working for the project/package until their work is complete;
7. quality system arrangements within and between the parties so that self-reported performance data may be trusted as valid and verified; and
8. effective consideration of HS&E throughout the planned lifecycle.

The HS&E programme is supported by two documents the:

Health, Safety and Environment Standard

The Standard was designed to inform the supply chain working on the London2012 project and those wishing to work on the Games. The HS&E team annually update this document and it is available for free download on the London 2012 website.

The standard details the ODA's commitment to:

- Protecting and enhancing the health, safety and welfare of all people engaged with the project.
- Protecting the environment and setting health, safety, welfare and environment standards.

H&S Policy statement

The provision of a Health and Safety Policy statement lays out the safety obligations and requirements of the ODA. It also includes the arrangements to manage safety is a legal requirement and sets the benchmarks that the ODA will use to monitor health and safety performance.

Progress is measured by the means of proactive and reactive measures such as audits, inspection, responses to employee queries and needs including workstation assessments, investigation of accidents.

The arrangements are communicated by a number of mechanisms to engage continually with staff and stakeholders, including through the leadership programme, staff forum, health and safety booklet, the intranet site known as The Knowledge, and employee briefings.

3.4 Links to other programmes of work

The ODA has five themes that underpin its mission to deliver venues, facilities, infrastructure and transport for the London 2012 Games on time, to budget and to leave a lasting legacy. These are known as the Priority Themes, which are:

- Health, Safety & Security
- Sustainability
- Equality and Diversity
- Legacy
- Design and Accessibility

As an ODA Priority Theme, HS&E affects all areas of work performed for the London 2012 Games. The activities of this programme are therefore integral to the successful attainment of the London 2012 mission as it touches the key aspects of work performed by the ODA and LOCOG including, the recruitment of individuals to work on the Games, to the design of venues and systems and the potential employment opportunities it creates in meeting its objectives.

As a priority theme, H&S aim to use their influence and offer guidance to ensure best practice safety principles are implemented across all projects.

3.5 Outputs of the initial assessment

The initial screening process involved conducting a desktop review of data and information available to identify any possible impacts on the equality target groups. This involved considering whether further assessment was required on the potentially negative identified impacts.

The potential impacts identified are listed within section 5 – Impact Assessment and cover the work performed under the Working Well Together Initiative and the engagement project.

3.6 Methodology and context of the full assessment

This assessment will consider as its context the higher-level strategic aims of the Health, Safety & Environment programme.

This EqIA considers the Health, Safety and Environment Standard, and the H&S Policy, which are lay out the structure of the HS&E programme required to meet the safety obligations and requirements of the ODA.

In addition, this EqIA considers the Host City Contract that International Olympic Committee (IOC) requires the City of London to adhere to when hosting the Games.

This information provides the parameters of this impact assessment.

The methodology followed for this EqIA involved:

- Assessing the potential impacts of the HS&E programme on the equality target groups as identified during the Initial Screening process.
- Considering and evaluating additional qualitative evidence and data to identify the issues of concern to the equality target groups that may affect the HS&E programme aims

This involved conducting a desktop review of data and information available to identify initially any possible impacts on the equality target groups.

In addition to the work performed by ODA Health & Safety programme, are the activities performed by its Delivery Partner, CLM¹ in the form of CLM Assurance project. The work of this function is subject to a separate EqIA; however, any linkages between the two programmes will be identified and detailed within the subsequent assessment.

3.7 Structure of the full assessment

There are two main stages to an ODA full assessment:

- Research and evidence collation
- Assessment of impacts

These two stages seek to consider in more detail the potential impacts identified by the initial screenings.

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

- assessed
- promoted and maximised where the outcome and benefits are positive

¹The construction consortium made up of CH2M Hill, Laing O'Rourke, and Mace. The Delivery Partner supports the ODA in project managing the delivery programme of Games, venues and infrastructure.

The Delivery Partner is also referred to as CLM, which represents the initials of the consortium organisations.

- mitigated or removed where negative impacts or barriers, and
- recorded in an agreed action plan located at section 8 of this assessment.

4 Consultation and engagement

This section includes information about any consultation and engagement, which has taken place with people in the target groups, stakeholders, to address gaps identified in the initial assessment.

Specific consultation by the HS&E programme with key stakeholders occurs as part of the:

- South east region Working Well Together committee meetings,
- Safety and Health Awareness Days (SHADS) events – hosted by the Health & Safety Executive
- Internal document approval process – which requires input by the Priority Theme leads on documents before they are signed off

The HS&E programme consulted with the main contractors and the facilitators who delivered the training liaised with the schools to measure the success of the programme and ensure that it met the engagement and education needs of the local children and their interaction with the construction site.

In considering the work of the HS&E programme, and the engagement project, the HS&E programme considered information available from the Working Well Together Initiative.

The Working Well Together initiative is a groundbreaking campaign developed by the Health and Safety Commission's Construction Industry Advisory Committee (CONIAC) to raise standards of health and safety within the construction industry. Since its launch in May 1999, it has challenged industry stakeholders to commit themselves to raising health and safety standards by continuous improvement through:

- Commitment - to higher standards of health and safety
- Competence - ensuring everyone involved is trained and competent to do their work
- Communication - ensuring the health and safety messages permeate throughout a project - involving workers as well as managers in solving problems that arise
- Co-operation - building up relationships of trust and partnership so that we get the right things right, first time every time

This initiative identified that the construction industry's current health and safety record is, in the words of the previous Deputy Prime Minister, John Prescott, "unacceptable".

Research from this initiative has shown that:

- workers in the construction industry represent just over 6% of the working population, but account for more than 30% of the fatal accidents and over 14% of the major accidents;

- workers in the construction industry are almost five times more likely to be killed than the average for all industries;
- they are more than twice as likely to sustain a major injury than the average for all industries;
- almost a quarter of all inspections carried out by HSE are of construction activities;
- the overall risk of ill health in construction is nearly twice the average for all occupations;
- it is estimated that about 1 in 20 workers, currently or recently working in construction, have suffered a work-related musculo-skeletal disorder;
- there are about 600 deaths annually from asbestos-related disease among workers in construction trades.

The HS&E programme aims to radically and permanently improve this picture across the construction industry through implementation of it's the ODA's HS&E Standards and through working closely with contractors and partnership organisations.

5 Impact assessment

This section includes the positive and negative impacts identified during consultation and engagement; research; information and evidence gathered.

Identified impacts		Equality target group affected (please specify)	Area Affected	Action	Status
Potentially Positive	Potentially Negative				
HS&E Standard					
Sets a standard that considers the welfare of all site workers.	-	All	Employment	Implement Standard	Actioned and delivered through ODA H&S programme
	-	All		Training of all on site employees on CSCS	Actioned and delivered through ODA H&S programme
HS&E Engagement programme					
Promotes good relations with young people, parents, and schools within the local community, encourages a positive attitude to safety and assists in the development of sound risk perception, therefore enhancing skills needed to access employment opportunities in the future.		Young people	Community engagement	Implemented	Actioned and delivered by Communications and Community Relations through a theatre workshops
Health & Safety Executive - Working Well Together Initiative					
Promotes good relationships with the HSE, large, medium and small businesses. Provides business and employment opportunities through engagement and advice provided on ODA priority themes (mainly safety and procurement) and the broader safety message.		All	Employment	Through active attendance	Actioned and delivered through attendance of meetings by ODA H&S

6 Identified changes

This section aims to draw out changes that have been made following the identification of any negative impacts.

The initial and full assessment of this programme revealed that there were no negative impacts of the HS&E function and therefore there have not been any changes identified as necessary for this programme to meet its aims and the needs of the equality target groups.

7 Conclusions and recommendations

The results of the full impact assessment of the HS&E programme suggest that there will be significant positive benefits for the equality target groups, especially as a result of the engagement project.

The engagement project was successful measured by feedback from the children and parents and successful take up from the local schools.

Due to the success of the theatre workshops, they are being rolled out to primary and secondary schools within the five Host Boroughs as part of the wider educational programme.

The work of the HS&E programme is available on a micro-site. This assessment recommends that in line with assessments being conducted for the ODA by the Communications department on its intranet and internet; that this micro-site is assessed to ensure it meets accessibility standards.

8 Action plan

The action plan should contain the actions required to implement the recommendations from the full assessment. The plan should be reviewed regularly by the Programme and or Project Board. Best practice is to review the action plan on a monthly basis; however a quarterly basis will be a minimum standard.

Status key:

Green – on track for delivery

Amber – challenging timescale or status not known

Red – unlikely to be delivered

Positive impacts and negative impacts identified	Equality target group affected (please specify)	Mitigation of adverse impact (recommended action) or Promotion of positive impact	Responsible person	Date due to be completed / reviewed	Status
The staff survey is completed online.	Disabled	Review the staff survey with Communications to ensure that it is accessible	Ros Seal	TBC	Amber
HS&E have a micro-site that is used to store information and guidance relating to health and safety	Disabled	Work with communications to review the accessibility of the HS&E site	Ros Seal	TBC	Amber

Appendix 1 HS&E aims and indicators

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

Note: the ambition is to operate the project as accident, ill health, injury and pollution incident free. Further indicators may be added as appropriate to achieve overall project aims and objectives.

Issue	Aim	Indicator/target
- accidents	- prevention of accidents	- zero fatalities - Accident frequency rate (AFR): - (RIDDOR reportable accidents; total person hours worked)
- health	- prevention of ill health - provision and use of excellent occupational health service	- Ill Health Frequency Rate (IHFR): - (RIDDOR reportable ill health; total person hours worked) - provision and attendance – health checks, health surveillance - provision and awareness of support available for workers returning after ill health absence
- well-being	- promotion of well-being	- health promotion programme activities and participation
- competence	- development and maintenance of competent workforce	- 100 per cent site workers hold CSCS or equivalent cards, logged into Scheme - five days training per year - training records logging all training activities inc. toolbox talks
- designing for HS&E	- reduction of HS&E risk through design	- evidence of processes to identify and evaluate design options with regard to HS&E risks and opportunities - lead designer and CDM coordinator scorecards

HS&E culture	-	positive HS&E culture	-	evidence of leadership, behaviour and culture (scorecard) employee responses to
	-	incorporate sustainability objectives for carbon, water, waste and material into a positive HS&E culture	-	HS&E climate surveys indicators to quantify practice and impact
- environmental incidents	-	prevention of environmental incidents	-	zero significant environmental incidents
	-	evidence of processes to prevent environment incidents		
- compliance and continual improvement	-	maintain a regulatory compliant project		zero non-compliances, breaches of planning conditions, exceedance of conditions, and zero work, prohibition , enforcement and prosecution notices
	-	maintain a competent workforce		incident investigations and prevention of recurrence and compliance with project health safety and environmental plans training and awareness records
- carbon	-	minimise carbon emissions associated	-	50 per cent of materials delivered to site by sustainable means
		with the development of the Olympic Park and venues	-	Energy use data, including fuel use
- waste	-	minimise waste generation and maximise reuse and recycling	-	elimination of waste through design
			-	Percentage of waste diverted from landfill
			-	volume of remediated soil/demolition material reused
- water	-	minimise use of potable water during construction	-	volume of water used
			-	Percentage of non-potable water used
- materials	-	source and use environmentally and socially responsible materials	-	20 per cent, by value, of construction materials to be of a reused or recycled source
			-	25 per cent recycled aggregate for permanent venues
			-	all timber to be sustainably and legally sourced from a scheme approved by CPET
- biodiversity and ecology	-	protect and enhance biodiversity and ecology	-	area of habitats and protection of species identified in CoCP
			-	elimination of invasive species identified in CoCP

				-	area of new habitat created
-	land, water, air,	-	optimise positive and	-	groundwater, surface water, air quality and
	noise		minimise adverse		noise monitoring data
			impacts on land, water,	-	all contractors on site to have an approved
			noise and air quality		project/contractor EMP prior to starting on
					site
				-	to minimise flood risk on site and to
					adjacent areas, monitoring number of
					properties in flood risk as a result of works
-	archaeology	-	record areas of	-	identification and recording of buildings and
			archaeological		areas of archaeological significance as
			significance		identified in CoCP

Appendix 2 Glossary

Black, Asian and Minority Ethnic (BAME)

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

Construction Code of Practice (CoCP)

This document gives practical advice for all those involved in construction work.

Equality Impact Assessment (EqIA)

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

Equality target groups

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

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

Five Host Boroughs

The Five Host Boroughs comprise the London boroughs of Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest. The boroughs came together to support the London 2012 bid and remain committed to working together to secure a lasting legacy for local people, communities and business.

Key Performance Indicators (KPI)

The Health & Safety programme's KPIs define and measure progress toward the goals defined within the ODA Health, Safety and Environment Standard and are reproduced at Appendix 1.

Olympic Delivery Authority (ODA)

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

The ODA has its headquarters in Canary Wharf.

ODA Priority Themes

There are five pervasive concepts that underpin the ODA's mission to deliver venues, facilities, infrastructure and transport for the London 2012 Games on time, to budget and to leave a lasting legacy. These themes are:

- Health, Safety & Security
- Sustainability
- Equality and Diversity
- Legacy
- Design and Accessibility