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Olympic Delivery Authority Equality Impact Assessment

Security programme



MAYOR OF LONDON



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1. Purpose of EqIA

This Equality Impact Assessment (EqIA) has sought to analyse the baseline evidence, which exists in relation to the impact of the ODA Security programme on the equality and inclusion target groups during construction mode, which covers the scope of the work completed by ODA and its Delivery Partner.

For the purpose of this assessment, the equality and inclusion (E&I) target groups include black, Asian and minority ethnic (BAME) communities, women, disabled people, lesbians and gay men, young people, older people and faith groups.

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

This 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 process 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 that require action.

2. Security programme

2.1 Overview of the Security Programme

The London 2012 Security Programme is aimed at providing high-level guidance for the development of appropriate and effective security systems for the protection of assets and property related to the Olympic Delivery Authority (ODA).

It also supports the London Organising Committee for the Olympic Games and Paralympic Games (LOCOG) achieve its mission *'to stage inspirational Olympic Games and Paralympic Games that capture the imagination of young people around the world and leave a lasting legacy.'*

The ODA Security department will:

- Manage internal security requirements and issues for the ODA
- Coordinate and quality assure security inputs to ODA master planning

- Coordinate and quality assure security inputs to venue/facility overlay planning
- Coordinate and quality assure the provision of design resilience data and analysis for venues, facilities and Games infrastructure
- Ensure appropriate venue, facility and asset protection during the construction phase
- Ensure the appropriate protection of construction sites during the test event and operational readiness phases
- Assist LOCOG to ensure appropriate venue, facility and asset protection during the operations phase
- Ensure appropriate venue, facility and asset protection during the recovery and demobilisation phase

These projects will deliver the hardware and systems that will provide the framework for security during enabling, construction and decommissioning phases of works. Security operations include:

- private security guarding,
- screening operations and
- operational and project and programme management roles
- internal security activities.

Effective security will be delivered through robust risk assessment, the transparent development of security mitigation measures and strong governance arrangements implemented through capital projects including:

2.1.1 Contract Management

ODA Security, supported by CLM Delivery Partner is responsible for procuring all ODA security infrastructure and services for any contracts whose primary focus is the delivery of security goods or services.

2.1.2 Information Security

Information security is fundamentally important to the work of the ODA. The Security programme will maintain close liaison with Information Technology (IT) Services and the ODA's own information security team on information security issues, including:

- Physical security of personnel data and sensitive information, physical IT infrastructure: data-risers, hub and communication rooms
- Security policies, will apply to people and desktops, notebook computers, USB drives and other portable media devices
- Workplace security policies and procedures on information management and protection

2.1.3 Internal Security, Business Continuity Planning and Disaster Recovery

ODA Security has received Departmental Security Officer (DSO) status from the Government, which means it is charged with responsibility for the timely and professional implementation of UK Government security regulations, policies and procedures and the investigation of security breaches, as appropriate.

2.1.4 Management of Guarding Services

ODA Security is responsible for selecting and managing contract security guarding services for ODA sites and venues. This will include the stationing of static and roving

security guards and alarm response arrangements during all stages of construction and decommissioning.

This status also means ODA Security has a responsibility to ensure that ODA Business Continuity Planning (BCP) and Disaster Recovery (DR) measures meet the requisite UK Government standards. Therefore, ODA Security will maintain regular working liaison with other ODA programmes on BCP and DR issues.

2.1.5 Personnel security

All ODA employees and personnel employed on the project will adhere to the guidance laid down in Her Majesty's Government on Baseline Personnel Security Screening. The ODA will complete this activity for its employees whilst contractors are responsible for screening their own staff. All personnel must complete a criminal conviction disclosure form of which all are verified for ODA & CLM staff.

The United Kingdom Borders Agency is closely involved in the enrolment of personnel and will check documentation; working closely with the supply chain to ensure that personnel have the right to be employed under European Union and UK legislation.

Personnel will not be allowed to commence work until their identity and right to work have been verified. Where risk assessments identify a requirement, personnel will be national security vetted according to Government guidelines.

2.1.6 Physical Security

Physical Security measures will be aimed at preventing and detecting unauthorised access into ODA offices and construction sites. Security will focus on control measures developed to prevent unauthorised access, which will vary from site to site as some are more at risk than other locations.

2.1.7 Security Command & Control Planning

The Olympic Park is large and complex creating the challenge of securing all critical infrastructure; competition and critical non-competition venues over an extended period; to protect athletes and dignitaries throughout the Games 'footprint'; and to provide a rapid response capability, to deal with any incidents or emergencies that may arise.

The effective management of such a large security operation will require the development of a comprehensive command and control infrastructure to ensure the Command, Control, Communications & Integration (C3i) management structure can work efficiently.

2.1.8 Security Design

ODA Security is responsible for reviewing all precinct and venue plans to ensure that the design overlay is appropriate and compatible with the security overlay for the operational phase.

2.1.9 Security Procurement

The ODA will procure security goods and services consistent with the government procurement policies and the ODA procurement policies and guidelines.

2.1.10 Security Risk Management

The adoption of a risk management methodology is central to the objective of efficiently deploying security resources. Security risk management will be used to determine the

security requirements for competition and non-competition venues during construction and operation.

2.1.11 Security Training

ODA Security is responsible for coordinating the specifications, sourcing and delivery of appropriate security training during the construction and decommissioning period.

2.1.12 Selection of Security Suppliers

Assisted by the Delivery Partner, ODA Security is responsible for selecting the suppliers of all core security equipment and services (such as guarding; CCTV; and intrusion detection and access control systems) for the construction period and work with LOCOG toward delivering a seamless transition into Games operations.

2.1.13 Venue and Infrastructure security design

This process is aimed at mitigating criminal risks and is being applied to all the stadia for the first time. Security design advice is also focused on legacy risks and providing a safe environment for users of the legacy venues and Park.

2.2 Security of the Olympic Park during construction

During the construction phase, the Olympic Park will operate as an 'island site' where contractors will control their own sites commensurate with the security risk assessment procedures.

The perimeter will be delineated by construction hoarding in the first instance and then at the appropriate time a security fence will secure the site. Entry to the Park will be controlled through plazas that will accommodate personnel, vehicles and deliveries.

Perimeter security will comprise barriers, access control, CCTV, lighting, and intruder detection systems. Vehicles and vehicle loads will be subjected to technological screening and searching commensurate with risk. Wherever possible, vehicles will be screened at off site logistic centres. Once searched the integrity of vehicles and loads will be sealed and tracking technologies.

A security guard force operates to control access to the Park, to search and screen vehicles and personnel as required, and respond to and control incidents. C3i systems are perhaps the most important part of the security operational framework.

2.3 Business continuity management (BCM) and Crisis management (CM)

BCM and CM plans are being developed to ensure resilience in the event of a crisis. These plans will be exercised and validated in accordance with a programme of events, with off site recovery facilities being established.

3. Security, Health and Safety – An ODA Priority Theme

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:

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

As a Priority Theme, Security is a primary an enabling function that runs through the whole of the organisation, its projects and many of its processes. If measures are to be applied effectively, they need to be understood and embraced by all staff; in essence, security must become part of the culture.

The ODA Security Department has four main outputs:

- Support the overall ODA programme, in particular providing security advice on venue and infrastructure design;
- Develop requirements for and assure delivery of security capital projects;
- Set the requirements for and assure the effective delivery of security operations;
- Deliver a resilient organisation.

In completing these activities, it will work closely with the Delivery Partner¹.

4. Aims and objectives of the programme

4.1 ODA Security programme

The overall programme goals of the London 2012 Games security program are to satisfy the requirements of the Host City Contract, which requires that:

‘The appropriate authorities of the Host Country shall be responsible for all aspects of security in relation to the Games, including the financial, planning and operational aspects related thereto. The City and the Government, the NOC, the OCOG and the aforementioned authorities shall ensure that all appropriate and necessary measures shall be taken in order to guarantee the safe and peaceful celebration of the Games.’²

The contract also requires that the commitments made in the host city candidature file are adhered to in the preparation for and staging of the Games.

In addition to ensuring that the Games’ security operation is seamless and event friendly, the objectives of the Security Programme are to ensure that the security operation meets and exceeds the expectations of the International Olympic Committee (IOC), visitors and athletes, the UK Government, the public and the international community.

The ODA Security Programme recognises and adopts the strategic security objectives of the UK Government’s Olympic Security Directorate (OSD); namely to:

¹ See Glossary

² Host City Contract for the Games of the XXX Olympiad in 2012 – London, Part 2 section 23, p.16

1. Ensure an intellectually rigorous risk management process is used to assess Games security needs
2. Provide a cohesive, inclusive and co-ordinated framework for Games security planning and operations that supports the prime objective for London 2012 and is effective throughout the preparation, event and legacy phases
3. Deliver a robust, effective security package through the most cost effective and appropriate means, engaging all relevant agencies, including private sector partners
4. Provide effective and discreet security and response capabilities at games competition venues, preparatory competitions, designated Games zones and non-competition events and functions as appropriate
5. Manage contingency arrangements for the Games and associated Olympic and Paralympic related events, focussing on resilience and recovery
6. Minimise threats to Games security by implementing preventative strategies
7. Provide a legacy of knowledge, skills, advanced technology solutions and an enhanced security infrastructure for London
8. Make best use of national and international opportunities for collaboration and cooperation.

4.2 Olympic Security Directorate (OSD)

The OSD has been set up, under the Central Operations strand of the Metropolitan Police Service to coordinate an integrated approach to security at the 2012 Olympic Games and Paralympic Games.

This directorate is separate to the ODA's Security Programme and brings together 23 partner agencies to provide safety, security and resilience, and ensure there is one overarching programme of activity when delivering security nationally for the Games.

This body is a multi-agency group, which is led by Deputy Assistant Commissioner Richard Bryan.

The OSD's strategic objectives are:

- safety, security and resilience of the Games and associated events;
- operational readiness;
- governance; and
- instilling community confidence and reassurance.

These objectives give rise to six operational end states:

- A secure physical environment
- A secure environment for people
- Operational delivery of the Games
- Continuity of operational service delivery
- Ownership and active participation across government
- Active community participation
-

This assessment does not cover the work of this body, as it is separate from the ODA Security Programme.

5. Links to other programmes of work

This assessment has identified links between the ODA Security programme and following projects and programmes:

Associated programme or project	Method for involving or informing relevant programmes or project and details of work
Communications	The coordination of public consultation events has been conducted by the Communication Team.
Employment and Skills	<p>The current aim is to have between 10% – 12% of construction workers on the Olympic Park coming from the five east London Host Boroughs.</p> <p>The principle contractors for the Logistics programme is engaged with the employment and skills project. Employment within CLM is through the delivery partner’s individual HR teams.</p> <p>Security 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.</p>
Equality and Inclusion	Security provisions are being assessed for their impact on the equality target groups via the ODA’s EqIA process.
Health and Safety	<p>All Security provisions are designed to minimise risks to health and safety; procuring only ‘healthy’ materials for site construction, and using a risk assessment register areas where methods are developed to mitigate identified risks.</p> <p>The Olympic Park Security provisions are compliant with all health and safety standards and adhere to the ODA’s Code of Construction, which aims to ensure safe construction practices and support a safe working environment during construction.</p>
Human Resources	ODA personnel security is linked to the ODA’s HR policies. This covers for example policies relating to use of IT systems.
Inclusive Design Standards and Strategy	When considering the design and implementation of security provisions, the Security Team liaise with the Principal Officer, Access and Inclusion to ensure adherence to the Inclusive Design Standards.
Logistics	<p>The security programmes has been developed in close co-operation with the Systems Integration team within Logistics, who are working on the procurement of the integrated Command and Perimeter Security Systems package.</p> <p>Logistics will also provide the Command and Control Centre (accommodation and furnishings) at White Post Lane on the west side of the Olympic Park and Command and Control</p>

Associated programme or project	Method for involving or informing relevant programmes or project and details of work
	posts at the North and South Entrance Plazas.
Structures, Bridges and Highways	The security fence must accommodate security attachments and cabling as defined in the perimeter barrier requirements.
Sustainability	These programmes work closely together to ensure that security issues work in tandem with the ODA's sustainability commitments.
Transport Security	The Olympic Transport Authority (OTA) is the division within ODA that will be responsible for relevant transport related security. Detailed planning for this will be the responsibility of the Games Transport Security Working Group (TSWG).
Venues	The Security Programme works closely with the relevant venue Project Sponsors to ensure that security issues are considered in throughout the design processes. As a Priority Theme, Security attends the Client Review meetings where the RIBA design stages are discussed.

In addition to these internal programmes, the ODA Security Programme has critical interconnections with the:

- LOCOG Security Directorate
- OSD³
- UK Security Service
- Metropolitan Police Service
- Other Chief Constables, or their delegates, with London 2012 venues or facilities in their areas of responsibility

Appropriate consultative mechanisms have been implemented to ensure proper coordination with these bodies on the security activities across the spectrum of the Games security program.

6. Consultation and engagement

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

Specific consultation with key stakeholders occurs as part of the Security 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.

³ See Glossary and section 4.2 Olympic Security Directorate above

The following ODA, and CLM departments and external bodies sent representatives to this board:

Role	Role
Director of Construction	Director of Strategy & Programme Management
Head of Security	Security Risk Manager
Chief Executive ODA	Quality Assurance
Security Advisor	Internal Audit Team
Director of Finance	LOCOG
Risk & Audit Senior Manager	Financial Risk & Audit Administrator
Head of Internal Risk Assurance	Head of Finance
CLM Programme Director	Cost Engineering Manager
CLM Head of Security	Head of Logistics
CLM Head of Procurement	Government Olympic Executive (GOE)

7. Identified Impacts

The parameters of this EqIA are to assess the impact of the Security programme in the context the higher-level strategic aims of the Security 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 Security programme, which includes plans, policies and processes; and which lays out the management structures necessary to meet the Security obligations and requirements of the ODA.

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

This section of the assessment identifies the positive and possible negative impact for each of the three areas of the Security programme. This EqIA will address the known impacts across the full Security programme with a prime focus on the areas that are most likely to have an impact across the E&I target groups. The Security Programme will consider the impact on the following areas:

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

The activities listed in the first column are the potential security impacts during construction mode for the Olympic site that have been identified, with the second column identifying the mitigation where relevant to address the potential impacts.

The third column reveals the equality target group that is likely to benefit from the action.

The fourth column lists the work area that the action covers, for example, Security Design.

The final column provides a status update on the action. Any outstanding issues not already addressed or which require further investigation will appear within section 9 – Action Plan.

Potential Identified impacts	Mitigation	Equality target group affected	Area Affected	Status
<p>1.1 Signage on park during construction</p> <p>Provision of signage in pictorial form and written form will increase understanding and remove any potential communication barriers</p>	<p>Pictorial signs to be used across park and plaza's to supplement text to increase understanding and remove potential communication barriers</p>	<ul style="list-style-type: none"> - ESL groups (English second language) - Literacy 	<p>Security Design</p>	<p>Delivered - signage and pictorial images in place</p>
<p>2.1 Potential for positive impact through the:</p> <ul style="list-style-type: none"> - Employment of local residents - employment of a diverse workforce - Increase in the number of women, BAME and disabled people employed in these roles 	<p>The Security Programme is committed to implementing the Employment & Skills aim to have between 10 – 12% of construction workers on the Olympic Park coming from the five east London Host Boroughs.</p> <p>E&I target groups form part of the ODA's employment performance indicators, with posts advertised locally and with specialist employment brokerages.</p>	<ul style="list-style-type: none"> - All 	<p>Security Planning</p>	<p>Actioned and delivered through Inclusive Design</p>
<p>2.2 Potential for positive impact through the contracting of SME businesses</p>	<p>The Security Programme has adopted the ODA Procurement policies, which are aimed at ensuring fair and transparent appointment of contractors and increasing the number of local suppliers through use of CompeteFor.</p>	<ul style="list-style-type: none"> - All 	<p>Security</p>	<p>Delivered through adherence with the ODA Procurement processes</p>
<p>2.3 Pedestrian access</p>	<p>Taken into account in</p>			

Potential Identified impacts	Mitigation	Equality target group affected	Area Affected	Status
<p>system</p> <p>Design of system must take account disabilities and inabilities to use the system. For example, ensure that any system used will consider the needs of disabled visitors, and employees prospective and current.</p>	<p>the final Access Control Solution with disabled pass gates at all entrances</p>	<ul style="list-style-type: none"> - Older People - Disabled People 	<p>Security Planning</p>	<p>Delivered</p>
<p>2.4 Biometric Security</p> <p>Potential issue for disabled people who for example people who do not have a finger, arm or the ability to place a finger on a scanner. Also applies to people who may have a decreased fingerprint quality, or cataracts</p>	<p>There will be a Primary bio-metric and a Secondary bio-metrics for those with disabilities, who cannot comply with the Primary bio-metrics</p>	<ul style="list-style-type: none"> - Older People - Disabled People 	<p>Security Planning</p>	<p>Will be addressed during the design of these systems</p>
<p>2.5 Security Instructions</p> <p>The provision security instructions by Guards can pose a potential communication barrier for people with literacy problems or those who do not speak English as their first language. It is therefore important to implement systems that can help address</p>	<p>Training of the security guards on E&I and cultural awareness training will assist in addressing this impact as will the use of effective signage.</p>	<ul style="list-style-type: none"> - Deaf People - ESL (English second language) - Disabled people - literacy 	<p>Security Planning</p>	<p>Delivered - Toolbox talks and diversity training is conducted on site</p>
<p>2.6 Personnel Screening during Construction Including Alcohol and drug testing</p>	<p>The process is randomised and has been agreed with the Logistics Programme, with the support of Tier 1 contractors</p>	<ul style="list-style-type: none"> - All 	<p>Security Planning</p>	<p>Actioned and delivered with the Logistics Programme</p>

Potential Identified impacts	Mitigation	Equality target group affected	Area Affected	Status
<p>2.7 Plaza Entry points Based on the design, the use of turnstiles and proximity cards can act as a barrier to individuals who have authorised entry.</p>	<p>Consider the design of the barriers</p>	<p>- Disabled people</p>	<p>Security Planning</p>	<p>Actioned - Final Solution pass gates made with consideration for disabled individuals.</p>
<p>2.8 Workforce Monitoring during construction Information is collated on the employees and personnel employed who go through the screening process before gaining access on site. It is important that this information is correctly stored, and maintained confidential</p>	<p>Detailed advice on Data Protection Issues has been provided by Legal Advisors and incorporated into OPEPO procedures.</p>	<p>- All</p>	<p>Security Planning</p>	<p>Actioned - advice on Data Protection Issues has been provided by Legal Advisors</p>
<p>2.9 Construction Workforce monitoring form The current question used for disability within the proposed On Park Registration form may exclude people who have an impairment, but who do not consider themselves as disabled.</p>	<p>The question was revised and now allows employees to choose between declaring a disability or declaring an impairment whilst still allowing the option to prefer not to say.</p> <p>The revised question assists in increasing employee understanding of disability and may potentially increase the number of employees declaring a disability.</p>	<p>- Disabled people</p>	<p>Security planning</p>	<p>Actioned. New form with revised question introduced</p>
<p>3.0 Consultation The perimeter fence will assist in keeping the site secure and will identify the boundaries of the Games site for the local community. Consultation with the</p>	<p>The coordination of public consultation events has been conducted by the ODA External relations Team. There is closed liaison with the Security Team</p>	<p>- All</p>	<p>Community</p>	<p>See action plan</p>

Potential Identified impacts	Mitigation	Equality target group affected	Area Affected	Status
community is important to ensure they are informed of activities.	to ensure this is an ongoing process.			

8. Conclusions and recommendations

8.1 Equality and Inclusion

Based on the current assessment, it is revealed that provided the recommendations developed through the EqlA process are taken forward, the Security 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 local community and all equality target groups.

The provision of inclusive design helps support the Security Programme meet the E&I commitments through the construction of the Games through for example, the use of pictorial signage that can assist in removing communication barriers.

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 its transformation.

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

8.2 Design and Accessibility

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

Where this is the case, the potentially negative impact will be mitigated by installation of kerb lines to aid access.

8.3 Health and Safety

Adherence to the Health and Safety procedures 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 Security 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.

8.4 Employment and Skills

The Security 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 impact positively on employment rates that disproportionately affect E&I target groups.

The procurement of work, goods and services arising from the Security 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 BAME 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 Security 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.

9. 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 Security Team to the Security Programme Board and the E&I Manger.

Positive impacts and negative impacts identified	Equality target group affected	Mitigation of adverse impact or Promotion of positive impact	Responsible Team (s)	By when
Communication and consultation will be important to keeping the local community informed and engaged with its transformation.	All		Delivery Partner Security Team with support from Communications	Throughout programme life
Communication for Biometrics	All		Delivery Partner Security Team	Quarter 1 2010

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Glossary

Black, Asian and Minority Ethnic (BAME)

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

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.

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 conviction

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.

Five east London Host Boroughs

The five east London 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.

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

The body responsible for preparing and staging the 2012 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.

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 Inclusion
- Employment and Skills
- Legacy
- Design and Accessibility

Olympic Security Directorate (OSD)

The OSD has been set up, under the Central Operations strand of the Metropolitan Police Service to coordinate an integrated approach to security at the 2012 Olympic Games and Paralympic Games.

This body is a multi-agency group, which is led by Deputy Assistant Commissioner Richard Bryan.

Potential differential impacts

This looks at whether a decision could affect some groups differently, and whether this difference is positive, for example a programme designed for to assist women gain employment in the construction industry, or negative, for example, placing first aid services on the first floor a building that does not have lift facilities. If the impact is negative, organisations are required to put in place steps to remove or reduce the impact on that group, or where the impact cannot be removed or reduced, it must be explained and justified in an EqIA why the decision has been taken to proceed.

Public Sector Duties

The Race Relations (Amendment) Act first introduced the concept of a positive race equality duty to public bodies in 2001. The Disability Discrimination Act 2005 and the Equality Act 2006 introduced new public sector duties in 2006 and 2007 respectively.

The aim of the duties is to ensure that a public body works to promote equality and eliminate discrimination in their activities.

RIBA design stage

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)