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Olympic Delivery Authority Equality Impact Assessment

Structures, Bridges and Highways Initial screening



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Introduction

The purpose of this Initial Equality Impact Assessment (EqIA) is to assess whether there are any positive or negative impacts on the equality target groups because of the Olympic Delivery Authority's (ODA) Structures, Bridges and Highways (SBH) project, and to identify whether there are any gaps in our current knowledge about the likely impact.

The purpose of this assessment is to analyse the baseline evidence, which exists in relation to the impact of the SBH project on the equality target groups and contributes towards the ODA's fulfilment of its statutory duties to promote race, gender and disability equality. This is achieved by ensuring that identified positive impacts are promoted and celebrated; that any potential adverse impacts are identified and highlighted as issues that require action.

This assessment considers the impact on the following equality target groups, however it is not limited solely to assessing the needs of these groups and where relevant considers other groups who have historically faced discrimination or disadvantage:

- black, Asian and minority ethnic groups (BAME);
- children,
- disabled people,
- lesbians, gay men, bi-sexuals
- older people;
- religious and faith groups/individuals
- transgender people
- women; and
- young people,

This assessment is divided into two parts, which enables gaps in knowledge to be identified and where possible resolved. The first section provides background and context on the project, while section two considers baseline data, evidence and research to identify any potential impacts.

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

Part A Background

1. Description of programme of work

The London 2012 Olympic Games and Paralympic Games have a significant requirement for supporting infrastructure to meet the demands of the Construction, Games-time and Legacy phases of the Olympic Park.

This provides the ODA with a unique opportunity to deliver the infrastructure for the Games that will provide the platform for the most significant and positive long-term impact on the quality of townscape and public realm in London's recent history via the SBH project.

This project will provide a comprehensive network of access roads, footways, bridges and associated infrastructure during Games-time, and following modification in Legacy, will create a modern urban environment for the neighbouring communities.

SBH includes retaining structures, surface and foul water drainage systems, vehicle parks, and transport malls, which are required to ensure that;

- personnel and materials are delivered to each Olympic Park work site with the minimum of disruption during the construction phase
- participants, spectators and support staff can access the Olympic Park, venues and supporting buildings during the Games.
- visitors have permanent access to and circulation around the Legacy Park.

Without the highways, bridges and structures provided by this project, movement around the site during the construction in Games mode and thereafter in Legacy would be unmanageable or impossible.

The project scope comprises three broad groups: 'Structures', 'Bridges' and 'Highways & Vehicle Parks', comprising the planning design and construction of the following:

Structures: A perimeter security fence excluding the associated systems, retaining walls, reinforced soil slopes, highway related surface water drainage, elements of the foul water drainage system, protection to the 42" water main, flood mitigation systems and culvert works.

Bridges: The provision of Land, Foot and Highway Bridges within and bordering the Olympic Park to carry the roads and footways over highways, railways and waterways and, where necessary, work to existing bridges.

Highways The provision of new highways within the Olympic Park; Improvements to existing highways and junctions where they interface with or are immediately outside the Park; Hard-standings for vehicle parking at designated drop-off points at the edges of the Olympic Park; Transport malls and associated infrastructure.

2. Links to other programmes of work

2.1 ODA Priority Themes

The ODA has six 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**
Maintaining the highest standards of safety and security during construction, operation and maintenance
- **Sustainability**
Maximising the environmental opportunities whilst minimising adverse environmental impact. Preserving ecology
- **Equality and Inclusion**
Promoting equality and diversity, involving local communities and promoting physical access to training and employment opportunities for all
- **Employment and Skills**
Providing people in London and the UK with access to thousands of construction jobs, training and career opportunities.
- **Legacy**
Providing infrastructure that is retained after the Games for the benefit of local communities
- **Design and Accessibility**
Setting 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.

These themes affect all areas of work performed for the London 2012 Games. The work of SBH will reflect these themes.

In addition to the Priority Themes the SBH Project is directly associated with the following Projects.

2.2 Enabling Works

The Enabling Works project is clearing the Olympic Park site and carrying out major earthworks to build the topography specified in the Olympic Masterplan and to remediate the soil. It is important that the resultant ground levels are as expected, otherwise the bridges and roads may need to be redesigned before construction can start or additional earthworks are required disrupting the programme.

In addition, Enabling Works is handling the Road Closures for all projects, it is important that these are achieved in a timely manner allowing infrastructure work to start.

Enabling works and the Tier 1 contractors are set to deliver entrance plazas which will secure entrances to pedestrians and vehicles.

Logistics

Document Identifier: ODA EqIA Initial Screening SBH Jan 09

Status: Final

Version: 1.1

The Logistics project requires that certain bridges and parts of the Loop Road¹ are built early to support other construction projects, as the movement of material and construction personnel around the site is dependent upon the completion of these bridges and roads.

Utilities

In many areas the roads and bridges form part of the utilities service corridor and the new bridges provide utility crossings across the water courses. Without the new bridges, utilities may not be available to Stratford City or the Olympic Village.

Similarly, culverts are required to cross under railway lines to carry utilities to Stratford City and across the Olympic Park.

Venues

The Main Stadium is impacted by the bridges built around its perimeter. Some of these bridges will be required early to support construction of the stadium.

Landscape and Public Realm

This project cannot start in some areas until bridges are built and the hardscaping, eg). surface finishes are complete.

Security

The fence must accommodate security attachments and cabling as defined in the perimeter barrier requirements.

ODA Transport

Responsible for Provision of London 2012 Transport Plan, including delivery of the Olympic Road Network (ORN), Event Signage and Overlay to perimeter junctions as part of ORN.

¹ See Appendix A for definition of terms

3. Programme outcomes

The aim of the Games Mode Park and Legacy Masterplan is to transform one of the most underdeveloped areas of London and the UK into a benchmark urban environment with a major new park, providing a centre for the local community and supporting regeneration of the area.

The role of the SBH project within the overall Park development is to provide the Park infrastructure, to support the venues in Games-time and Legacy modes, and to promote the regeneration of the natural environment and the local communities.

Key to the regeneration aims of the Park are the creation of east-west links and in particular the construction for Legacy of new bridges to cross the River Lea Navigation (Hackney Cut), providing improved connections between the Games Mode Park and existing communities in Tower Hamlets and Hackney.

All structures and highways delivered by this project shall satisfy functional and statutory requirements, with simple, cost effective designs integrated into the surrounding parkland.

The set of objectives, which the SBH project must deliver are:

- Deliver the Games Mode Park site wide infrastructure for structures, bridges and highways.
- Fully co-ordinate this project with others to meet the infrastructure requirements of the Games Mode Park and the associated Venues in Construction, Games and Legacy modes, satisfying the requirements in the approved Olympic and Legacy Masterplans.
- These will be brought forward as Legacy Transformation.
- Prepare information to support the Town Planning applications for both Games and Legacy.
- Coordinate with the design of the enabling and remediation works, venues, utilities and other relevant aspects of the Park development.
- Incorporate within the Project design and development the key principles of the ODA overarching and cross-cutting themes.
- The construction of Bridges with adequate spans to meet the requirements of masterplan topography and flood mitigation measures
- Construction of retaining walls and reinforced soil slopes to meet the topography requirements of the Olympic and Legacy Masterplans

The following table defines the critical success factors of the SBH project. The first column details the critical factor, while the second column explains why this is important to the aims of the London 2012 Games. The final column states how we will know this work has been achieved.

Table 1 Critical Success Factors –SBH project

CSF	Why it is important	We know it's achieved when....
Timely handover of early bridges for venue construction	If these early bridges are not handed over in accordance with the agreed schedule then venue projects and overall 2012 competition may be delayed.	Bridges: L03A, L03B, H06, H17, H08, L02 and U05 are handed over in accordance with the baseline schedule.

CSF	Why it is important	We know it's achieved when....
Deliver the SBH project within the agreed budget	The delivery of the London 2012 Games is subject to many cost pressures with the budget provided by Government, Local and Lottery funding. If the budget is exceeded the Programme contingency may be required or other savings found in other parts of the ODA budget.	The SBH project has been completed and the budget, approved through the Full Business Case, has not been exceeded.
Safe delivery of the SBH project	<p>The ODA and its staff are committed to being a leader in health, safety and environmental (HS&E) management. We shall integrate good HS&E performance as a core element in every planning, design and construction operation to achieve our aim of 'safe and secure'.</p> <p>This will ensure that the ODA builds and maintains an excellent safety reputation during the development of the London 2012 Games.</p>	Project delivery meets or exceeds the ODA measures for Buildability, Usability and Maintainability and Health and Safety.
Provide structures for Legacy use.	To support the regeneration of the Lower Lea Valley.	Delivery of this project has not compromised the requirements for Legacy use and indeed results in an urban Parkland which Londoners and visitors actively seek to use and make repeat visits.
Provide a secure construction site during the period of the project	<p>The Olympic Park needs to be secured for both safety and security reasons. Site security is needed to:</p> <ul style="list-style-type: none"> Ensure the safety of the general public and prevent members of the public particularly children injuring themselves Minimise opportunities for sabotage or terrorist activities Prevent occupation by others which could stop work, e.g. protestor activity by pressure groups Prevent fraud by contractors Prevent theft which would cause costs to rise Prevent hostile media intrusion 	<p>Compliance with the security strategy provided by the ODA Security Team.</p> <p>A secure perimeter has been put in place</p> <p>Effective access controls into the Olympic Park can be implemented.</p> <p>Command and control mechanisms are in place</p> <p>Anti fraud measures are implemented</p>

CSF	Why it is important	We know it's achieved when....
<p>Deliver a Park and infrastructure where safety and security are inherent providing a high quality and safe environment</p>	<p>Safety and security are essential to establishing successful, sustainable communities. Not only are such places well-designed, attractive environments to live and work in, but they are also places where freedom from crime, and from the fear of crime, improves the quality of life.</p>	<p>When the attributes common to safer places, defined in the Safer Places guide, and appropriate to be applied to the Olympic Park have been designed into the Park and infrastructure, for example :</p> <p>Access and movement: places with well defined routes, spaces and entrances that provide for convenient movement without compromising security</p> <p>Management and maintenance: places that are designed with management and maintenance in mind, to discourage crime in the present and future.</p> <p>Physical protection: places that include necessary, well-designed security features.</p>
<p>Deliver the project in line with the ODA's Sustainability Objectives</p>	<p>The ODA have committed to integrating sustainability targets into the planning, construction and delivery of the London 2012 Olympic and Paralympic Games.</p>	<p>When specific commitments contained within the ODA's Sustainability Strategy have been met, for example:</p> <p>Up to 90% of waste arisings are reused or recycled</p> <p>25% of aggregate, by weight is from a recycled source. The embodied impacts of materials have been minimised.</p> <p>Delivery of material by water and rail has been maximised.</p>
<p>Deliver the project in line with defined Quality standards</p>	<p>The structures, bridges and highways designed and built are appropriate to the Olympic Park</p>	<p>All proposals comply with the OITAA design standards.</p>

environment.

4. Measuring impact

The following documents were considered in completing this assessment the following document:

- Olympic and Paralympic Park Development Initial and Full EqIA 2008 (OPD EqIA)
- Olympic Park Development EqIA: Focus Group Proceedings report April 2008 (OPD FGP)
- LDA London 2012 Olympic Games and Paralympic Games EqIA January 2008 (LDA OPG EqIA)

These documents are available on London 2012 website.

5. Impacts identified at stages of project work

Three processes enable the SBH project to consider impacts on directly and indirectly on equality target groups, internal Client Review meetings, the Access & Inclusion Forum (AIF) and the Statement of Design Compliance system (SoDC).

5.1 Client Review meetings

These meetings provide an opportunity at each of the RIBA design stages to demonstrate how the:

- designs are based on the principles of inclusive design, i.e. inclusion, responsiveness, flexibility, convenience, accommodation;
- measures to accommodate the Olympic Park requirements will be achieved wherever possible;
- to accommodate the Olympic Park requirements identified in the Olympic, Paralympic and Legacy Transformation Planning Applications Design and Access Statement,

5.2 Statement of Design Compliance system (SoDC)

The SoDC is a self-certification requirement called a 'Statement of Design Compliance system, which is used by all ODA designers working on the SBH project.

The SoDC must be followed before construction begins on site; either through third party approval or by evidencing how the design has met the ODA design standards, which include inclusive design requirements and adherence to the principles of the ODA's equality and diversity strategy.

In addition to the SoDC, the design must satisfy the five Host Borough's collective standards for design, including compliance with equality and disability.

5.3 Consideration of equality issues during the SoDC system

It is very likely that anything not approved through the SoDC system will not make it to the planning process, as any obvious design flaws related to disability, equality and inclusive design would have to be addressed by the CLM² designers during the development of the concept phase.

To certify design requirements, SBH require pre-consultation on all planning submissions via the various stakeholders and third parties, including such bodies as Transport for London (TfL), and the Local Planning Authorities. These stakeholders are given sufficient time to distribute the draft planning submission between their various parties.

The statutory stakeholders identify any planning submission that do not follow the principles of the equality, diversity or inclusivity standards and pass their comments back to the designer, who will take into account any comments submitted.

Any SBH action that affects Equality or Diversity issues is dealt with during the planning phase, where designers must gain planning consent for a structure / road / bridge before development of detailed engineering designs to be later issued to CLM for construction approval.

In order to ensure adherence to the planning requirements, the ODA consult during the concept and detailed design phases prior to submission for planning approval, with all projects needing sign-off from ODA design and others before they can be submitted to the planning decisions team.

This ensures the SBH projects going to planning have met requirements, and to be further tested, ODA design pass the pre-applications submissions to ODA Core Design Team, which incorporates equality and diversity specialists. Most issues are picked up through this stage of the process.

If it is clear that little or no regard has been paid to the inclusive design standards or comments provided by consultees; CLM will not issue drawings for construction, meaning the project will not proceed.

Obviously this poses a serious risk to project in terms of time and cost, and therefore SBH have two technical approvals managers who make sure any matters relating to consents or design issues are considered and addressed prior to this reaching critical levels by monitoring the design stage process, attending meetings with stakeholders, minuting and recording actions to ensure a paper trail and ensuring the ODA's interests are upheld through general professional interfaces with all internal and external parties involved.

² CLM – Delivery Partner refers to Ch2MHill, Laing O'Rourke and Mace

6. Benefits of programme of work

The expected benefits for people in the equality and inclusion target groups are, broadly, as follows:

- Improved access for all members of the local community and visitors to the park – both during the London 2012 Olympic Games and Paralympics Games, and into Legacy, due to well designed and functional walking/cycling transport infrastructure.
- Improved access for all members of the local community and visitors to the park – both during the Olympic Games and Paralympics Games, and into Legacy through the creation of wider pathways/roads/bridges, , non-slip surfaces, handrails, level access/even surfaces, designated parking, handrails, and the positioning of street furniture.
- Improved accessibility through use of well-defined and suitable signage Improved safety in Olympic Park area for all users – with particular impact on vulnerable groups through improved security and lighting measures.

Part B Evidence and research

This section details the evidence, research and consultation outcomes, which has been considered to determine the level of impact of the SBH programme of work.

1. Evidence and research

The context and evidence within this initial assessment has been drawn from the following baseline data, evidence and research:

- Olympic and Paralympic Park Development Initial and Full EqIA 2008 (OPD EqIA)
- Olympic Park Development EqIA: Focus Group Proceedings report April 2008 (OPD FGP)
- Access for All Framework: for the Olympic and Paralympic Games and the post Olympic legacy development in the Lower Lee Valley July 2005 (AAF)
- LDA London 2012 Olympic Games and Paralympic Games EqIA January 2008 (LDA OPG EqIA)
- 2001 Census data

This information has been compiled into one document, the ODA Baseline Information and Policy, which has not been reproduced within this assessment, but is available for download from the London 2012 website.

2. Consultation and engagement

London 2012 is adopting the national standards for community engagement as they sit well with our vision and values. We have established a wide range of activities to create a 'peoples games' and the standards provide a helpful framework for community engagement. We have a communications strategy that includes the ODA approach to community relations; a draft code

of consultation and we have signed up to an Engaging People Plan³. We also have an inclusive design and accessible transport panel, a Built Environment Access Panel (BEAP), technical fora, and Access and Inclusion Forum (AIF) all of which require community input.

By adopting, applying and promoting the principles and standards for community engagement, we will be able to encourage a more consistent approach to community engagement amongst those working on London 2012; for local people, community and voluntary organisations interested in and affected by the Olympics and Paralympics; small and medium enterprises; for the five Host Boroughs, London and the UK.

BEAP Consultation

The SBH Team have entered into consultation and engagement with all equality target groups via the BEAP. The SBH Programme presented detailed design plans, which the BEAP members commented on and their comments adopted into the design process.

ODA Project Board

The Project Board meets monthly for the duration of the work to ensure progress towards the agreed objectives and supports the Project Sponsor in making informed decisions with respect overall direction and successful delivery of the project according to agreed scope, cost, time and Priority Theme commitments, see Part A section 2.1 – ODA Priority Themes.

2. Assessing the impact - Existing situation and key issues for considered

The SBH project covers the creation of permanent and temporary infrastructure for the Olympic and Paralympic Games. It is recognised that the following issues are relevant and where considered during the design of the bridges and the impact they may have on the equality target groups.

2.1 Inclusion and community cohesion - Key issues for considered

- Wayfinding and signage on the bridges, roads and walkways should be designed to ensure use and navigation by local, national and international people alike, particularly those whose first language is not English or who have literacy problems.
- Baseline evidence collated for the Olympic Park venues 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 surfaces of walkways will need to be constructed from a material, which does not become slippery even in wet conditions and should be free of trip hazards.
- Lighting levels will have an impact on peoples' ability to identify others, assist lip-reading, and help navigation for people who are visually impaired.

3. Additional investigations

The equality implications of the SBH programme on the equality target groups were addressed through implementation of the ODA Inclusive Design Standards and through consultation with BEAP and the AIF to ensure that the programme produces accessible environments to all equality groups.

At the time of this assessment, no evidence existed to justify or require further investigations or research on the impact of this programme on the equality target groups.

4. Conclusion and assessment of the impact

The results of this assessment reveal that it is not necessary to proceed to a full impact assessment, as at the time of this assessment no evidence exists to demonstrate that the SBH programme will negatively affect the equality groups.

Appendix 1 Definition of terms

Built Environment Access Panel (BEAP)

This panel drawn from specialist disability and inclusive design experts to review and advise upon on all ODA projects for the Olympic Games & Paralympic Games and the subsequent legacy.

Delivery Partner / CLM

The 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.

Design stages

Royal Institute of British Architects (RIBA) has project stages for the design of buildings. These range from the Inception (RIBA Stage A) to the installation of the works and installation (RIBA Stages J&K)

Diversity

Refers to the range, breadth and difference among communities and individuals. Such differences are to be understood, valued and accounted for in the workplace and in the provision of goods and services, e.g. flexible working, or opening hours; the range of language provision, including facilities for deaf people;

Engaging people plan¹

This plan was jointly prepared by the London Development Agency, the Olympic Delivery Authority (ODA), the Greater London Authority (GLA) the host boroughs (Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest) the Department of Culture Media and Sport (DCMS), the Department of Communities and Local Government (DCLG), London Thames Gateway Development Corporation (LTGDC) and Lee Valley Park Regeneration Authority (LVPRA)

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

Document Identifier: ODA EqIA Initial Screening SBH Jan 09

Status: Final

Version: 1.1

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.

Inclusion

Refers to ensuring that groups of people that have traditionally been excluded or faced barriers to participation are considered and given opportunities to be involved; for example using a range of locations and venues to engage with communities; times for engagement.

Inclusion groups

Refers to people who traditionally experience exclusion or barriers to participation, these groups include:

- Homeless people
- Unemployed people
- People employed on a part-time, temporary or casual basis
- Lone parents
- People with caring responsibilities
- People with drug and alcohol problems
- Ex – offenders
- People with unrelated convictions

Legacy Master Plan

This will establish the vision for creating a sustainable regeneration within the Olympic Park after the Games.

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

The body responsible for preparing and staging the 2012 Olympic and Paralympic Games.

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

Loop Road

This is a road, which will connect each venue, giving competitors and officials easy and quick access.

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 six themes 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
- Employment and Skills
- Legacy
- Design and Accessibility

Tier 1 Contractors

Tier 1 contractors have management responsibilities for the Olympic Park, one each for North and South areas. Tier 1 contractors will carry out bulk earthworks, river engineering, bridge abutments and any other civil engineering.