

Olympic Delivery Authority

Equality and Diversity Strategy
July 2007



equality & diversity

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Foreword

The overarching vision for the London 2012 Olympic Games and Paralympic Games is to host inspirational, safe and inclusive Games and leave a sustainable legacy for London and the UK.

The Olympic Delivery Authority's central job is to deliver the park and new venues and infrastructure for the 2012 Games, on time and on budget.

Diversity was central to the bid for London to host the Games. We recognise the diversity of the population of the UK, of London and of the population of the five Host Boroughs, Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest. We are committed to realising the full advantages of this diversity in delivering our programme. We recognise that the momentum provided by the Games and the substantial investment in the Lower Lea Valley can have a significant impact on reducing historic and long-standing inequalities. Working alongside our partners, we will seek to ensure that the economic and social benefits arising from the regeneration associated with the design and build of the Olympic Park and venues reach all communities and segments of the population.

We intend to leave a lasting legacy for equality: a built environment which is a model for inclusivity and accessibility; a step-change in equality practice in the construction sector; and sustainable skills and experience gained by employees from diverse groups in east London and across the UK.

In delivering the venues, infrastructure and transport associated with the construction of the Olympic Park we aim to:

- create and build an Olympic Park, venues and facilities, (both for the Games and for the legacy provision) which are inclusive for women and men of all cultures, faiths and ages and fully accessible to disabled people with a wide range of impairments. We will also provide an accessible transport network;
- ensure that all the processes used to recruit and manage employees working to build the venues and infrastructure (including employees working within the supply chain) are demonstrably fair, make reasonable adjustments where necessary and offer equal opportunities to all;
- work with partner organisations to encourage women, Black, Asian and minority ethnic (BAME) people and disabled people to train and apply for jobs in construction and other areas where they have traditionally been under-represented, and to combat workplace discrimination;
- model good practice in equality and diversity as an employer ourselves;
- ensure that the procurement of all work, goods and services arising from the Olympic Delivery Authority's programme is transparent, fair and open to diverse suppliers, including businesses owned by BAME people, women and disabled people;

- engage with and involve diverse groups within the local communities;
- build our own organisational capability in equality and diversity and develop the equality competence of our direct employees;
- integrate equality and diversity into our business processes.

Our goal is to be an organisation that delivers real and practical outcomes for equality and diversity alongside the Park, venues, infrastructure and transport which we will deliver for the London 2012 Olympic and Paralympic Games.

A handwritten signature in black ink, appearing to read 'Roy McNulty', written in a cursive style.

Sir Roy McNulty
Acting Chairman, Olympic Delivery Authority

Introduction

This strategy describes the background and context for the ODA's activities, sets out the ODA's equality and diversity aims, the outcomes it seeks to achieve and describes how the ODA intends to achieve those outcomes.

The ODA is determined to take a proactive approach to eliminating unlawful discrimination and making the greatest contribution it can to reducing inequalities, within the constraints of time and cost required by the Games programme.

The ODA is just one of many organisations seeking to contribute to the social and economic legacy of the Games. This strategy outlines the contribution to furthering equality that the ODA intends to make.

The ODA's direct impact on equality will be felt in four ways:

- Through WHAT the ODA builds, provides and leaves behind; that is the venues and facilities created and the transport provided, both for the Games and the legacy.
- Through HOW the ODA goes about building and providing; that is the processes by which those facilities, venues and transport are created.
- Through WHO does the work of building and providing; that is the diversity of people and businesses taking up business and employment opportunities on Games projects.
- Through WHOM the ODA involves; that is the diversity of the people the ODA listens to in deciding what it does, how it does it and determining the design of what it creates.

The ODA intends to also have an indirect impact on equality by demonstrating to others:

- effective practical steps which can be taken to promote equality and diversity in construction;
- the level of excellence which can be achieved through inclusive design.

The ODA aims to model an excellent standard of accessibility for disabled people¹, older people and families with children which will act as an inspiration to others, and will be used as a benchmark by others.

The ODA also aims to set a new benchmark for equality and diversity practice in construction which will create its own legacy of skilled workers from diverse groups.

As a public body the ODA has statutory duties to promote race, gender and disability equality, detailed in Annex 1. This strategy

¹ This will include a broad range of disabled people as defined under the Disability Discrimination Act, including people with mobility, sight, hearing and cognitive impairments, people with learning disabilities and with mental health experience.

forms the basis for the ODA's Race Equality Scheme² and Gender Equality Scheme³, and will form the basis of the ODA's Disability Equality Scheme, to be published in November 2007. It reflects those areas which the ODA has identified as those where it can have the greatest impact on promoting equality, having considered the context in which it is operating.

This strategy sits alongside the ODA's Procurement Policy, Health and Safety Standard and Sustainable Development Strategy⁴.

This strategy represents the ODA's approach to delivering on its equality and diversity objectives. As the ODA's delivery partner, this also represents the Equality and Diversity Strategy of CLM. Throughout this document all references to ODA include CLM.

² www.london2012.com

³ www.london2012.com

⁴ www.london2012.com

Background

The Vision

The overall vision for the London 2012 Olympic Games and Paralympic Games, agreed by the Olympic Board⁵ is:

‘To host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK.’

The four resulting strategic objectives are:

1. To stage an inspirational Olympic Games and Paralympic Games for the athletes, the Olympic Family and the viewing public.
2. To deliver the Olympic Park and all venues on time, within agreed budget and to specification, minimising the call on public funds and providing for a sustainable legacy.
3. To maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in east London.
4. To achieve a sustained improvement in UK sport before, during and after the Games, in both elite performance – particularly in Olympic and Paralympic sports – and grassroots participation.

The Olympic Delivery Authority

The ODA is an Executive Non-Departmental Public body accountable to the Secretary of State for Culture, Media and Sport. It was established by the London Olympic Games and Paralympic Games Act 2006 on 30 March 2006. It exists to deliver venues, facilities, infrastructure and transport for the Games. It is also the statutory Planning Authority for the Olympic Park area.

The ODA’s mission is to ‘deliver venues, facilities, infrastructure and transport for the London 2012 Olympic Games and Paralympic Games on time, to budget and to leave a lasting legacy.’

There are three overarching themes that drive and define the success of the ODA:

- Time
- Cost
- Fit for purpose.

Five further priority themes underpin the ODA’s mission, existing within the constraints of the three overarching themes:

⁵ The Olympic Board comprises representatives of the Department for Culture, Media and Sport (DCMS), the Greater London Authority (GLA), the London Organising Committee for the Olympic Games and Paralympic Games (London 2012 Organising Committee) and the British Olympic Association (BOA). It is jointly chaired by the Secretary of State and the Mayor of London. It is responsible for coordinating the work of the London 2012 Organising Committee and the ODA, resolving and determining issues raised by members and ensuring a sustainable legacy following the Games.

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

The ODA is a relatively small organisation, growing to around 250 employees, commissioning work from designers, contractors, consultants, a delivery partner, and other organisations to design and construct the Olympic Park, venues, and infrastructure, work required at Eton Dorney, Weymouth & Portland and Broxbourne, and to provide the transport infrastructure associated with the Olympic Park. The ODA's delivery partner is CLM. CLM will assist the ODA in managing the design and construction programme and delivery of the Olympic Park and venues. The ODA also works with additional transport delivery partners in the delivery of its transport programme, including Network Rail and Transport for London (TfL).

Working in partnership

As the body responsible for the design and construction of the Olympic Park and venues, and associated infrastructure, the ODA has a key role to play in delivering equalities outcomes associated with the Games. This strategy sets out the areas where the ODA can help achieve these outcomes and play a direct leadership role. In many cases the achievement of these outcomes will, however, be dependent on working with others. The organisations listed below are key organisations with which the ODA is working in partnership to deliver its equalities aims. These organisations are integral to delivering the Games and the wider benefits associated with the Games, and also have, or are developing their own equalities related activities:

- the London Organising Committee of the Olympic Games and Paralympic Games is responsible for the staging, planning and hosting of the Games;
- the Greater London Authority (GLA) is responsible for maximising the economic, social, health and environmental benefits the Games bring to London and all Londoners;
- the Department for Culture, Media and Sport (DCMS) is responsible for maximising the economic, social, health and environmental benefits the Games bring the UK;
- the London Development Agency (LDA) is leading the land acquisition activity on the Olympic Park and is funding a package of employment, training and business support in the five Host Boroughs⁶ surrounding the Olympic Park through the Local Employment and Training Framework (LETf);

⁶ Greenwich, Hackney, Newham, Tower Hamlets, Waltham Forest

- the five Host Boroughs as representatives of local people, communities, business and knowledge and partners in running the Local Labour and Business Scheme, BOOST;
- Transport for London and other transport delivery agencies such as Network Rail, Highways Agency and BAA are responsible for delivery of necessary transport improvements;
- agencies involved in employment, skills, and business support initiatives – including the Learning and Skills Council, Jobcentre Plus, ConstructionSkills and other sector skills councils;
- organisations representing employers and employees: the Confederation of British Industry, Trades Union Congress and key unions, and construction industry bodies such as the Strategic Forum for Construction;
- private sector organisations and businesses across the UK working with the ODA through contracts or other commercial arrangements and the workforce that they employ;
- the voluntary and community sector, providing expert advice and services on a range of equality issues.

Partnership working is particularly critical for the ODA to achieve equality outcomes for employment and business opportunities. The ODA will be dependent on partners to deliver outreach programmes to excluded communities, preparation of workless individuals for employability, training and skills development programmes, business development and advice, wider work with employers and trades unions to promote equality in the workplace.

The population in the area within the five Host Boroughs is one of the most diverse in the UK. Such diversity of skills, experience and knowledge has the potential to bring significant benefits to the ODA in its role in delivering the infrastructure required for the Games. This diversity also presents a challenge to the ODA to enable all sections of the population surrounding the Park to feel the benefits of the investment in this area of London.

In the UK nearly 8 per cent of the population is from non-white ethnic groups, compared to nearly a third (29 per cent) of London's population, and four out of ten (42 per cent) of the population of the five Host Boroughs. Table 1 below shows the representation of each ethnic group in the five boroughs, London and the UK:

| | | UK | London | Five Host Boroughs |
|-------------------------------|--------------------|--------------|--------------|--------------------|
| White | | 92.1% | 71.2% | 58.0% |
| | White British | * | 59.8% | 49.2% |
| | White Irish | * | 3.1% | 2.2% |
| | White Other | * | 8.3% | 6.6% |
| Mixed | | 1.2% | 3.2% | 3.3% |
| Asian or Asian British | | 4.0% | 12.1% | 20.0% |
| | Indian | 1.85% | 6.1% | 5.3% |
| | Pakistani | 1.3% | 2.0% | 4.0% |
| | Bangladeshi | 0.5% | 2.2% | 9.0% |
| | Other Asian | 0.4% | 1.9% | 1.7% |
| Black or Black British | | 2.0% | 10.9% | 16.1% |
| | Black –Caribbean | 1.0% | 4.8% | 6.4% |
| | Black –African | 0.8% | 5.3% | 8.4% |
| | Other Black | 0.2% | 0.8% | 1.3% |
| Chinese or other | | 0.8% | 2.7% | 2.7% |
| | Chinese | 0.4% | 1.1% | 1.1% |
| | Other ethnic group | 0.4% | 1.6% | 1.5% |

Table 1: Percentage of each ethnic group in total population of UK, London and the five Host Boroughs (Source: ONS Census 2001)

*The sub-categories of white which were offered to people in England & Wales during the 2001 census differed from the sub-categories offered to people in Scotland. People in Northern Ireland were not offered any sub-categories of white.

The census categories of ethnicity do not fully reflect the rich diversity of the population. This is better demonstrated by the fact that some 160 languages are spoken in the five Host Boroughs, while some 300+ languages are spoken in London.

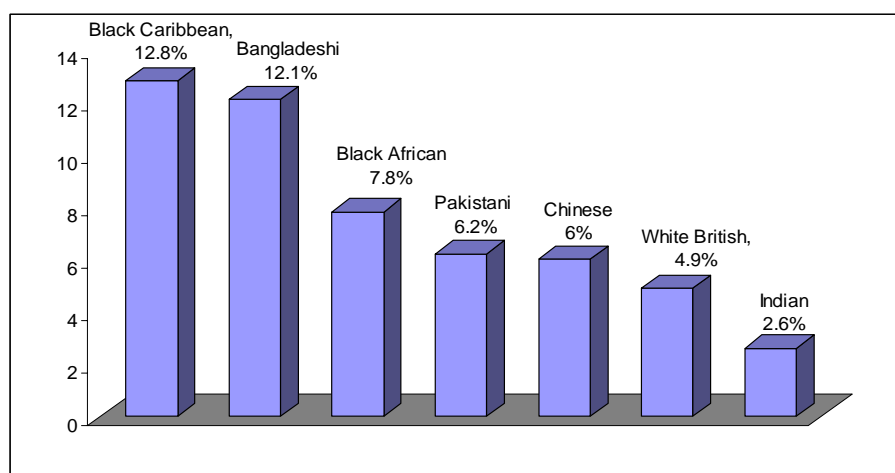
A fifth of the population of the Five Boroughs is Muslim, significantly higher than the proportion of the UK and London populations. Only half of the population in the five Host Boroughs identifies as Christian, compared to over two thirds in the UK. Table 2, right, shows the population by faith groups.

The employment rate of Black, Asian and minority ethnic (BAME) groups in the UK has been consistently below that of the population overall. The gap between the two rates is around fifteen percentage points and has not varied much in the last two decades.

Economic activity rates vary significantly between ethnic groups. The graph, right, shows that in inner London the unemployment rate among Black Caribbeans and Bangladeshis is 4 times greater than that for Indians and more than double that for White British.

| Religion | UK | London | Five Host Boroughs |
|---------------------|-------|--------|--------------------|
| Christian | 71.7% | 58.2% | 50% |
| Buddhist | 0.3% | 0.8% | 1% |
| Hindu | 1.1% | 4.1% | 3% |
| Jewish | 0.5% | 2.1% | 1.5% |
| Muslim | 3.0% | 8.5% | 19% |
| Sikh | 0.6% | 1.5% | 1.5% |
| Any other Religion | 0.3% | 0.5% | 0.5% |
| No Religion | 14.8% | 15.8% | 15.4% |
| Religion not stated | 7.7% | 8.7% | 9.3% |

Table 2: Percentage of total population by religion in UK, London and five Host Boroughs (Source: ONS Census 2001)



Range of unemployment rates in inner London across ethnic groups¹

Racial inequalities in employment are the product of a number of factors. Broadly, three factors are likely to be important:

- Some, but not all, BAME groups have lower levels of education and skills, which is likely to lead to lower levels of employment
- BAME populations are concentrated in disadvantaged areas
- There is considerable evidence that BAME people are discriminated against in seeking employment.

BAME people are under-represented in the construction workforce. They are only 3 per cent of UK construction workers, compared to 7.9 per cent of the population. The same patterns occurs in London, where BAME people are just 14 per cent of those employed in construction (compared to 29 per cent of the population) and in the five Host Boroughs where BAME people are 24 per cent of those employed in construction (compared to 42 per cent of the overall population).

The ODA intends, along with its many partners and contractors, to make a significant contribution to tackling racial inequalities in construction employment. The ODA intends that the facilities it builds, and particularly those it leaves behind after the Games, will be welcoming to, and meet the needs of faith groups.

Women's employment

Although women now constitute just under half of all the UK's employees, women still work in predominantly lower paid areas. Nineteen per cent of all women employees in London are low paid, compared to 12 per cent of male employees. This disparity in wages, together with other factors such as the high rate of female sole parents and difficulties with access to childcare, contribute to higher rates of poverty amongst women⁷.

Pakistani and Bangladeshi women are less likely to be employed or actively seeking employment than other groups of women. Thirty per cent of Pakistani women and 27 per cent of Bangladeshi women in the UK are economically active, compared to 73 per cent of Black Caribbean women, 72 per cent of White British women and 83 per cent of White British men⁸.

In the UK women who work full time earn 13 per cent less than men who work full time, based on median hourly earnings⁹. Occupational gender segregation – the concentration of women into certain types of work, and men into other types of work, was found to be one of the main causes of this gender pay gap. A survey of modern

⁷ Source: Women in London's economy, GLA 2007

⁸ Source: Moving on up? Report of the Equal Opportunities Commission's investigation into Bangladeshi, Pakistani and Black Caribbean women and work. EOC 2007

⁹ Source: Shaping a Fairer Future, report of the Women and Work Commission, February 2007

apprenticeship pay rates found a £40, or 26 per cent, per week pay gap between male and female apprentices, due to the high level of gender segregation¹⁰

Construction is a heavily male dominated sector. Women are 10.4 per cent of the construction workforce in the UK, and 11.9 per cent in London. Manual construction jobs are even more heavily male-dominated, with women constituting just 1.2 per cent of the UK manual construction workforce¹¹.

The ODA intends to make a contribution to tackling this under-representation. The ODA's Gender Equality Scheme¹ contains full details of the contribution the ODA intends to make to combating occupational gender segregation.

Disabled people

There are around 11 million disabled people in the UK¹² who experience a wide range of barriers. Those barriers can be:

- Attitudinal – prejudice, or stereotyped assumptions about what a disabled person can do
- Organisational – inflexible organisational procedures and practices, which make no adjustments to meet the needs of a disabled person
- Inaccessible information
- Inaccessible buildings or built environment
- Inaccessible transport.

The term disabled people, as defined under the Disability Discrimination Act, covers many people:

- Around 11 per cent of all disabled people experience barriers to their mobility, with around 4% using a wheelchair. 48 per cent of people with mobility impairments were in work in 2005¹³.
- Some two million people in the UK wear hearing aids. Over half a million people have severe or profound hearing loss, of which some 50,000 use British Sign Language as their first language¹⁴. One in five deaf people are unemployed and looking for work, compared to one in twenty of the UK population¹⁵.

¹⁰ Source: Free to Choose: tackling gender barriers to better jobs. EOC March 2006

¹¹ Labour Force Survey, four quarter average, Summer 2005 to Spring 2006

¹² Source: Improving the Life chances of Disabled People, Prime Minister's Strategy Unit, 2005

¹³ Source: Disability Rights Commission, Disability Briefing 2006

¹⁴ Source: RNID, Deaf Awareness Factsheets

¹⁵ Source: Opportunity Blocked: the employment experiences of deaf and hard of hearing people, RNID 2006

- Some two million people in the UK define themselves as having a sight problem¹⁶.
- Approximately 1.5 million people in the UK have a learning disability¹⁷.
- Approximately one in six adults have mental health experiences¹⁸.
- Many people have hidden disabilities such as epilepsy, HIV and cancer.
- It is estimated that 4% of the population is severely affected by dyslexia, with 10 per cent of the population showing some signs of the condition¹⁹.

Disabled people form a significant part of the working age population in the UK – 18.7 per cent.

- Almost half (47.4 per cent) of all those people are in work, compared to 79.6 per cent of non-disabled people of working age who are in work.
-
- Almost half (48 per cent) are economically inactive, compared to 16% of non-disabled people²⁰.

According to the Labour Force Survey 13 per cent of the UK construction workforce consists of disabled people, and 11 per cent of the London construction workforce. Representation of disabled people is higher in manual construction jobs (13.6 per cent in the UK, 11.2 per cent in London) than in non-manual construction jobs (11.7 per cent in the UK, 10.6 per cent in London)²¹.

The ODA believes that the most significant contribution it can make toward promoting disability equality is to ensure that the buildings and environment it creates do not present disabled people with barriers. The ODA also intends to improve disabled people's employment opportunities in construction.

The five Host Boroughs

London, and particularly east London, was chosen as the site to host the Games because of the regeneration impact that the Games could bring to this area of the country that has experienced many years of underinvestment.

Many residents of the five Host Boroughs face significant multiple deprivation. All the Host Boroughs are in the most deprived 15 per cent in the country, and three are in the worst 5 per cent. This deprivation impacts significantly on people's health

¹⁶ Source: Government Disability Survey, DSS (DWP) 1996/97

¹⁷ Source: Mencap www.mencap.org.uk

¹⁸ Source: ONS, 2000

¹⁹ Source: British Dyslexia Association www.bdadyslexia.org.uk

²⁰ Source: ONS, Labour Force Survey Spring 2006

²¹ Source: Labour Force Survey Four quarter average Summer 2005 to Spring 2006

An eight stop journey east on the Jubilee line from Westminster represents an eight year drop in average life expectancy. In Westminster male life expectancy is 77.7 years, while in Canning Town it is 70.7 years²².

The age structure of the Five Boroughs is young, with 39 per cent of the people aged less than 35 years, compared to a national average of 31 per cent. Fewer than 10 per cent of the population are aged over 65 in three of the Boroughs, compared to a national average of 16 per cent.

In the five Host Boroughs 27.2 per cent of all households are workless, compared to 18.1 per cent of all households in England, and 19.9 per cent in London.

Employment is not evenly distributed across the five Host Boroughs. In Greenwich and Waltham Forest the proportion of the working age population in employment is about 65 per cent - not very far behind the London average of 69.6 per cent, though still significantly behind the England and Wales average of 75.4 per cent. However, Tower Hamlets, Newham and Hackney each have only about 55 per cent of their population of working age in employment²³.

Within the five Host Boroughs there are significant differences in economic activity rates between different ethnic groups. For example, the overall unemployment rate for those aged sixteen-plus in the five Host Boroughs during 2005 was 9.6 per cent, compared to 13.4 per cent among non-white people aged sixteen-plus²⁴.

Demand for Labour in Construction

The total demand for labour on the sites of the Games park and venues, the Athletes Village and the adjoining Stratford City developments is estimated to exceed 20,000 at peak in 2010, including management and administration staff²⁵. This represents around 11 per cent of the London construction labour supply.

The supply of adequately skilled labour is a key issue. Construction is one area of the economy which is suffering skills shortages. The promotion of greater equality and diversity in construction can assist in addressing this, by opening up the industry to a wider base of potential recruits, and removing structural barriers to diversity. The sourcing of labour from local sources can assist in reducing labour-related transport costs and in promoting environmental sustainability.

²² Source: Health Profile of England, Department of Health 2006

²³ Source: Targeting worklessness in London – Socio-Economic Analysis (Technical Annex to the London 2012 Employment and Skills Taskforce Action Plan July 2006)

²⁴ Source: ONS annual population survey Jan – Dec 2005

²⁵ These figures do not include the supply chain for goods, materials and components

Equality and diversity aims and outcomes

The ODA aims to:

- create and build an Olympic Park, venues and facilities (for the Games and for legacy provision) which are inclusive for women and men of all cultures, faiths and ages and fully accessible to disabled people with a wide range of impairments, and provide an accessible transport network;
- ensure that all the processes used to recruit and manage employees working to build the venues and infrastructure (including employees working within the supply chain) are demonstrably fair, make reasonable adjustments where necessary and offer equal opportunities to all;
- work with partner organisations to encourage women, Black, Asian and minority ethnic (BAME), and disabled people to train and apply for jobs in construction and allied areas where they have traditionally been under-represented, and to combat workplace discrimination;
- model good practice in equality and diversity as an employer itself;
- ensure that the procurement of all work, goods and services arising from the Olympic Delivery Authority's programme is transparent, fair and open to diverse suppliers, including businesses owned by BAME people, women and disabled people;
- engage with and involve diverse groups within the local communities;
- build its own organisational capability in equality and diversity and develop the equality competence of its direct employees;
- integrate equality and diversity into its business processes.

The aims equate to the following desired outcomes:

| | | |
|--|--|--|
| <p>Inclusive design</p> <p>Outcome:</p> <ul style="list-style-type: none"> • Highly inclusive built environment and facilities, and an accessible transport network, for the Games and legacy provision | <p>Employment opportunities</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Demonstrably fair recruitment processes operating at all levels of the supply chain • Fair proportion of BAME and disabled people employed in building the Olympic Park, infrastructure, and venues • Visible contribution to tackling occupational gender segregation in construction and allied areas • Movement in ODA toward a workforce representative of London | <p>Business opportunities</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Demonstrably fair tendering and contract award processes • BAME-, women- and disabled people-owned businesses operating in supply chain |
| <p>Targeted community engagement</p> <p>Outcome:</p> <ul style="list-style-type: none"> • a sense of ownership of the design and construction of the Olympic Park and venues across all communities, which specifically includes BAME and different faith communities, women, disabled people, younger and older people, lesbian, gay, bisexual and transgendered people | | |
| <p>Integration and capability</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • increased organisational capability and individual competence in equality • equality integrated into business processes | | |

The ODA has chosen these aims and outcomes deliberately, bearing in mind its statutory duties to promote equality. The ODA believes they represent what the organisation can deliver on, given its particular role in delivering the 2012 Games and the particular momentum which the immovable deadline of July 2012 creates.

Each strand of the strategy is interlinked. The actions taken in relation to integration and capacity-building will enable the ODA to continually increase its effectiveness in delivering on the other strands. Engaging with diverse communities will be essential in delivering on its aims in relation to inclusive design, employment opportunities and business opportunities.

The next sections of this strategy outline how the ODA will achieve its aims and equality outcomes.

Inclusive design

All people will have an equitable experience and level of service in relation to the park, venues and facilities during and after the Games. This principle will apply to everyone – athletes, spectators, journalists, sponsors, staff, contractors, volunteers and users of the legacy facilities.

By following the principles of inclusive design²⁶ the aim is for the park, venues and transport to be:

- **Inclusive:** so everyone can use them safely, easily and with dignity;
- **Responsive:** taking into account what people say they need and want;
- **Flexible:** so different people can use them in different ways;
- **Convenient:** so everyone can use them without too much effort or separation;
- **Accommodating:** for everyone, regardless of their age, gender, disability, faith or circumstances;
- **Welcoming:** with no disabling barriers that might exclude some people;
- **Realistic:** offering more than one solution to help balance everyone's needs and recognising that one solution may not work for all.

The ODA recognises that to make inclusion and accessibility a reality it needs specialist resource driving inclusive design. The ODA has now appointed two Principal Access Officers, one specialising in transport accessibility, and one specialising in the built environment. The Principal Access Officers will be responsible for the development of inclusive design within the ODA's programme.

The ODA also recognises that ongoing input from a wide range of access experts and disabled people is vital. An Interim Access Panel has been meeting since September 2006. Following discussions with members of the Panel a review of the structure has taken place and a new structure will be introduced in June 2007.

The ODA Access and Inclusion Forum will have representation from a lead disability organisation within each of the Five Boroughs, as well as the Borough Access Officers and key external stakeholders. It will meet on a regular basis and be able to advise, comment on and influence areas of inclusive design through the sharing of knowledge and experience.

Alongside the Access and Inclusion Forum there will also be two separate ODA Access Panels – one for the built environment and one for transport, which will target the more specific issues around those areas. The purpose of the Panels is to provide specialist disability and inclusive design experts to advise at appropriate

²⁶ Inclusive design is a process that delivers an environment where everyone can have access and benefit from the full range of opportunities available to members of society. It aims to remove attitudinal and environmental barriers that create undue effort, separation or special treatment, and enables everyone regardless of disability, age, gender or faith to participate equally, confidently and independently in mainstream activities with choice and dignity.

stages of the Olympic and Paralympic Games and post Games legacy developments.

There will also be engagement with local disabled people to communicate the plans for the Games and the legacy of the Park.

The ODA's goal is to be transparent in what it is seeking to achieve on accessibility, and how it is going about this, in order to inspire others and lever a step change in levels of access across London and the UK. The ODA will, therefore, publish on the London 2012 website (london2012.com), the Inclusive Design Guidelines agreed.

The ODA is aware that many people working on its projects may not have previous experience or awareness of inclusive design principles. The ODA will, therefore, ensure that all relevant staff participate in a programme to provide awareness of and commitment to the social model of disability, and to develop competence in inclusive design.

An accessible and inclusive built environment

The Olympic Park Masterplan is well advanced, and an accessible and inclusive built environment has been a key design objective to date. As such the Olympic Park will be one of the most accessible parks in the UK when it is built, both in Olympic and Paralympic mode and after the Games.

Inclusive design cuts across all design activity. To assist designers in meeting the ODA's inclusive design objectives, a set of accessible design notes have been created and passed to all members of the design team. The Principal Access Officer sits at the heart of the team.

Each design is subject to regular reviews with the ODA, with its Design Review Panel, with the Principal Access Officer, and the Built Environment Access Panel. Inclusive design principles have been a core component of all ODA design briefs.

A Design and Access Statement was submitted as part of the Planning Application in January 2007. This will underpin the design of all Games venues. The ODA will submit a Design and Access Statement with the Planning Application for the legacy development.

To achieve its inclusive design aim the ODA will produce a set of Inclusive Design Guidelines. These are currently being developed and will be reviewed by key stakeholders – including experts on gender and faith issues in design - by the end of July 2007, then taken to the Built Environment Access Panel, and Access and Inclusion Forum. They will ensure that all project teams adopt a consistent approach to inclusive design. The inclusive design guidelines being used include all current building legislation as well as guidance that relates directly to stadia or the known requirements of athletes or spectators. The inclusive design guidelines are about achieving best practice, not just minimum requirements.

The inclusive design guidelines will recognise the needs of everyone. Areas under consideration include:

- Women's design needs including safety issues, carers' needs and buggy parking;
- Family design needs including baby changing and feeding rooms and children's play facilities
- Faith needs including specific needs for privacy and prayer;
- The design needs of youth, and of older people.

Once agreed the inclusive design guidelines will be published and fully integrated into the programme. They will be reviewed at intervals throughout the ODA's programme.

The ODA's access strategy is nearing completion and will be reviewed by key stakeholders by the end of June 2007, then taken through the Built Environment Access Panel. Once agreed it will be published. The Access Strategy will outline:

- the ODA's aspirations for setting new standards;
- the value of inclusive design;
- key responsibilities within the ODA and its stakeholders and delivery partners;
- the methodology for involving the Built Environment Access Panel and the Access and Inclusion Forum;
- an overview of the inclusive design guidelines;
- the process and content required in venue access statements;
- a robust testing, reviewing and monitoring process to ensure the inclusive design guidelines are being followed.

The brief for each venue – both permanent and temporary – will include a broad outline of the accessibility requirements for that venue, and its own access strategy. An access statement will be developed for each venue. This will be reviewed at the completion of each building stage²⁷. It will also be used for approvals such as licensing and building control. Each venue access statement will identify emergency egress and an evacuation strategy.

At each key building stage a review of the access requirements will be carried out. This will be reviewed by the Principal Access Officer.

Accessible transport

The ODA's aims to deliver both the Olympic Games and Paralympic Games with one transport strategy to serve the needs of all client

²⁷ The building stages defined by the Royal Institute of British Architects (RIBA)

groups, and to minimise any transitional requirements between the Olympic Games and Paralympic Games. The ODA is also committed to the provision of an inclusive and sustainable Games in relation to transport provision.

The ODA is taking an inclusive approach to Games transport provision which it is hoped will lead to an enhanced accessible transport system serving Games venues. Working alongside our delivery partners, who include Transport for London, over 20 train operating companies, the Department for Transport and Network Rail, it is our aim to carry out major works, provide accessible and easy to read transport information and promote staff training on access.

The ODA's plans for an accessible transport network are contained in the Consultation Draft of the Transport Plan for the London 2012 Olympic Games and Paralympic Games²⁸. The ODA consulted on this Plan during the period November 2006 to February 2007, and it is intended to publish the final Plan in autumn 2007. The ODA specifically sought views from disabled people during that consultation. The ODA will ensure ongoing involvement of disabled people and representatives through its Accessible Transport Consultative Panel. This will allow groups such as the Disabled Persons' Transport Advisory Panel to have an input to Games transport planning. The ODA Access and Inclusion Forum will enable local disability groups to add their valuable experience to the process.

Initial forecast demand modelling has shown that the many people who benefit from accessible transport include large numbers of disabled people, with a wide range of impairments, who will travel to the Games using public transport. More detailed research will be undertaken to assess the demand for travel at Games time, and will inform decisions on the capacity of public transport to Games venues.

The concept of an "accessible transport network" is an integral part of the Transport Plan. The ODA is working with its transport delivery partners to develop an accessible network of transport services which will serve all the Games venues. It is envisaged that this network will involve a combination of services from across all the modes of transportation.

Within the Transport Plan the ODA has committed to:

- ensuring venues and transport interfaces are accessible to all athletes, spectators, journalists and workforce;
- working with all relevant stakeholders to deliver high quality accessible transport to all venues;
- providing a range of accessible transport options which keeps distances between transport drop off and venue to a minimum;

²⁸ <http://www.london2012.com/>

- provision of parking facilities for disabled people's vehicles;
- training staff and volunteers to respect and understand the needs and expectations of disabled people;
- provision of a Games Mobility service throughout the Games period;
- provision of a real time travel and information function that will be tailored to the needs of its customers; and
- provision of a legacy transport portfolio that will improve overall access.

At a tactical level the ODA will deliver its commitment through many different mechanisms. Essentially this will include bringing forward schemes to improve access to transport infrastructure and information systems for the benefit of all passengers including disabled people with a wide range of impairments. These schemes will be delivered by the following delivery partners:

- Network Rail
- London Underground Ltd
- Transport for London
- Docklands Light Railway; and
- Specialist providers of vehicles and facilities where necessary.

Pictorial Signage will be used to convey information in a universally recognisable way all around the public transport network. Transport guides will be made available in a variety of languages and accessible formats

Between 2007 and 2010 the ODA will undertake detailed assessments of the transport needs of people with visual impairments, people with hearing impairments, people with learning disabilities and people with mental health experiences, and will develop detailed plans accordingly.

Employment opportunities

Levels of influence

The ODA believes it can make a positive impact on equality and diversity employment practices, and on combating workplace discrimination, within the construction industry.

It will do this at 4 levels:

- modelling good practice and continuous improvement as an employer itself;
- working with its contractors and supply chain to promote equality and combat workplace discrimination;
- working with partners to encourage under-represented groups to train and apply for jobs on the programme;
- Reaching the wider construction industry by including equality and diversity within its balanced scorecard for evaluation of all bids during the procurement process, and through its communication programme.

The ODA's plans for promoting equality within their own workforce are outlined in section 9 of this strategy.

Working with contractors and the supply chain

The ODA recognises that ensuring fair and open recruitment and equitable human resource management across its supply chain is a complex and challenging task. All of the ODA's work to design and construct the Olympic Park, venues, infrastructure, and transport will be contracted out to other organisations. The ODA recognises that a high level of direct employment helps deliver best employment practice in relation to equality.

The ODA requires its contractors to collaborate in actively promoting race equality, disability equality and gender equality.

It also requires them to operate in accordance with all legislation on equality in employment²⁹, including preventing discrimination on the grounds of age, faith and sexual orientation.

The ODA requires its contractors to demonstrate practical implementation of equalities duties and legislation through:

- the development of an equality action plan, with suitably qualified and experienced personnel to oversee it;

²⁹ Equal Pay Act 1970 (as amended), Sex Discrimination Act 1975 (as amended), Race Relations Act 1976 (as amended), Disability Discrimination Acts 1995 and 2005, Protection from Harassment Act 1997, Gender Reassignment Regulations 1999, Employment Equality (Sexual Orientation) Regulations 2003, Employment Equality (Religion or Belief) Regulations 2003, Civil Partnership Act 2004, Gender Recognition Act 2004, Equality Act 2006, Employment Equality (Age) Regulations 2006, Work and Families Act 2006.

- the operation of effective policies and procedures in relation to equal opportunities, recruitment, workplace harassment, reasonable adjustments and flexible working;
- the operation of effective equality monitoring;
- the development and implementation of diversity training plans.

The ODA will work collaboratively with its suppliers to achieve its equality aims and outcomes, and is developing systems and processes to offer support and assistance in meeting these requirements.

The ODA intends to develop an equality awards system for all contractors and sub-contractors in order to showcase best practice in equality and diversity to the wider industry.

The ODA will support the creation of specialist trades union equality representatives, recognising the valuable role such representatives can play in supporting employees from groups historically under-represented in construction. The ODA welcomes assistance from the trades unions in helping disadvantaged groups make their voices heard.

The ODA will, in accordance with its statutory duties to promote equality, publish regular reports on the outcome of equality monitoring of employment, both for itself as an employer, and for its contractors and supply chain.

Working with partners to encourage and assist under-represented groups to work in construction

The ODA will encourage all its direct contractors to work co-operatively with the local employment brokerage scheme BOOST. This was launched in May 2007 and will work closely with all employment and business support agencies in the five Host Boroughs.

The ODA recognises, however, that the demand for labour for its programme and the neighbouring development at Stratford City will not be met solely from the five Host Boroughs. The ODA will create mechanisms to enable all new vacancies for jobs on ODA-related contracts to be advertised openly, and in ways which encourage under-represented groups from across London and the UK to apply.

The ODA will work in partnership with other stakeholders and its major contractors, to develop a positive outreach plan for Games related jobs to reach under-represented and socially excluded groups.

The development of the positive outreach plan will be based on detailed demand and supply side analysis. The overall schedule of work has been analysed and estimates for each project made in respect of the total number of jobs at different levels, in different

areas and the skills required at different phases of the programme. This will be matched with a supply side analysis on the skills levels, employment rates and preferences of women and men in each specific ethnic group living in the five Host Boroughs, and other socially excluded groups. This will enable the resources devoted to positive outreach to be highly targeted and be most effective.

The following activities may form components of the positive outreach plan:

- Round tables and one-to-many briefings for organisations working with and representing BAME and faith groups, disabled people, women, younger and older people, ex-offenders, refugees and other socially excluded groups. Such organisations might be community and voluntary organisations, Registered Social Landlords who have good track records in training and developing people from socially excluded groups; local Jobcentre Plus; local Connexions; local training providers who have a good record of training BAME people, women or disabled people.
- Placement of generic advertisements covering how to find out about all opportunities (both for jobs and tenders) in minority language papers and other media targeted at specific BAME groups, disabled people, the gay community and other groups which experience discrimination.
- Advertisements aimed at encouraging people from one or more under-represented ethnic group, or women, to apply for specific groups of vacancies coming up with a specific contractor³⁰. Such encouragement might be through the wording or language of the advert, or through the media used. Such advertising would be in addition to general adverts placed in mainstream media aimed at the wider public;
- Placement of information on how to find out about job vacancies in the local free newspapers distributed in the five Host Boroughs³¹, and on suitable websites³² with known usage by minority groups.

Many organisations are developing construction-related training programmes to create a legacy of skilled workers from the Games. These include the Learning and Skills Council, the sector skills councils, the London Development Agency, colleges and other training providers. Minority groups will be particularly encouraged to take up this training.

The ODA will work with its partners and direct contractors to assess if positive action training schemes are appropriate. Such schemes, aimed specifically at women, or one or more ethnic groups which are

³⁰ Such advertisements are lawful under the positive action provisions of the Race Relations Act 1976 and the Sex Discrimination Act 1975.

³¹ The ODA recognises that the high incidence of poverty among local people in east London generally, and among BAME groups in particular, mean that many people in the target groups will not have easy access to the Internet.

³² For example, websites used by profoundly deaf people, where the content is in signed video clips.

under-represented in construction, are permitted under the Race Relations Act and Sex Discrimination Act. They aim to equip members of that ethnic group, or women, with the required skills and/or experience to compete successfully for vacancies. The ODA envisages that any such schemes will be led by our partners, rather than by the ODA itself.

The ODA recognises that one barrier to increased participation in the construction workforce facing women and BAME people is the lack of suitable work experience placements. The ODA is working with its contractors and partners to create opportunities in this area.

Equality monitoring

The ODA is working to establish an employment equality monitoring system.

The ODA requires its direct contractors to collect and supply information on the ethnic group, gender, disability, and area of residence of their workforce (working on ODA related contracts), trainees and of people going through the recruitment process for vacancies on those contracts. The ODA requires them to collect the same information from their sub-contractors.

The ODA will analyse this information on a quarterly basis, and will reports to contractors and relevant partners. Such data will indicate the success (or otherwise) of programmes to encourage and equip people from minority and excluded groups to apply and compete successfully for vacancies on Games projects. It will also indicate the fairness (or otherwise) of contractors' recruitment processes.

Timely feedback of equality monitoring data will allow partners to amend their own programmes of outreach, support, or training if appropriate in response to this analysis. The ODA will provide feedback to contractors as part of its supplier programme, in order to encourage continuous improvement in equality employment practice.

The ODA will publish the outcome of its equality monitoring.

The ODA is aware that such a system will, in itself, be new to many parts of the construction sector and one that some organisations may find challenging to introduce. The ODA believes, however, that establishing such a monitoring system will enable the Games to leave a lasting legacy on equalities for the UK construction industry. The ODA aims to support its contractors in implementing such a monitoring system through its supply chain management programme.

The scope of the ODA's equality monitoring system does not include the partners responsible for delivering the ODA's transport programme. Those partners operate their own equality monitoring systems. The ODA will collate reports of equality monitoring from those partners, in order to provide the fullest picture of the workforce engaged on the ODA's programme.

Equality targets

An equality target or goal, in respect of employment, is:

- the anticipated outcome of action taken to promote equality
- a way of measuring the success of equality action plans
- a stimulus to take action to promote equality.

An equality target is *not* a quota, and does *not* imply positive discrimination at the point of selection for jobs, which is unlawful.

It is the ODA's aspiration to achieve a workforce which reflects the diversity of London within its London construction sites and supply chain, and one which reflects the diversity of the UK in its UK-wide supply chain. The ODA seeks to reflect this diversity at all levels of its own workforce. The ODA recognises, however, the current levels of under-representation of BAME people, women and disabled people in construction and allied areas. Movement toward this aspiration will, therefore, be achieved over time, in stages, linked to the ODA's actions to promote equality.

The ODA recognises that in order to set numerical targets as a measure of success of its action to promote equality a complex range of factors need to be taken into account:

- the baseline starting point of representation of minority groups within the workforce;
- the relative distribution of jobs between manual and non-manual work;
- the forecast number of job opportunities at different levels and in different types of work which will occur in a given period;
- the representation of minority groups in the likely pool of applicants, where this is limited by the need for professional qualifications or previous experience;
- the success of the local employment brokerage, BOOST, and other training initiatives in providing suitably qualified and experienced candidates from the target groups;
- the equality outcomes of contractors' recruitment processes.

A further factor which needs to be taken into account in relation to any targets in respect of race equality is the forecast balance of labour sourced from the five Host Boroughs, the rest of London, the UK and outside the UK. Representation of BAME people varies hugely across these sources.

The workforce involved in building the venues and infrastructure will be employed by a large number of contractors, most of which have not yet been appointed. As each contractor is appointed the ODA will review the baseline starting point, agree with the contractor an

equality action plan and agree a forecast for representation of BAME people and women for its projected workforce. This forecast, or target, will be based on the anticipated outcome of the agreed equality action plan.

The ODA will then aggregate the data and compare it against benchmarks calculated using the latest information and assumptions regarding sources of labour. The ODA intends to agree stepped annual targets for change across the entire programme workforce. These will be based on the anticipated outcome of the corporate equality actions and action by individual contractors.

The forecast targets will be published along with the outcome of monitoring. It is hoped that initial targets in respect of women and BAME people can be agreed in summer 2007.

In relation to disabled people the ODA is aware that information on representation of disabled people in construction is very scarce. The Employers Forum on Disability is unaware of any construction company which currently monitors disabled people in their workforce. The ODA will be requiring contractors to introduce disability monitoring. However, initial monitoring results are unlikely to provide an accurate picture, due to an understandable unwillingness of disabled people to declare their disability, and due to fear of being targeted by discriminatory actions as a result of declaring their disability. A process of confidence-building is likely to be required, working in partnership with contractors, trades unions and organisations working to support disabled people to gain employment.

The ODA will be undertaking further work on disabled people's employment during summer and autumn 2007, in order to publish its Disability Equality Scheme in November 2007. It is hoped that outcomes for disabled people's employment, including numerical targets, can be agreed by then.

Influencing the wider industry through procurement

The ODA has developed a balanced scorecard for evaluating potential contractors, detailed in the ODA's Procurement Policy³³. Equality and diversity forms one element of the evaluation, as it is a necessary part of effective delivery of the programme. This means that all potential and actual bidders for ODA contracts will be encouraged to address equality in employment issues. All companies unsuccessful at pre-qualification stage will receive feedback on each aspect of the balanced scorecard, including the equality and diversity component. This feedback will include signposting to sources of information and guidance on how to further develop their equal opportunities practices.

³³ <http://www.london2012.com/>

Combating occupational gender segregation

The ODA recognises the acute under-representation of women in construction and is conscious that occupational gender segregation is one of a number of complex, inter-related factors causing the gender pay and opportunities gap. The ODA's specific gender equality objectives and programme to achieve this are detailed in the ODA's Gender Equality Scheme³⁴.

The ODA is taking action to maximise the number of women employed on ODA projects:

- positive steps to attract women to apply for vacancies
- ensuring the recruitment processes used by contractors are fair to women
- ensuring that the workplace at all sites is welcoming to women
- taking proactive steps to combat onsite sexual harassment
- developing a project with the LDA and ConstructionSkills to provide onsite work experience for women already qualified in construction trades and support them to gain employment
- agreeing targets for increasing women's representation with contractors.

In addition to these steps the ODA intends to make its contribution to combating occupational gender segregation in construction as widely visible as possible. The ODA intends to establish a partnership between our main contractors, bodies working to increase women's representation in construction, and government agencies concerned with combating occupational gender segregation.

³⁴ <http://www.london2012.com/>

Business opportunities

The ODA aims to ensure that the procurement of all work, goods and services arising from its delivery programme is transparent, fair and open to a diverse range of suppliers including Small and Medium-sized Enterprises (SMEs), social enterprises, and businesses owned by BAME people, women and disabled people.

These aims equate to the following desired outcomes:

- demonstrably fair tendering and contract award processes; and
- BAME-, women- and disabled people-owned businesses, SME's and social enterprises operating in the supply chain.

The ODA has undertaken an equality impact assessment of its procurement function, with the aims of:

- identifying, and removing where possible, any potential adverse impact of its procurement process on SME's, social enterprises and businesses owned by BAME people, women and disabled people. The ODA is committed to ensuring that its requirements are appropriate to the size and scale of the contract being awarded.
- maximising the contribution of the procurement function to promoting equality;
- assessing the level of equality competence of staff working in the procurement function.

The evaluation of tenders and award of contracts will be based on merit, after evaluation against the ODA's balanced scorecard. Ownership of a company, or type of company, will not play any part in those decisions.

The ODA recognises the difficulties and barriers faced by entrepreneurs from minority groups and minority-owned companies in accessing public sector contracts. The ODA also recognises the benefits of having a diverse supply chain.

In order to maximise the diversity of its supply chain the ODA is:

- engaging with minority-owned businesses to communicate contracting opportunities and facilitate networking opportunities between main contractors and SMEs;
- advertising all direct contracting opportunities on the London 2012 website³⁵;
- working with partners to develop an electronic brokerage system which will allow tailored information to go to potential suppliers and buyers, and facilitate the provision of business support to minority-owned businesses;
- monitoring and reviewing its procurement process on an ongoing basis;

³⁵ www.london2012.com

- developing training on equality for its procurement staff.

The ODA has been working with Regional Development Agencies and business networks such as the African-Caribbean Business Network, the Bangladeshi Business Chamber of Commerce, Prowess and others to agree the best ways of communicating contracting opportunities and facilitating networking opportunities for SMEs with its main contractors. The ODA is developing a plan to ensure maximum engagement with minority-owned businesses.

All direct contracting opportunities are advertised on the London 2012 website. Businesses are currently able to register via the London 2012 website for e-alerts notifying them of new tendering opportunities.

The ODA is working closely with the London First, the London Development Agency, the Nations and Regions Group and other partners to develop an Electronic Brokerage System. This will allow businesses to register their interest in supplying and receive tailored information from buyers registering sub-contracting opportunities. One aim of this is to enable business support and development programmes to be tailored towards assisting BAME, women and disabled owned businesses to meet the pre-qualification requirements for contracts and subcontracts.

ODA contractors are being encouraged to work proactively with the ODA's delivery partner's supply chain management programme. This will support contractors in diversifying their supply chain, and provide opportunities for contractors to gain support in advertising new subcontracting opportunities to a wide audience.

The ODA is developing an equality monitoring system for the procurement process. This will involve:

- collecting data on the ownership of companies by size, ethnicity, gender, disability and location at the stages of registration, pre-qualification, submission of tenders and tender award. The ODA will seek to do this for its direct contracts, and will work with its contractors to encourage and enable them to do the same for their subcontracts.
- encouraging direct contractors to monitor the ownership of their existing suppliers;
- analysing the results of this monitoring by project and size/type of contract;
- using the results of this monitoring to make adjustments to the ODA's own procurement process, should this be appropriate, provide feedback to direct contractors as part of the supply chain management programme;
- feeding back the results of this monitoring to the LETF and LEST and other partners including the Nations and Regions Group, should it indicate the need for changes to the level and type of business development and support, or to whom it is targeted.

Targeted community engagement

To ensure a sustainable legacy, the ODA recognises it must ensure that Londoners and specifically those living within east London feel ownership of the project and are able to participate and benefit from the opportunities the delivery programme has on offer. The ODA aims to engage with all groups, in particular those who have been socially excluded, and/or experience barriers to full participation.

This will be achieved through the delivery of the London 2012 Community Relations Strategy, which will be completed in summer 2007. The ODA recognises the risk of 'involvement fatigue'. The strategy will, therefore, be delivered alongside a number of partners including the five Host Boroughs, LOCOG, GLA and LDA. The ODA will identify and integrate its community relations activities with those organisations and networks that already exist, such as work carried out by voluntary and community sector, rather than duplicating or seeking to invent new mechanisms.

The strategy will target diverse faith groups, Black, Asian and minority ethnic communities, disabled people, young people, older people, women, lesbian, gay, bisexual and transgendered people. The strategy aims to deliver effective and inclusive communication, consultation and community relations activity throughout the delivery of the construction programme, legacy development and transformation.

The ODA recognises that to successfully achieve this, its community relations team must work closely with partners and organisations already linked within the targeted areas, such as the Muslim Council of Britain and the African-Caribbean Business Network. The ODA will continue to identify and engage organisations who have links with those targeted areas. Advice and support will be sought from experienced organisations such as the Commission for Racial Equality and East London Chamber of Commerce in the design and delivery of the strategy.

In addition the community relations strategy identifies a number of events being held across London together with partners that specifically focus and target on Black, Asian and minority ethnic and diverse faith community groups. These events will act as one of the communication and engagement mechanisms required to deliver this strategy.

To support the delivery of the strategy, the ODA, together with its partners, is establishing and working with a number of local community forums in each of the five Host Boroughs. These forums will provide an opportunity for diverse groups to comment on the delivery of the community relations strategy, including the consultation, communication and engagement plans being delivered in each of the communities and seek guidance on improvements moving forward.

The community relations strategy will outline the targeted community engagement activities to be undertaken to underpin the Inclusive

Design, Employment Opportunities and Business Opportunities strands of this strategy:

Underpinning Inclusive Design will be the Access Panels and Access and Inclusion Forum, detailed in the previous section on Inclusive Design. These will be critical to the engagement of disabled people in the design process. The ODA is also developing a code of consultation. This code is due for completion in summer 2007. It will identify and shape the consultation programme which will be delivered within the design and development stages of the Park and venues. The ODA will seek the views of stakeholders on the code, and the consultation programme.

Underpinning the Employment Opportunities strand will be community ambassadors, who will be vital to the success of the community relations strategy. The ODA, along with its partners on the employment programme, is working to identify community groups and individuals within each of the diverse faith and minority ethnic communities of the Host Boroughs. These ambassadors will act as a critical link between the ODA and a number of the diverse communities, advising and helping shape the community relations and communications strategy best suited to that particular community.

Specifically concentrating on tackling gender segregation in construction, the ODA has committed to working in partnership with a number of organisations to design and develop an annual event, which will provide a platform to highlight the opportunities and career paths the construction industry has to offer for women and girls. The ODA has already started a programme of engagement within secondary schools and colleges aimed at 14 – 16 year old young women. The first event is expected to take place during 2008.

Underpinning the Business Opportunities strand of the strategy will be a programme of engagement with business networks and initiatives. The ODA has and will continue to identify and work within the networks and initiatives available within the five boroughs, across London and UK wide. It will particularly target networks and initiatives of minority-owned businesses.

Integration and capability

The final strand of the ODA's equality and diversity strategy underpins all the preceding strands. To deliver on its equalities aims, the ODA requires:

- Strong leadership and performance management
- Strong organisational and individual capability in equality and diversity
- Equality and diversity integrated into business processes

Leadership and performance management

The ODA's Chair and Chief Executive take personal accountability for ensuring that the ODA's equality aims and outcomes are achieved.

Accountability for delivery of each strand rests with a Director, as shown below:

| | | |
|--|---|---|
| Inclusive design (built environment): Director of Design and Regeneration Inclusive design (transport): Director of Transport | Employment Opportunities: Director of Construction | Business Opportunities: Director of Construction |
| Targeted community engagement: Director of Communications | | |
| Integration and capability: Director of Finance and Corporate Services | | |

The ODA Board has nominated a champion for equality and diversity.

The Head of Equality and Inclusion leads a small specialist team to:

- oversee the further development and implementation of the Equality and Diversity Strategy;
- ensure the ODA meets all its statutory duties related to equality;
- provide support, advice and coaching to those with mainstream responsibility for delivering the programme;
- oversee the implementation of the strategy across the supply chain.

An Equality and Diversity Board has been established to oversee and monitor the implementation of the strategy, the Race Equality Scheme, Gender Equality Scheme and Disability Equality Scheme. This is chaired by the Chief Executive and meets quarterly.

Key milestones for delivery of the strategy are being integrated into the ODA's overall performance management system. Progress on these is reported monthly to the ODA Board, and Executive Management Board.

Key performance indicators for equality and diversity have been developed. Progress on these is reported monthly at a high level to the ODA Board. A more detailed report on the outcome of equality monitoring is reviewed on a quarterly basis at the Equality and Diversity Board.

Equality impact assessment

The ODA's purpose in conducting equality impact assessment (EqIA) is two-fold:

- to identify any possible unintended adverse impact and the actions required to eliminate this;
- to identify those areas where the ODA can actively promote equality and the actions required to achieve this.

The ODA's process for EqIA operates at both functional and project level. EqIA has been incorporated into the process of developing business cases for major projects. The ODA has prioritised its functions and commenced a programme of functional EqIAs. Procurement has been identified as top priority and the EqIA of procurement is well underway.

Communications

The ODA is working with the London 2012 Organising Committee to ensure all of its communications are accessible and inclusive. It is seeking to achieve a very high level of accessibility of its website, and is developing clear access policies, procedures and guidelines for the website, publications and events.

Human Resources

The ODA is working to achieve good equality practice in all its human resource management processes:

- developing and reviewing equality-related policies and procedures
- developing and improving equality monitoring systems
- developing equality targets to move towards the aspiration of a workforce which reflects the population of London at all levels
- developing a work placement scheme
- conducting an equal pay review.

Equality and diversity training

The ODA is implementing an equality and diversity training plan. This includes basic training in equality and diversity for all staff, followed by specific skill training for appropriate staff in:

- recruitment
- accessible communications
- inclusive design and the social model of disability
- equality and diversity issues in procurement.

Measuring equality

The ODA will utilise the following measures to assess the success of this strategy.

| Strand | Measures |
|---|---|
| 1. Inclusive design | 1.1 Satisfaction level (with built environment and transport facilities) among specific groups of spectators at Games, and users of legacy facilities. These will include disabled people, women and men, different faith and ethnic groups, older and younger people. |
| 2. Employment opportunities (suppliers) | 2.1 Level of data collected on ethnicity, gender, disability and area of residence of: <ul style="list-style-type: none"> • People in existing workforce • Trainees, apprentices and those on work placement • Those applying for vacancies • Those short-listed for vacancies • Those appointed to vacancies |
| | 2.2 Proportion of BAME people, women and disabled people employed, at different levels, in different types of work. |
| | 2.3 Proportion of BAME people, women and disabled people among apprentices, trainees and those on work placements. |
| | 2.4 Relationship between the proportion of BAME, women or disabled people in totals at application, short-listing and appointment stages of the recruitment process |
| | 2.5 Representation of women, BAME people and disabled people in applications to specific professions and jobs working on Games contracts, and those successfully appointed |
| 3. Business opportunities | 3.1 Level of data collected on company ownership by ethnicity, gender and disability at the stages of registration, pre-qualification, submission of tender, short-listing and contract award. |
| | 3.2 Number and proportion of BAME-, women- and disabled people owned businesses operating in the supply chain |
| | 3.2 Proportion of BAME-, women- and disabled people-owned businesses at stages of registration, pre-qualification, tender submission and awarded contract and relationship between proportions at each stage. |
| 4. Community engagement | 4.1 To be determined in Community Relations Strategy |
| 5. Integration and capability | 5.1 Number of people trained in: <ul style="list-style-type: none"> • Basics of equality and diversity • Recruitment skills • Inclusive design and social model of disability • Inclusive communications • Equality and diversity in procurement 5.2 Representation of BAME people, women and disabled people in ODA's own workforce, at different levels 5.4 Relationship between the proportion of BAME, women or disabled people in totals at application, short-listing and appointment stages of the recruitment process used by ODA |

Conclusion

The ODA's goal is to be an organisation that delivers real and practical outcomes for equality, alongside the Park, venues and infrastructure delivered on time for the Olympic Games and Paralympic Games.

The ODA intends to leave a lasting legacy for equality in terms of:

- a positive change in equality practice in the construction sector
- the skills and experience gained by those working on and associated with the regeneration of east London
- a model development in terms of inclusive and accessible design.

Glossary

| | |
|---------------------------|---|
| BAA | Private company which owns and operates seven airports in Britain, including London Heathrow, London Gatwick and London Stanstead. |
| BOA | British Olympic Association |
| CBI | Confederation of British Industry |
| CLM | The ODA's Delivery Partner, which will manage the programme of the design and construction of the Olympic Park, venues and infrastructure. |
| Connexions | Government agency offering confidential information, advice and support to 13 – 19 year olds. |
| DCMS | Department for Culture, Media and Sport |
| DES | Disability Equality Scheme |
| DfES | Department for Education and Skills |
| DWP | Department for Work and Pensions |
| Five Boroughs Partnership | A partnership of the five London Boroughs hosting the majority of 2012 events: London Boroughs of Greenwich, Hackney, Newham, Tower Hamlets, Waltham Forest |
| GES | Gender Equality Scheme |
| GLA | Greater London Authority |
| Host Boroughs | London Boroughs of Greenwich, Hackney, Newham, Tower Hamlets, Waltham Forest |
| JCP | Job Centre Plus |
| LDA | London Development Agency |
| LETF | Local Employment and Training Framework – a programme of employment training and business support, funded by the LDA and managed by the Five Boroughs Partnership |
| LEST | London 2012 Employment and Skills Taskforce |
| LSC | Learning and Skills Council |
| ODA | Olympic Delivery Authority |
| RES | Race Equality Scheme |
| TfL | Transport for London |
| TUC | Trades Union Congress |

Appendix 1

Statutory duties to promote equality of the Olympic Delivery Authority

Duty to promote race equality

The ODA has a general duty and specific duties to promote race equality³⁶.

Where the ODA has a contract or other agreement with another organisation to carry out any of its functions, the ODA remains responsible for meeting the general and specific race equality duties where they apply to those functions which have been contracted out. The ODA is therefore required to have arrangements in place to ensure that the third party organisation fulfils these duties.

The ODA remains responsible for meeting the general and specific duties while it is working in partnership with other public, private or voluntary organisations.

General duty

The ODA has a duty to have due regard, in carrying out its functions, of the need to:

- a) Eliminate unlawful discrimination
- b) Promote equality of opportunity
- c) Promote good relations between people of different racial groups.

Four principles govern the general duty:

- a) It is **obligatory** for the ODA to promote race equality.
- b) The ODA should assess the **relevance** of its various functions to the promotion of race equality, and make race equality a central part of those functions where it is **relevant**.
- c) The weight given to race equality should be **proportionate** to its relevance.
- d) The three elements of the duty are **complementary**, and support each other. The ODA should consider and deal with all three parts of the general duty.

In order to meet the general duty the ODA is required to consider the following four steps:

- a) Identification of which functions and policies are relevant to the duty.
- b) Prioritisation of functions and policies in relation to the level of impact they have, or can potentially have, on race equality.
- c) Assessment of whether the relevant functions and policies are currently being carried out in a way which meets the three parts of the duty.
- d) Consideration of any changes that are needed to meet the duty, and to make the changes.

³⁶ The London Olympic and Paralympic Games Act 2006 (Schedule 1, c.21) added the ODA to the list of public bodies to which the general duty applies (Part II of Schedule 1A of the Race Relations Act 1976).

Specific Duty: Race Equality Scheme (RES)

The ODA was required to publish a Race Equality Scheme (RES) before 2 March 2007, which it duly did³⁷. A RES is a timetabled and realistic plan, setting out the ODA's arrangements for meeting the general and specific duties.

The ODA's RES must include:

- a) A list of those functions and policies which the ODA has assessed as being relevant to eliminating racial discrimination, promoting equality of opportunity or promoting good relations between different racial groups.
- b) The ODA's arrangements for assessing and consulting on the likely impact of its future actions and proposed policies on race equality. (Usually known as Race Equality Impact Assessments, REIAs).
- c) The ODA's arrangements for monitoring its functions and policies for any adverse impact on race equality.
- d) The ODA's arrangements for publishing the results of REIAs, consultation and monitoring.
- e) The ODA's arrangements for ensuring public access to information and services which it provides.
- f) The ODA's arrangements for training staff in connection with these duties.

A RES must be reviewed and published again once every three years. However, the ODA has committed to reviewing its RES by March 2008, as its initial RES had to be published before the finalisation of this Equality and Diversity Strategy.

Specific duty: employment monitoring

The ODA was required to have arrangements in place by 2 March 2007 to carry out, and publish annually the outcome of, ethnic monitoring in relation to:

- a) Number of staff in post
- b) Applicants for employment, training and promotion.
- c) Those who receive training
- d) Those who benefit or suffer detriment as a result of its performance assessment procedures
- e) Those subject to disciplinary procedures
- f) Those involved in grievance procedures
- g) Leavers.

This data was included in the RES.

³⁷ Insert exact url before publication

Duty to promote disability equality

General duty

The ODA has been subject to the general duty to promote disability equality from 5 December 2006. This means the ODA is required to give due regard, in carrying out its functions, to the need to:

- Promote equality of opportunity between disabled persons and other persons
- Eliminate discrimination that is unlawful under the Disability Discrimination Act
- Eliminate harassment of disabled persons that is related to their disabilities
- Promote positive attitudes towards disabled persons
- Encourage participation by disabled persons in public life; and
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

In all its decisions and functions the ODA must give due weight to the need to promote disability equality in proportion to its relevance. Disability equality will be more relevant to some functions than others and the ODA must assess the relevance of disability equality to its various functions.

Proportionality requires greater consideration to be given to disability equality in relation to functions or policies that have the most effect on disabled people. Where changing a function or proposed policy would lead to significant benefits to disabled people, the need for such a change will carry added weight when balanced against other considerations.

The key mechanisms required to meet the general duty are:

- assessing the actual/potential impact of each of the ODA's functions on disability equality
- gathering and analysing evidence
- prioritising remedial actions
- involving disabled people
- transparency through public reporting.

Specific duties

The ODA has been subject to the specific duties from December 2007. The ODA must:

- Publish a Disability Equality Scheme (DES)³⁸ demonstrating how it intends to fulfil its general and specific duties before 3 December 2007
- Involve disabled people in the development of the DES
- The DES must include a statement of:
 - the way in which disabled people have been involved in the development of the DES;
 - the ODA's methods for assessing the impact of its functions, actions and policies (and proposed functions, actions and policies) on disability equality;
 - steps which the ODA will take towards fulfilling its general duty (the 'action plan');
 - the ODA's arrangements for gathering information on disabled people in relation to employment and its functions, in particular information on:
 - recruitment, development and retention of disabled employees;
 - the extent to which it takes account of the needs of disabled persons in delivering its functions.
 - The ODA's arrangements for putting the information gathered to use, in particular reviewing the effectiveness of the action plan and in preparing subsequent DESs.
- The ODA must publish annually³⁹ a report containing a summary of the steps taken under the action plan, the results of information gathering, and the use to which it has put the information.
- Within three years of publishing its first DES, the ODA must:
 - take the steps set out in its action plan (unless it is unreasonable or impractical for it to do so);
 - put into effect the arrangements for gathering and making use of information;
 - review its DES and publish a revised scheme (and every three years thereafter).

³⁸ The requirements of the DES may be published as part of another published document (e.g. a single Equality Scheme) or within a number of other published documents (e.g. within mainstream strategies, annual reports etc.)

³⁹ The annual progress report may be published within another document.

Duty to promote gender equality

General duty

With effect from 6 April 2007 the ODA has had a duty to have due regard, in carrying out its functions, to the need to:

- a) Eliminate unlawful sex discrimination and harassment. (This includes breaches of the 1970 Equal Pay Act).
- b) Promote equality of opportunity between men and women.

This general duty applies to the ODA in respect of all of its functions, including as an employer. It also applies to functions which are contracted out.

The concepts of proportionality and relevance apply to this duty also.

Specific duties

The ODA has a specific duty to publish a Gender Equality Scheme⁴⁰ (GES), which it duly did in April 2007⁴¹. The GES must show how the ODA intends to meet the general and specific duties and set out its gender equality objectives. In formulating its overall gender equality objectives, the ODA must consider the need to have objectives to address the causes of any gender pay gap.

In preparing its GES the ODA must:

- Consult employees, service users and others (including trade unions)
- Take into account any information it has gathered or considers relevant as to how its policies and practices affect gender equality in the workplace and in the delivery of its functions

The GES will set out the actions the ODA has taken or intends to take to:

- gather information on the effect of its policies and practices on men and women, in employment, services and performance of its functions
- use the information gathered to review the implementation of the scheme objectives
- assess the impact of its current and future policies and practices on gender equality
- consult relevant employees, service users and others (including trade unions)
- ensure implementation of the scheme objectives.

⁴⁰ This scheme can either be a stand alone Gender Equality Scheme or incorporated with race and disability into a single Equality scheme, so long as the single scheme still identifies specific gender equality goals and action, or could form part of a wider business plan or strategy. The key is transparency – so the Scheme should be easily and readily identifiable to all stakeholders.

⁴¹ Insert exact url before publication

The ODA must:

- Implement its identified gender equality objectives within three years of publishing its GES (unless unreasonable or impracticable)
- Publish an annual report summarising the actions it has taken toward achieving its gender equality objectives. This may be published as part of another published document.
- Review its GES within three years and publish a revised scheme.

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