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Olympic Delivery Authority Equality Impact Assessment

Logistics programme



MAYOR OF LONDON



Contents

1	Introduction	5
1.1	Purpose of EqIA	5
2	Logistics programme	6
2.1	People logistics	6
2.2	Temporary infrastructure & support logistics	7
2.3	Material logistics	7
3	Aims and objectives of the logistics programme	8
3.1	Overall programme	8
3.2	People logistics	8
3.3	Temporary infrastructure and support logistics plan	9
3.4	Materials logistics plan	9
4	Links to other programmes of work	10
5	Impact assessment	12
5.1	Structure of the full assessment	12
5.2	Logistics programme delivery	13
5.2.1	Accommodation	13
5.2.2	Site management, staff training and facilities management	14
5.2.3	Transport management	17
5.2.4	Equipment	20
5.2.5	Materials	20
5.3	Logistics programme delivery impact assessment	21
5.3.1	Accommodation	21
5.3.2	Site management, staff training and facilities management	22
5.3.3	Transport	24
5.3.4	Employment opportunities	25
5.3.5	Business opportunities	26
5.3.6	Community	27
6	Conclusions and recommendations	30
6.1	Equality and Inclusion	30
6.2	Design and Accessibility	30
6.3	Health and Safety	30
6.4	Employment and Skills	31
7	Action plan	32
7.1	Accommodation	32
7.2	Site management, staff training and facilities management	33
7.3	Transport	34
7.4	Employment opportunities	35
7.5	Business opportunities	36
7.6	Community	37

1 Introduction

1.1 Purpose of EqIA

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

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

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

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

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

The EqIA assessment will:

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

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

For more information about the ODAs EqIA Programme and projects please refer the Corporate EqIA on the London 2012 website.

2 Logistics programme

Logistics is an essential function to manage and coordinate the immense number of people and the vast quantities of materials and equipment that will be moving onto and around the Olympic Park site including the removal of waste. This will be done during the construction period and in the overlay and test period up to the middle of 2011 and to a lesser extent to the commencement of the London 2012 Olympic and Paralympic Games.

There may also be a need to link to the future Logistics Programme of the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) and it may also be used by the developers of Stratford City.

The Olympic Park covers 2.5km² of land, which is surrounded by a perimeter hoarding. The space within this hoarding is known as the Olympic Park. This site includes specific areas operated by the principal contractors appointed to build the venues, which are not within the control of this Logistics programme.

The Logistics programme manages all the areas on the site, which are not covered by the principal contractors and which have been handed to Logistics after completing of the enabling work. This includes providing clear road and walking routes between the venues and canal access for commodities.

The Logistics Project is separated into three primary work streams:

- People Logistics;
- Temporary Infrastructure; and
 - Support Logistics
 - ICT
- Material Logistics.

2.1 People logistics

The following information provides the details of the scope of the people logistics plan, which will provide the basis for measuring the likely impact of the delivery of the people logistics plan.

- Facilitate the means which will ensure the supply of labour for the Olympic park construction.
- Ensure the provision of suitable welfare and working accommodation for ODA and CLM staff based on the Olympic Park.
- Ensure the standard of welfare and accommodation within the Olympic Park.
- Provide the methods and facilities to move workers and visitors onto and around the Olympic park.
- Provide the methods and facilities to ensure the Health, Safety and Wellbeing of all workers within the Olympic Park.
- To provide planning information for the supply and demand of transport infrastructure required for the Olympic Park workforce.

2.2 Temporary infrastructure & support logistics

The following information provides the details of the scope of the temporary infrastructure and support logistics plan, which will provide the basis for measuring the likely impact the delivery of the temporary infrastructure and support logistics plan on E&I target groups.

- Ensure the provision and of all temporary structures and services to house the CLM/ODA staff based on site.
- Ensure the provision of temporary roads, footpaths, waterways, bridges as required for the construction of the Olympic park.
- Ensure the provision and of all temporary structures and services for the Logistics Centres.
- Ensure the provision of temporary structures and services required for the centralised services
- Ensure the provision of temporary services required for the construction of the Olympic Park.
- Provide a method of waste management for the Olympic Park
- Provide a data communications infrastructure to support all user groups within the Olympic Park and associated sites.
- Provide for a radio communications facility across the Olympic Park.
- To provide facilities management to CLM and ODA staff based within the Olympic Park Site.
- To provide common horizontal and vertical control points for datum.
- Providing education to staff and visitors in terms of the introduction to the Olympic Park Site.

2.3 Material logistics

The following information provides the details of the scope of the materials logistics plan, which will provide the basis for measuring the likely impact of the delivery of the materials logistics plan:

- to manage the flow of vehicles onto the Olympic Park;
- to manage the flow of traffic around the Olympic Park;
- provide access/facilities for delivery to site by water;
- provide access/facilities for delivery to site by rail; and
- to provide real time information to projects on status of deliveries once they are under control of the Logistics Team.

3 Aims and objectives of the logistics programme

3.1 Overall programme

The objectives for the ODA/CLM Logistics plan are to deliver the following outputs:

- Zero reportable accidents within the areas of responsibility for the CLM Logistics Team.
- Zero environmental incidents within the areas of responsibility for the CLM Logistics Team.
- Environmental compliance with relevant legislation and regulations and ODA/CLM policies.
- No project delays or constraints caused by deliveries of materials or equipment to the site.
- No project delays or constraints caused by congestion on and around the site.
- No project delays caused by the absence of resources or equipment
- Zero damage to stored materials and equipment whilst under CLM Logistics Control.
- Predictability of deliveries.
- Achievement of the ODA's policy of 90% waste recovery.
- Achievement of the ODA's policy of 50% of material deliveries by sustainable transport.
- Minimise risk that materials delivered to site are lost or stolen.
- Reduced impact of operations on immediate neighbours and the wider community and anticipate and manage those impacts that cannot be eliminated.

3.2 People logistics

The following are the objectives of the people logistics plan:

- ensure supply of the required labour force to delivery the Olympic Park;
- workers are delivered from the agreed pick up points to their place of work in a timely and safe manner;
- site welfare, accommodation and facilities are maintained to a high standard;
- maintain acceptable congestion levels on public roads;
- maintain acceptable congestion levels on public transport systems;
- maintain acceptable congestion levels on Olympic Park;
- visitors perception that they have visited a prestige development working to the highest standards is maintained;
- the health & safety of all staff and visitors on the Olympic park is maintained to the standards expected by the ODA; and
- the provision of accommodation and welfare which meets the demands of the core CLM and ODA site based personnel.

3.3 Temporary infrastructure and support logistics plan

The overall objectives of the temporary infrastructure and support logistics plan are to:

- prove the Logistics Strategy will be successful;
- ensure that temporary buildings and infrastructure meet the requirements as laid out in the Logistics Strategy Document and other specified requirements;
- Prevent road traffic accidents within the Olympic Park.
- Work towards no delays to any of the Olympic Park projects due to temporary structures or temporary services not being available or suitable within the agreed common areas.
- work towards zero safety incidents within the agreed common areas;
- work towards zero environmental incidents within the agreed common areas;
- achieve the ODA target of 90% waste recovery;
- ensure all site based ODA and CLM staff and Venue Contractors have access to information and communication systems;
- ensure the agreed Facilities Management service levels are achieved; and
- ensure required positional datum points are available to Venue Projects.

3.4 Materials logistics plan

The overall objectives of the materials logistics plan are to:

- limit congestion on public road caused by delivery vehicles;
- limit the congestion on the Olympic Park;
- smooth the number of deliveries over time;
- ensure materials are delivered to the correct place at the correct time;
- be able to react to constraints, such as unplanned site stoppages;
- measure and actual deliveries against forecast;
- be able to manage the requirements of the Logistics Centres and the contractors running the centres;
- cater for the requirements of the waste management systems, in particular the removal of waste and materials from the Park. (including the contractors requirements); and
- be developed on the same system architecture as used by the ODA Performance Management System.

4 Links to other programmes of work

Links between the logistics programme and other Olympic park site projects:

Associated programme or project	Method for involving or informing relevant programmes or project and details of work	Lead area
Enabling Works	Timely handover of land from Enabling Works to Logistics	Enabling Works Project Manager
Stratford and Crossrail	Although Stratford City and Crossrail are not directly the concern of the ODA. Nonetheless they will require careful handling and judgement if these two developments are not to adversely affect the progress of the work for the ODA Olympic Park site. In addition, the Olympic Village Construction Project is not directly covered by this Logistics plan, but effective liaison, monitoring and consultation will be required as not to adversely affect either project.	Olympic Transport Plan Head
Security	There will be a close liaison with the ODA and CLM Security Teams to ensure the Logistics system, processes and infrastructure will meet the policies and requirements of the Security Policies and we achieve full integration at all possible opportunities.	Head of Logistics and Head of Security
Introduction & Induction teams	Logistic support the introduction and induction process and sign off all new entrants	Design Temporary Infrastructure Manager
Venues	Logistics are not responsible for the Principle Contractors venues, however the programme is responsible for the road network; getting people, vehicles and commodities to their destination in a safe and timely manner.	Head of Logistics
Employment and Skills	Fitzpatrick and Wingate are principle contractors for the Logistics programme and are engaged with the employment and skills project. Employment within CLM is through the delivery partner's individual HR teams. Logistics programme direct staffing is through the CLM delivery partnership and is sub-contractor based, HR units from each company have equality and inclusion processes in place.	Employment and Skills Team

Associated programme or project	Method for involving or informing relevant programmes or project and details of work	Lead area
Health and Safety	Overriding safety and occupational health arrangements for the workforce on-site. Logistics coordinate health and safety on the roads, through its principle contractor. It also coordinates training for all CLM staff, required to work within the Olympic Park. CSCS accreditation is required to work on-site and IIF is offered to all contractors. Formal IOSH training is also available through Logistics. It also has the responsibility for ensuring that the venue contractors are aligned to the ODA policy for health and safety.	CLM Health and Safety Manager
Transport	Transport within the park is down to the each individual contractor.	Design Temporary Infrastructure Manager
Transport for London	Logistics is engaged with TfL to provide adequate transport for worker to get to site against the "Travel to Work" plan.	Design Temporary Infrastructure Manager and Olympic Transport Plan Head

5 Impact assessment

The parameters of this EqIA are to assess the impact of the logistics programme in the context the higher-level strategic aims of the logistics programme, and where not restricted by logistic protocol, it will consider the detail or prescribed operational level processes as part of this assessment.

This EqIA considers the internal documents produced by the logistics programme, which includes plans, policies and processes; and which lays out the management structures necessary to meet the logistics obligations and requirements of the ODA.

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

5.1 Structure of the full assessment

The EqIA will address the known impacts across the full logistics programme with a prime focus on the areas which are most likely to have an impact across the E&I target groups. Each of the three logistics work streams will be impact assessed across the following:

- inclusive design;
- employment practice and staff welfare;
- employment opportunities;
- business opportunities; and
- impact on the local community.

The information in each of the above sections looks to deliver the E&I statutory duty to:

- address identified barriers;
- eliminate discrimination;
- work towards reducing gender segregation;
- promote equality of opportunity;
- promote good relations between different people; and
- inclusive design.

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

5.2 Logistics programme delivery

5.2.1 Accommodation

Programme of work	Logistics Plan	Delivery / details of programme
<p>Temporary infrastructure design.</p> <p>Temporary Buildings: site workers accommodation</p>	<p>People logistics</p> <p>Temporary Infrastructure & Support</p>	<p>Planning, design, provide and maintain working accommodation for the ODA and CLM site based staff which includes the Site Operations Centre (SOC) and the Introduction Centre, and Pudding Mill Lane (PML). This accommodation for a maximum of 400 staff will be used by ODA/CLM staff, contractors, police, fire and immigration services.</p> <p>(Venue Projects arrange their own workers accommodation)</p>
<p>Logistics facilities</p>	<p>Material logistics</p> <p>Temporary Infrastructure & Support</p>	<p>To plan and design the on and off-site Logistics Centres required for the Material logistics strategy. This covers the logistics centres which are the holding points before coming on to the Park, for example, Bow East and M11. The aim is to complete search and screening of vehicles prior to Olympic Site entry.</p> <p>Temporary Utilities: planning, design and provision of temporary services, including gas, water and drainage, including water supply, waste, power, communications supplying the venues across the Park during construction period.</p> <p>Setup and maintaining the Global Positioning Systems and Global Navigation Satellite System reference stations, permanent benchmarks primary and secondary control stations, and reference grids in London Olympic Grid (LOG), linked back to the National Grid.</p>

5.2.2 Site management, staff training and facilities management

Programme of work	Logistics Plan	Delivery / details of programme
Provision of an Occupational Health support service for the Olympic Park workforce.	People logistics Temporary Infrastructure & Support	Park Health, based in the SOC provides a fully equipped surgery and ambulance services. The service includes a reception, staff offices, substance testing rooms, and examination rooms and is staff by nurses and a full time doctor.
Catering and retail establishment within the Park and covered seating area(s).	People logistics	PML and SOC have catering facilities for all staff and visitors to the Park. The provision includes access to hot meals and seating.
Management of site visitors	People logistics	Logistics have a process for the hosting of all visitors, including VIPs to the Olympic Park.
Introduction process for all workers and visitors on the Olympic Park, including health & safety information.	People logistics	All staff are required to undertake the following training to gain access passes for the site: CSCS; Health and Safety; and Site Introduction. Visitors to the site are required to be accompanied by a person with a site pass at all times.
Signage on park during construction	People logistics	Provision of signage in pictorial and written form.
Employment on the Park	People logistics	Facilitate the means which will ensure the supply of labour for the Olympic Park construction.

Site management, staff training and facilities management

Programme of work	Logistics Plan	Delivery / details of programme
Facilities Management	Temporary Infrastructure & Support	<p>Facilities Management (FM) ensures employees work in a safe, clean and managed manner. Functions through out the construction period include but are not limited to the following: Health and Safety management, plumbing, lighting, fire detection and fighting systems, AV equipment, locksmith services, ground maintenance, catering, cleaning reception and mail services.</p> <p>The supply of Personal Protective Equipment to ODA/CLM staff working on or visiting the Olympic Park Site or associated sites.</p> <p>To clean and maintain all CLM/ODA specified temporary buildings and facilities. The management of meeting rooms and associated equipment</p> <p>Taylor Woodrow have been awarded the contract for Facilities management for buildings covered under the Logistics programme.</p>
Horizontal & Vertical Controls Service.	Temporary Infrastructure & Support	Mapping of the Park including roads, undulations similar to an ordnance survey map and is aimed at providing an overview to manage the site.
Infrastructure on Park	Temporary Infrastructure & Support	Ensure the provision of temporary roads, footpaths, waterways, bridges as required for the construction of the Olympic park.

Site management, staff training and facilities management

Programme of work	Logistics Plan	Delivery / details of programme
<p>Delivery Management Systems</p>	<p>Material logistics</p>	<p>The provision of maintenance of a web-based Delivery Management System to manage and control all deliveries and therefore traffic volumes; and the provision of a vehicle tracking system that will be able to track vehicles whilst within the Olympic Park and associated sites and ensure materials are delivered directly to the point of use: delivery management systems electronically track vehicles to the Park using vehicle licence plate recognition and driver details to manage the number of vehicles that enter the Park. It also aims to understand the volume of vehicles on the Park, which may lead to the opening of additional plazas.</p>
<p>Information Communications Technology ICT</p> <p>The provision of radios for CLM and ODA staff and providing the frequency coordination for contractors to connect to the system.</p> <p>Provide a data communications infrastructure to support all user groups within the Olympic Park and associated sites.</p>	<p>Temporary Infrastructure & Support</p>	<p>This covers the data and communication networks for the Park. This includes the fibre optic networks and wireless technology.</p>

5.2.3 Transport management

Programme of work	Logistics Plan	Delivery / details of programme
To provide a process for the forecasting the transport requirements and capacity for workers on the Olympic Park.	People logistics	Travel to work provides a comprehensive review of the travel options available to staff during construction. A full review has provided an overview of where people are travelling from to arrive to the Site to anticipate the travel needs so that appropriate systems are put in place as need increases or alters.
<p>Provide planning information for the supply and demand of transport infrastructure required for the Olympic Park workforce.</p> <p>Provision of internal transport systems for moving people into and around the Olympic Park</p>	People logistics	An internal bus system with a timetable allowing access to all venues from the North and South plazas by all visitors and staff based on site. Linked to the travel to work plan, the bussing frequency and timetables on-site are set against know workforce volumes through the entry and exit points of the Olympic Park.

Transport management

Programme of work	Logistics Plan	Delivery / details of programme
<p>Traffic and Super Highway Management</p> <p>The planning, modelling and analysis of the site construction</p> <p>Planning, design and provision of the entrance and exit plazas.</p>	<p>Temporary Infrastructure & Support</p>	<p>Planning, design and provision of all temporary roads, footpaths and bridges that will be required for the construction of the Olympic Park. This includes new roads, footpaths and bridges as well as the use of existing roads, bridges and footpaths: The design, build and management of the road network, traffic management and plazas within the park.</p>
<p>Delivery Management Systems</p> <p>Manage the flow of traffic around the Olympic Park.</p>	<p>Materials logistics</p>	<p>The provision of maintenance of a web-based Delivery Management System to manage and control all deliveries and therefore traffic volumes; and the provision of a vehicle tracking system that will be able to track vehicles whilst within the Olympic Park and associated sites and ensure materials are delivered directly to the point of use.</p> <p>Delivery management systems electronically track vehicles to the Park using vehicle licence plate recognition and driver details to manage the number of vehicles that enter the Park. It also aims to understand the volume of vehicles on the Park, which may lead to the opening of additional plazas.</p>
<p>Transport arrangements on the Park</p>	<p>People logistics</p>	<p>Provide the methods and facilities to move workers and visitors onto and around the Olympic park.</p>
<p>The supply and maintenance of vehicles dedicated to the Logistics Project.</p>	<p>People logistics</p>	<p>Scheduled vehicle maintenance of logistic site fleet, including servicing and winter preparation.</p>

Transport management

Programme of work	Logistics Plan	Delivery / details of programme
Deliveries to the Olympic park	Material logistics	Provide real time information to projects on status of deliveries once they are under control of the Logistics Team VTS.
Sustainable transport	Material logistics	Promote the use of sustainable transport methods for deliveries: Barging has been identified as a sustainable transport method for the construction phase of the Games. The primary function will be to bring aggregates into the park and for waste removal. This will reduce road traffic in and out of the park.
Provide access/facilities for delivery to site by water	Material logistics	Logistics are engaged with principle contractors in supplying bulk materials to site via canal barge. This will require the infrastructure of the existing canal network to be upgraded. All of which forms part of the scope of works for Logistics through to construction completion.
Provide access/facilities for delivery to site by rail	Material logistics	Rail delivery to deliver against the transport sustainability goals for the Games, by lowering the volume of large vehicles using the local road network.
Transport Services	Material logistics	The establishment of Logistics Centres that will regulate of deliveries onto the Olympic Park Site: Logistics facilities cover the logistics centres which are the holding points before coming on to the Park, for example, Bow East and M11. The aim is to complete search and screening of vehicles prior to Olympic Site entry.
Logistics Facilities	Material logistics	This covers the logistics centres which are the holding points before coming on to the Park, for example, Bow East and M11. The aim is to complete search and screening of vehicles prior to Olympic Site entry.

5.2.4 Equipment

Programme of work	Logistics Plan	Delivery / details of programme
Equipment Management	Temporary Infrastructure & Support	<p>The provision of a hybrid fibre optic cable and wireless data backbone infrastructure to support all ODA/CLM staff, Venue Project Teams and all Contractors working on the Olympic Park through a specialised provider.</p> <p>Equipment Management concerns the provision of radio communication across the park. The roll out of park wide communication has started with a target ratio of 10 people to 1 radio communication unit. This is targeted at 500 ODA/CLM users and Olympic Park contractors.</p>

5.2.5 Materials

Programme of work	Logistics Plan	Delivery / details of programme
Waste Management	Temporary Infrastructure & Support	Provide a method of waste management for the Olympic Park.
Planning, design and provision of an Olympic Park Waste Management Centre including quayside wharfage for the movement of waste by water.	Temporary Infrastructure & Support	This covers the removal of waste facilities from the Park including surface and rain water, venue wastage in line with sustainability commitments.
Providing a centralised supply source for commodity materials Commodities	Material logistics	Covers steel, timber and aggregates. There are groups of commodities to ensure that there is sufficient volume of the aforementioned commodities to ensure that the contractors on site have sufficient supplies for the build.

5.3 Logistics programme delivery impact assessment

5.3.1 Accommodation

Programme of work	Impacts identified	Mitigating actions	Outstanding issues
<p>Temporary buildings for site workers accommodation</p> <p>Pudding Mill Lane (PML)</p> <p>Olympic Park Enrolment and Pass Office including the Site Introduction Centre (OPEPO)</p> <p>Site Operations Centre (SOC)</p>	<p>Accessibility to and within the buildings</p> <p>Provision of services</p> <p>Building access</p> <p>Building security</p> <p>Office hours and transport arrangements.</p>	<p>ODA Principle Access Officer and E&I Team provide Portakabin and CLM facilities teams with detailed information to ensure design, construction and fit out of all listed buildings meet the ODA Inclusive Design Standards.</p> <p>Access and Inclusion audit of each building on completion by the ODA Principle Access Officer and E&I Team to ensure the environment is accessible and inclusive for all staff.</p>	<p>Secondary Audit to ensure all snagging issues identified in initial Audit have been addressed.</p> <p>ODA IDS applied to all on and off site buildings.</p>

5.3.2 Site management, staff training and facilities management

Programme of work	Impacts identified	Mitigating actions	Outstanding issues
<p>Provision of an Occupational Health support service for the Olympic Park workforce.</p> <p>Provide the methods and facilities to ensure the Health, Safety and Wellbeing of all workers within the Olympic Park.</p>	<p>Gender and faith requirements.</p> <p>ESOL requirements.</p>	<p>Park Health is staffed by both male and female nurses.</p> <p>If a patient faith issue arises which would result in the stopping treatment, the patient is transferred to a local hospital with the required facilities.</p> <p>All Park Health staff are required to sign up to the “code of conduct” document, which respects cultural differences.</p> <p>Park Health staff have access to “Language Line” to assist communication for staff ESOL.</p> <p>Multi lingual dictionaries are carried on-site by the mobile doctor / nurses.</p>	<p>Identify staff on each site who are bi-lingual and could assist in an emergency.</p>
<p>Catering/Retail: the establishment of retails outlet(s) within the Park and covered seating area(s).</p>	<p>Access to food and services which adhere to cultural and religious/belief requirements.</p>	<p>Menu options available which cater for different cultural religious / faith requirements.</p> <p>Catering outlets open from 7am until 4pm daily.</p>	<p>Monitor with staff to ensure correct provision.</p>

Site management, staff training and facilities management

Programme of work	Impacts identified	Mitigating actions	Outstanding issues
<p>Management of site visitors.</p> <p>Introduction process for all workers and visitors on the Olympic Park, including health & safety information.</p>	<p>Respect of different peoples cultures, language and access requirements.</p>	<p>All staff attend E&I induction training.</p> <p>Some information is available in other languages.</p>	<p>Monitoring of any complainants and additional training offered if required.</p> <p>Management of requirements and additional interpreting resources provided.</p>
<p>Park signage.</p>	<p>Staff with literacy and language problems may not fully understand text signage.</p>	<p>Signs are supplemented with symbols and text signs follow inclusive design information to increase understanding and remove any potential communication barriers.</p> <p>Signs on the Park and in buildings audited as part of the Access and Inclusion audit.</p>	<p>Secondary Audit to ensure all snagging issues identified in initial Audit have been addressed.</p>

5.3.3 Transport

Programme of work	Impacts identified	Mitigating actions	Outstanding issues
<p>Provision of internal transport systems for moving people into and around the Olympic Park</p>	<p>Transport access for people with mobility issues.</p> <p>Access to minibus transport from 1CHP to Olympic Park.</p> <p>Safety and security of staff and visitors moving around the Park.</p>	<p>All internal buses are wheelchair accessible.</p> <p>Disabled people who require transport to the Park can book an accessible bus.</p> <p>An internal bus system with a timetable allowing access to all venues from the North and South plazas by all visitors and staff based on site. Linked to the travel to work plan, the bussing frequency and timetables on-site are set against know workforce volumes through the entry and exit points of the Olympic Park.</p>	<p>Accessibility audit of all equipment used i.e. bus shelters, kerb height.</p>

5.3.4 Employment opportunities

Programme of work	Impact identified	Mitigating actions	Outstanding issues
<p>Employment on the Park and facilitate the means which will ensure the supply of labour for the Olympic Park construction.</p>	<ul style="list-style-type: none"> – The ODA, working with partners, will need to ensure that skills development and appropriate training is provided 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 logistics 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 number of management jobs associated with the logistics programme, are in 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. 	<p>E&I targets groups form part of the programmes employment KPI targets.</p> <p>To advertise and resource, employ people from the local area, including people from the E&I target groups, but particularly disabled people, women and black Asian and minority ethnic people, through the Employment and Skills programme in the following areas:</p> <ul style="list-style-type: none"> – catering/retail; – transport services; – traffic marshalling; – preparation for barging to site; – site security; – Park Health staff; – facilities; – external waste contractors; and <p>Timber/construction merchant</p> <p>Two Tier 1 contractors are now engaged and work is going ahead to align all Olympic Park contractors going forward.</p>	<p>All Tier 1 and 2 contractors to work with ODA Employment and Skills to meet KPIs.</p>

5.3.5 Business opportunities

Programme of work	Impact identified	Mitigating actions	Outstanding issues
<p>Promotion and award of business opportunities through procurement activity focusing on delivery of the E&D Strategy for local SMEs, particularly business owned by disabled people, women and black, Asian and an monitory ethnic people.</p>	<p>The business opportunities which the logistics programme have/will created need to address the following:</p> <p>Business owned by BAME, women and disabled people do not currently operate in the supply chain. This will then address the existing under-representation of people from equality target groups in employment in the construction industry. This will also address the recognised issues with regard to gender segregation in construction.</p>	<p>Contractors are currently working with the E&I team to source local suppliers within the supply chain.</p>	<p>Contractors for the logistics programme will continue to actively work to deliver the E&D Strategy with regard to business opportunities local SME's.</p>

5.3.6 Community

Programme of work	Impact identified	Mitigating actions	Outstanding issues
Provision of an Occupational Health support service for the Olympic Park workforce	Increased access to local health facilities.	Park Health developed to ensure minimal negative impact to the local community, as facilities on-site rather than externally.	None
Provide a method of waste management for the Olympic Park.	Impact on people's environment possible contamination of external waterways, and possibility of rubbish left outside the park boundary.	ODA Code of Construction practise sets out how waste will be managed on the Park. Construction Helpline to report any issues open 24/7.	None
Provision of temporary roads, footpaths, waterways, bridges as required for the construction of the Olympic park.	Diversion and road closers caused by temporary changes to the infrastructure can be seen as barriers to/by communities, cause additional travel time and may be a cause of concern for safety and security.	Usage of the "out of hours" process to minimise noise and vibration impact on local community governed through ODA's Code of Construction practise. Additional lighting and CCTV coverage for temporary routes. Construction Helpline to report any issues open 24/7.	None

Community

Programme of work	Impact identified	Mitigating actions	Outstanding issues
<p>To provide a process for the forecasting the transport requirements and capacity for workers on the Olympic Park.</p> <p>Provide planning information for the supply and demand of transport infrastructure required for the Olympic Park workforce.</p>	<p>The impact on commuters, school runs etc, with the increase in the number of people access the transport network.</p>	<p>Surveys have been carried out to understand the travel requirements for the workforce getting to the Olympic Site. The “Travel to Work” plan covers all known options for getting to the site and has appropriate contingency budget set against them. This plan is reviewed every six months and managed through the people programme. Working with TfL, appropriate measure have been put in place going forward to the Games.</p> <p>Principle contractor has responsibility to ensure minimal negative impact to the local community built onto contract.</p>	<p>Information will be provided to local community as part of the ‘Park Wide’ communications programme.</p> <p>Monitor and review to ensure delivery.</p>
<p>Delivery Management Systems (DMS)</p> <p>Manage the flow of traffic around the Olympic Park.</p>	<p>The impact on commuters, school runs etc, with the increase in the number deliveries in the area.</p>	<p>Ensure timely deliveries into the park via the DMS to minimise impact to the local road network and local community, governed through ODA’s Code of Construction practise.</p> <p>Noise and vibration calculations are made by Logistics, prior to out of hours process instigation.</p>	<p>None</p>

Community

Programme of work	Impact identified	Mitigating actions	Outstanding issues
Provide real time information to projects on status of deliveries once they are under control of the Logistics Team VTS.	The impact on commuters, school runs etc, with the increase in the number deliveries in the area.	Vehicle flow is managed from external logistic centres to the Olympic park which should deliver a positive impact to the local community.	None
Provide access/facilities for delivery to site by water.	This will have a positive impact due to the reduction of deliveries by road.	Dredging and use of canal for water delivery purposes will help support the transport sustainability goals for the Games, by lowering the volume of large vehicles using the local road network.	Local community kept informed of activity as part of the 'Park Wide' communications programme.
Provide access/facilities for delivery to site by rail.	This will have a positive impact due to the reduction of deliveries by road.	Rail delivery is in place and has a positive impact against the transport sustainability goals for the Games, by lowering the volume of large vehicles using the local road network.	Local community kept informed of activity as part of the 'Park Wide' communications programme.
Planning, design and provision of an Olympic Park Waste Management Centre including quayside wharfage for the movement of waste by water.	None	Ensure that there is no adverse impact on the local community. Either through contamination of external waterways, or rubbish left outside the park boundary.	None

6 Conclusions and recommendations

6.1 Equality and Inclusion

Providing the recommendations developed through the EqlA process are taken forward, the Logistics Programme is not likely to unlawfully discriminate against any specific equality group identified. The transformation of the site into a world class, the Olympic Park will provide a sports facility for professional training and leisure facilities for the local community; act as a catalyst for local economic regeneration; and provide high quality amenity space. The Olympic Park is likely to have an overall positive impact on the all within the local community and all priority groups.

Communities that are strong and inclusive can lead to a stronger sense of identity and belonging, and mutual respect and equality. A variety of public consultation and stakeholder engagement events have helped inform the Logistics design process.

The provision of inclusive design helps support Logistics commitment to Equality and Inclusion through the construction of the Olympic Park to the Games. Signage using pictorial pictures reflect the diversity of Games and help the local community and workforce by acknowledging the need to communicate in formats.

As the Olympic Park is developed and access to the site restricted, an ongoing programme of communication and consultation will be important to keeping the local community informed and engaged with it's transformation.

The key determinant of fostering a sense of community ownership of the Olympic Park in the long term will be ensuring it is used regularly by all members of the community. The positive effect of the logistics programme will be apparent through the delivery of the E&I objectives and the delivery of the EqlA action plan.

6.2 Design and Accessibility

The design of the Olympic Park entrances and building facilities can systematically exclude some people from dignified access to buildings and spaces. The logistics programme will ensure the delivery of inclusive access which will have a positive effect on visitor circulation and access within the Park buildings.

Due to site constraints and topography, wheelchair access from and on to internal buses cannot always be met. Where this is the case, the potentially negative impact will be mitigated by installation of kerb lines to aid access.

6.3 Health and Safety

In construction adherence to the Health and Safety Strategy documents will ensure a safe and secure environment is created. The operational health and safety considerations which are influenced by the Olympic Park design have been considered through the development of the project's proposals, but the detailed arrangements of the Logistics management programme during Games and Legacy will be developed by LOCOG.

The Olympic Park lighting is designed appropriately to tackle opportunities for crime and the fear of crime by eliminating dark, intimidating spaces, and focusing night-time footfall in

areas with high levels of passive surveillance. The use of CCTV will reinforce safety and security levels.

6.4 Employment and Skills

The Logistic Programme through its principle contractors will promote opportunities for employment and training during all phases of its evolution in a variety of sectors such as construction and facilities management. These new job opportunities have the potential to positively impact employment rates that disproportionately affect E&I target groups.

The procurement of work, goods and services arising from the logistics programme will present business opportunities for local businesses owned by E&I groups in the ODA's supply chain. Focused support and advice for businesses owned by women, disabled people and people from black, Asian and minority ethnic communities will help improve their prospects of winning contracts associated with the programme through the utilisation of the ODA's 'Compete For' business network and contracting database.

The Logistic Programme on the Olympic Park also offers the potential to act as a catalyst for economic growth on and around the Stratford area. The benefits of this have the potential to offer a significant positive effect on the local community offering job and training opportunities as the area develops.

7 Action plan

The action plan contains the ongoing actions required to implement the recommendations from the EqIA. The action plan will be reviewed and progress reported quarterly by the Logistics Team to the Logistics Programme Board and the E&I Manger.

Status key:

Green – on track for delivery

Amber – challenging timescale or status not known

Red – unlikely to be delivered

7.1 Accommodation

Positive impacts and negative impacts identified	Equality target group affected	Mitigation of adverse impact or Promotion of positive impact	Responsible person	Date due to be completed / reviewed	Status
<p>Temporary buildings for site workers accommodation</p> <p>Pudding Mill Lane (PML) Olympic Park Enrolment and Pass Office including the Site Introduction Centre (OPEPO) Site Operations Centre (SOC) and Access Controls to site and buildings</p>	<p>All but particularly disabled people, BAME and Faith.</p>	<p>Follow up audit to ensure all snagging issues identified in initial Audit have been addressed.</p> <p>ODA IDS applied to all on and off site buildings.</p>	<p>Head of People Logistics</p>	<p>Q2 2009</p>	<p>Green</p>

7.2 Site management, staff training and facilities management

Positive impacts and negative impacts identified	Equality target group affected	Mitigation of adverse impact or Promotion of positive impact	Responsible Team (s)	Date due to be completed / reviewed	Status
Provision of an Occupational Health support service for the Olympic Park workforce: ESOL requirements.	BAME	Identify staff on each site who are bi-lingual and could assist in an emergency.	Park Health Management Team.	Q2 2009	Green.
Catering/Retail: the establishment of retails outlet(s) within the Park and covered seating area(s). Access to food and services which adhere to cultural and religious/belief requirements.	BAME Faith groups	Monitor with staff to ensure correct provision.	Catering Managers, and HR and communications	Biannual review starting Q2 2009	Green
Management of site visitors. Introduction process for all workers and visitors on the Olympic Park, including health & safety information. Respect of different peoples cultures, language and access requirements.	BAME, Disabled people, Women,	Monitoring of any complainants and additional training offered if required. Management of requirements and additional interpreting resources provided id required for Site Induction.	Head of People Logistics with Induction Centre Manager	Ongoing	Green
Park signage: ESOL and literacy requirements.	BAME	Second audit to ensure all snagging issues identified in initial audit have been addressed	Head of People logistics, ODA Principle Access Officer and E&I Manager	Q2 2009	Green

7.3 Transport

Positive impacts and negative impacts identified	Equality target group affected	Mitigation of adverse impact or Promotion of positive impact	Responsible Team (s)	Date due to be completed / reviewed	Status
<p>Provision of internal transport systems for moving people into and around the Olympic Park.</p> <p>Access for people with mobility issues.</p> <p>Access to minibus transport from 1CHP to Olympic Park.</p> <p>Safety and security of staff and visitors moving around the Park.</p> <p>Existing bus stop designs within the park have no kerb line built-in to allow the use of the internal bus ramp for accessing or exiting.</p>	<p>Disabled people, and older people</p>	<p>Second accessibility audit of all equipment used i.e. bus shelters, kerb heights.</p> <p>Kerbs lines will be included with the revised plaza designs.(South Plaza phase 2 and North Plaza phase 3).</p> <p>Further work to be done to enable the design of ramp and kerbs where none exist at internal bus stops.</p>	<p>Logistics Team</p>	<p>Q2 2009</p>	<p>Green</p>
<p>No wheelchair portal access at both the North and South Plaza's. Access is made through the nearest road access lane.</p>	<p>Disable people</p>	<p>Both plaza's are being revised to incorporate access gates next to the portals.(South Plaza phase 2 and North Plaza phase 3)</p>	<p>Logistics Team</p>	<p>Operational Q1 09.</p>	<p>Green</p>

7.4 Employment opportunities

Positive impacts and negative impacts identified	Equality target group affected	Mitigation of adverse impact or Promotion of positive impact	Responsible Team (s)	Date due to be completed / reviewed	Status
Employment on the Park and facilitate the means which will ensure the supply of labour for the Olympic Park construction.	All but particularly disabled people, BAME and Women.	<p>All Tier 1 and 2 contactors to work with ODA Employment and Skills to meet KPIs</p> <p>Engage with Total Support Disabled People agency, on project, through ODA.</p> <p>Examine opportunities for disabled graduates to work on project , through engagement with SCOPE</p>	Tier 1 and 2 contactors working with E&S Team	Quarterly reporting to E&I Board.	Green

7.5 Business opportunities

Positive impacts and negative impacts identified	Equality target group affected	Mitigation of adverse impact or Promotion of positive impact	Responsible Team (s)	Date due to be completed / reviewed	Status
Contractors for the logistics programme will continue to actively work to deliver the E&D Strategy with regard to business opportunities for local SME's.	All SME's but particularly businesses owned by disabled people, BAME and Women.	Promotion and award of business opportunities through procurement activity focusing on delivery of the E&D Strategy for local SMEs, particularly business owned by disabled people, women and black, Asian and an monitory ethnic people.	Logistics Team, Tier 1 and 2 contactors, working with Procurement and E&I Manager	Quarterly reporting to E&I Board.	Green

7.6 Community

Positive impacts and negative impacts identified	Equality target group affected	Mitigation of adverse impact or Promotion of positive impact	Responsible Team (s)	Date due to be completed / reviewed	Status
<p>Provide a process for the forecasting the transport requirements and capacity for workers on the Olympic Park.</p> <p>Provide planning information for the supply and demand of transport infrastructure required for the Olympic Park workforce.</p> <p>The impact on commuters, school runs etc, with the increase in the number of people access the transport network.</p>		<p>Information will be provided to local community as part of the 'Park Wide' communications programme.</p> <p>Principle contractor has responsibility to ensure minimal negative impact to the local community built onto contract: monitor and review to ensure delivery.</p>	<p>Transport Manager Tier 1 Contactor Communications Team</p>	<p>Ongoing</p>	<p>Green</p>
<p>Providing access/facilities for delivery to site by water and rail will have a positive impact due to the reduction of deliveries by road.</p>		<p>Local community kept informed of activity as part of the 'Park Wide' communications programme.</p>	<p>Logistics and Communications Team</p>	<p>Q2 2009</p>	<p>Amber</p>