

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



Olympic Delivery Authority PLUG Project Equality Impact Assessment



MAYOR OF LONDON

Supported by
 The National Lottery®

1 Introduction

The purpose of this Equality Impact Assessment is to assess whether or not there is likely to be a positive or negative impact as a result of the Power Line Under Grounding (PLUG) project.

This EqIA is a retrospective assessment of the impact of the PLUG project, as this workstream was one of the first initiated on the Olympic Park. PLUG started as an agreement between the LDA (London Development Agency) and the Power Companies (National Grid and EDF-Energy), and was later novated to the ODA. As the project start pre-dated the appointment of CLM as the ODA's Delivery Partner, Arup were appointed to project manage the works of the tunneling contractor. Lately, Arup and CLM have had responsibilities working towards project closure by April 2009.

2 Programme of work details

The brief of the PLUG project was to construct a 6km cable tunnel for EDF Energy & 6km cable tunnel for National Grid (NGET) between Hackney and West Ham in East London, all on behalf of the London Development Agency (LDA). The tunnels are being constructed to allow the ultimate removal of the overhead power lines by 'undergrounding' stakeholders HV circuits. The cable installation will transmit power from two sub-stations.

The two tunnels will be served by number of Headhouses and are equipped with mechanical and electrical systems to monitor and maintain the HV circuits.

Essentially the project can be broken down into 3 elements of work:

- Tunnel Construction
- Headhouse and Compound Construction (including Landscaping and Artwork)
- Headhouse Mechanical and Electrical Installation

From a public prospective, the experience to Park visitors and residents will be:

- A pylon free landscape, as the 15 pylons on the Park will have been removed
- Views of 3 Headhouses on the Park, mitigated by landscaping and art measures

3 Associated programmes of work

Associated London 2012 work programmes have been identified:

3.1 Olympic Stadium

Removal of the pylons enables Stadium construction to progress. Team Stadium are aware of PLUG activity, and are working with the PLUG team to facilitate land handovers and access.

3.2 Olympic Village

Removal of the pylons enables Village construction to progress. The Village Team are aware of PLUG activity, and work together to facilitate land handovers.

3.3 ODA Arts and Culture Team

The 3 Headhouses support five Arts commission opportunities, and much work has taken place to ensure that the Artist procurement is in line with the overall Park wide Arts and Culture strategy.

3.4 CLM Structures, Bridges and Highways and Parklands & Public Realm

The PLUG team is currently negotiating to transfer some of the “finishing works” to be delivered by CLM Structures, Bridges and Highways (SB&H) and Parklands and Public Realm (P&PR) teams, by means of a Scope Transfer.

3.5 Rail Interface

As some of the Pylons are in close proximity to the railways, and some of the conductors span the railway, the PLUG Team interfaces with the Rail Interface Management (RIM) and Network Rail teams.

4 Programme outcomes

The main PLUG milestones are:

- Tunnel construction completion and subsequent energisation; and
- Pylon removal.

Progress towards these milestones are measured by weekly meetings and monthly PSR reporting. Current status can be summarised as:

- National Grid Tunnel Construction Completion Certificate issued June 2008
- National Grid Tunnel Energised in July 2008 (Circuit 1) and September 2008 (Circuit 2)
- National Grid Pylon Dismantling started in October 2008

- EDF-Energy Tunnel Construction Completion Certificate issued August 2008
- EDF-Energy Tunnel Energised in September 2008
- EDF-Energy Pylon Dismantling started in October 2008

All on-Park National Grid and EDF-Energy pylons will be dismantled by 19 December 2008, and those off the park will be dismantled by April 2009. This will be confirmed by visual inspection.

Overarching these Project milestones are more fundamental objectives:-

- Avoiding disruption to local power availability due to PLUG activities
- Avoiding disruption to the local rail network due to PLUG activities

Project controls have been implemented to ensure that these risks are minimized by application of rigorous planning, and diligent monitoring. These controls include:

- Regular review of risk register and actions
- Regular review of contractors earned value analysis
- Regular reporting to CLM Executive and ODA Board

5 Measuring impact

The PLUG project does not expect to impact any of the target groups in a negative manner. The positive aspects of the PLUG project are available to all people in the E&I target groups¹, and all park users and local residents.

5.1 Impact to park users and residents

The PLUG Tunnel and Headhouse assets are not internally assessable to the public for reasons of safety and security. Therefore there is no impact to people from the equality target groups.

The advantages of the pylon removal workstream is expected to be of benefit to all Park users, and local residents. This is due to the overall enhancement of the landscaping, and the transformation of what was essentially an industrial landscape to one that is green and open.

The enjoyment and appreciation of Art will also be promoted by the Headhouse workstream. Large Arts commissions are being prepared, and will introduce Art to a wider audience. This will be reinforced by extensive consultation with the local community, so that local people have an opportunity to voice their opinions about the proposed Artwork.

Unsocial working practices (e.g. out of hours working) were discouraged, and where necessitated were mitigated by the fact that the works happened underground.

5.2 Impact to construction workforce

It should be noted that the start of tunnelling works predated the ODA's workforce monitoring schemes. Also certain aspects of the construction works involve working in difficult to access (and confined) underground spaces, and also working at heights (suspended from harnesses and ropes).

The access requirements for the construction work restrict the ability of some people to complete the tasks. However these restriction should not preclude people from certain targets groups being able to complete the work.

¹Appendix 1 E&I Target Groups

In Legacy there is no permanent workforce associated with the PLUG project. Essentially the tunnel and headhouses are un-manned, and monitored from off-Park control centres.

6 Benefits of programme of work

Enjoyment of the Headhouse Art, and visual improvement offered by the Pylon free landscape, will be evident to all Park users and residents and which will therefore include people from the equality target groups.

7 Consultation and engagement

As stated previously in this assessment the PLUG Tunnel and Headhouse assets are not internally assessable to the public for reasons of safety and security. For this reason, and the fact that tunnel work commenced at an early stage, there is limited benefit to be gained from full consultation and engagement. Consultation and Engagement is therefore limited to the Arts Commissions.

The five Headhouse Arts Commissions will be subject to a consultation process prior to the application of the finished artwork. The consultees will be made up of appropriately qualified stakeholders; including LVPRA, Art in the Open, LOCOG, Local Boroughs, PDT (Planning Decisions Team) etc. The approved artwork will not discriminate against any target group, and through extensive consultation exercises, the local community will be given opportunities to voice their opinions regarding suitability, inclusiveness etc.

Specifically two of the Arts Commissions, the Inlaid Masonry sections of the Southern Headhouses, are aiming to engage the local community and local businesses.

Experienced Arts Consultants will be engaged to run the Artist and Artwork selection, and the parallel local consultation processes. Many of their proposals, tested on other public Artworks, involve engaging with local schools and community groups.

8 Research and evidence

The full suite of ODA assurance policies and monitoring policies have not been fully applied to PLUG, as contracts were awarded prior to the roll out of these policies. Subsequent ODA contracts follow the NEC (New Engineering Contract) process, and have these policies embedded. However certain data has been gathered by the PLUG project :-

8.1 J. Murphy and Sons (JMS)

JMS were awarded the tunnelling contract, and much of the tunnel Mechanical and Electrical installation works.

Workforce monitoring data from August 2008 (Total Workforce = 173):

- black, Asian and minority ethnic people = 5% (8 people)
- women = 3% (5 women)
- disabled people = 0.6 (1 person)
- local = 13.9% (24 people)

PLUG forms the main contract for JMS on the Olympic Park, and their contract is due to finish in December 2008.

8.2 Balfour Beatty Utility Solutions (BBUSL)

BBUSL are the contractor, appointed by EDF-Energy and National Grid, to conduct the pylon dismantling works.

The ODA / CLM Equality and Inclusion Team are working closely with Balfour Beatty at the corporate level to deliver on the ODA E&D Strategy objectives. Balfour Beatty Construction has been awarded the contract to build the Aquatics Centre and other contracts for SB&H.

Balfour Beatty has researched and assured ODA that they have the required range of policies in place. At a corporate level it has also been determined that Balfour Beatty have workplace policies that meet the appropriate UK legislation.

It should be noted (as previous) that some of BBUSL tasks involve working at height, and on a Sunday night, in accordance with Network Rail granted possessions - which could impact on the people able to complete the work required.

8.3 EDF-Energy

Ultimately EDF-Energy will own one of the tunnel assets, and two of the Headhouse assets. EDF-Energy are not a contractor as such, but can be seen as a partner, with the ODA, in developing the infrastructure on the Park – an example of which is the Kings Yard Energy Centre, part of the Utilities Team's scope.

For this reason the ODA / CLM Equality and Inclusion Team have approved EDF-Energy's equality Action Plan, covering all Olympic Park works.

8.4 National Grid

No specific engagement has taken place with National Grid, that could be referenced here.

9 Assessing the impact

Assessing PLUG's contribution to the equality and inclusion priority themes is difficult, because works commenced before the ODA's Equality & Diversity strategy was in place.

However the PLUG project has contributed to the E&D strategy in the following ways:

- eliminate discrimination; neutral / no effect;
- reduce gender segregation; neutral / no effect; and
- promote equality of opportunity; neutral / no effect.

The workforce monitoring data shows that these themes have been addressed to a degree – however the link cannot be made to the positive impact of any given policy.

PLUG has promoted good relations between different people;

- hosted site visits for 300 school children; and
- ran school poster competitions in Newham and Hackney.

PLUG project has provided employment opportunities, at an early stage JMS ran a site recruitment office, and placed local residents within the PLUG construction works and other local construction sites.

The PLUG project will provide business opportunities through the two Arts Commissions (Inlaid Materials) will aim to engage local artists.

10 Full impact assessment

After discussion with the ODA EqIA Auditor it is judged that this initial assessment addresses the issues of the PLUG Project. No further work is planned. The future Art consultation and engagement process will be monitored by the PLUG team, to ensure it meets the envisaged objectives however the ODA Art and Culture team will incorporate and report the progress and process of the consultation, engagement and procurement press within the Arts and Cultures EqIA.

Appendix 1 Equality and Inclusion target groups

Equality - means making sure that all policies, processes, plans and procedures are fair, and that all people have access to services, goods, employment and business opportunities. On occasion this will require organisations making specific adjustments to ensure access, eg to buildings; or information being provided in a range of mediums,

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, eg flexible working, or opening hours; the range of language provision, including facilities for deaf people;

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.

Equality target groups refers 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 because of traditional discrimination; however, it is just as important to consider men and transgender people
- **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

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