

EQUALITY AND INCLUSION POLICY

JANUARY 2012



HACKNEY MARSHES

FOOTBALL PITCHES

EAST MARSH

ETON MANOR

LEYTON

WALTHAM FOREST

DRAPERS FIELD

CHICKEN FARM

HACKNEY

HACKNEY WICK

MULTIUSE ARENA

EMERGENCY CENTRE

STRATFORD INTERNATIONAL

STRATFORD CITY

WIGMORE TOWN CENTRE

Victoria Park

TOWER HAMLETS

NEWHAM

STRATFORD HIGH STREET

PUDDING MILL LANE

CORSE ROAD

WATFORD LOCK

WATFORD BRIDGE

WATFORD RIVER

WEST HAN DAM

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1. INTRODUCTION

**“THE MOST ENDURING LEGACY
OF THE OLYMPICS WILL BE THE
REGENERATION OF AN ENTIRE
COMMUNITY FOR THE DIRECT
BENEFIT OF EVERYONE WHO
LIVES THERE.”**

LONDON’S CANDIDATE FILE, 2005

The Olympic and Paralympic Games were won with a bid promising to promote a lasting legacy of accessibility and inclusion. Put simply, the Games promised to deliver new opportunities for some of the poorest and most socially excluded neighbourhoods in the capital. The teams at London 2012 have brought that vision to life; and the venues and parklands created for the London Olympic and Paralympic Games 2012 are being built to award-winning Inclusive Design¹ standards, to host a Games that will reflect and celebrate London’s diversity.

For the people of east London we now have a once in a lifetime chance to create a place which embeds that positive Olympic and Paralympic heritage and promotes equality and inclusion over the longer term. The Legacy Company’s task is to ensure that the future communities and neighbours of Queen Elizabeth Olympic Park come to live in a vibrant new area which embeds the best principles of accessibility and inclusion. This policy sets out how the Company intends to work towards this in its first few years.

Resources are limited, the economic climate is challenging and there are many competing interests for the time and money available; developing positive partnership with the boroughs, operators, tenants, suppliers, stakeholders and the communities around the Park will be essential to achieving our aims. This policy offers a realistic approach to identifying where the biggest impact can be made, and hence where the best return on public investment can be achieved. We will work with our partners to deliver this.

¹ The concept of inclusive design means designing and building places that are accessible; that everyone – regardless of disability, age, gender, sexual orientation, race or faith – can enjoy confidently and independently with choice and dignity.

LEGACY COMPANY'S EQUALITY AND INCLUSION OBJECTIVES

1. **CREATE AN ACCESSIBLE AND INSPIRING NEW PLACE WHICH EMBEDS THE HIGHEST STANDARDS OF INCLUSIVE DESIGN AS THE PARK IS TRANSFORMED AND BEGINS TO OPEN**
2. **USE PROCUREMENT TO MAXIMISE THE POSITIVE OPPORTUNITIES THE LEGACY DEVELOPMENT CREATES FOR THE DIVERSE COMMUNITIES OF EAST LONDON**
3. **BE THE CHANGE WE WANT TO SEE; SETTING THE STANDARD FOR OUR PARTNERS BY DELIVERING FLAGSHIP INTERNAL PROJECTS TO PROMOTE INCLUSION AND RECRUIT A DIVERSE WORKFORCE**
4. **DELIVER A LASTING LEGACY OF HERITAGE FROM THE PARALYMPIC GAMES WHICH PROMOTES DISABILITY SPORT**
5. **DEVELOP PROJECTS WHICH FOSTER COHESION AND INTEGRATION BETWEEN THE FUTURE RESIDENTS OF QUEEN ELIZABETH OLYMPIC PARK AND ITS NEIGHBOURS**

2. THE ROLE OF THE LEGACY COMPANY

Queen Elizabeth Olympic Park will become a thriving new metropolitan district of London and an anchor in the social and economic regeneration of the east end. It will be a place unlike any other in the capital, offering the best in sporting and cultural amenity in world class venues and parks, and at the same time creating places to live that are rooted in the ethos and fabric of East London's diverse communities.

The Legacy Company is the public sector, not-for-profit regeneration company responsible for the long-term, planning, development, management, animation and maintenance of Queen Elizabeth Olympic Park and its facilities after the London 2012 Olympic and Paralympic Games.

It is the Company's task is to transform one of the most challenging sites in the UK into a sustainable and thriving place, integrated into the neighbouring boroughs. This will create a new metropolitan centre across the Lower Lee Valley in east London - an inclusive community, a successful business zone and a must-see destination where people will choose to live, work and play, and return time and time again.

The Legacy Company was established as a partnership between the Mayor of London and the Government, established to support them in discharging their legacy commitments.

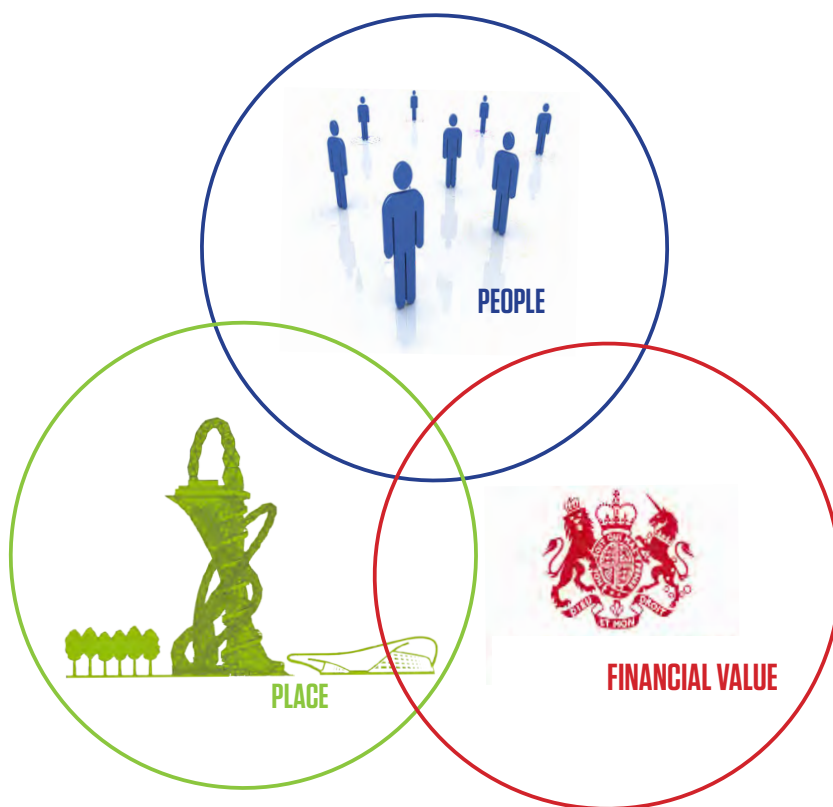
The Legacy Company has three strategic aims:

1. To deliver social, economic and environmental benefits for east London
2. To deliver agreed financial receipts to the public sector
3. To optimise sustainability and success of the QEOP and venues

These aims are interdependent and cannot be delivered in isolation. The unique role of the company is to balance its priorities to ensure programmes are designed to create a wonderful place which delivers opportunities for local people and provides commercial return for the tax payer.

**“WITHIN 20 YEARS, THE
COMMUNITIES WHO HOST
THE 2012 GAMES WILL HAVE
THE SAME SOCIAL AND
ECONOMIC CHANCES AS
THEIR NEIGHBOURS ACROSS
LONDON.”**

CONVERGENCE ACTION PLAN 2011 -15



CONVERGENCE

The Convergence agenda – proposed by the Host Boroughs and endorsed by the Government and the Mayor of London, is organised around the principle that **‘within 20 years the residents who will host the world’s biggest event will enjoy the same social and economic chances as their neighbours across London.’**

The Legacy Company has set out its commitment to work in partnership with others in support of the convergence agenda and the activities which fall under this policy in particular will make a contribution to the Strategic Regeneration Framework (SRF) themes of:

- creating wealth and reducing poverty
- supporting healthier lifestyle and
- developing successful neighbourhoods

The Legacy Company is developing its approach to supporting the delivery of these aims through the SRF action plan. In order to move the host boroughs closer to the London average in these areas, it is clear that the demographics of east London will necessitate action to address some of the ingrained social and economic disadvantages experienced by diverse communities.

BEST PRACTICE GUIDE

We will work with our Tier 1 partners to create a Park Inclusion Board, where they can share their excellent practice on inclusion. To support our partners, we have commissioned the team responsible for London 2012’s engagement with employers during the build phase, to design an Equality and Inclusion Handbook Legacy Park Employers. Drawing on the experience of the ODA, and filled with case studies, the guide will be part of the Park Welcome Pack being prepared by the Regeneration and Community Partnerships team.

ILLUSTRATIVE MAP OF THE QUEEN ELIZABETH OLYMPIC PARK IN LEGACY

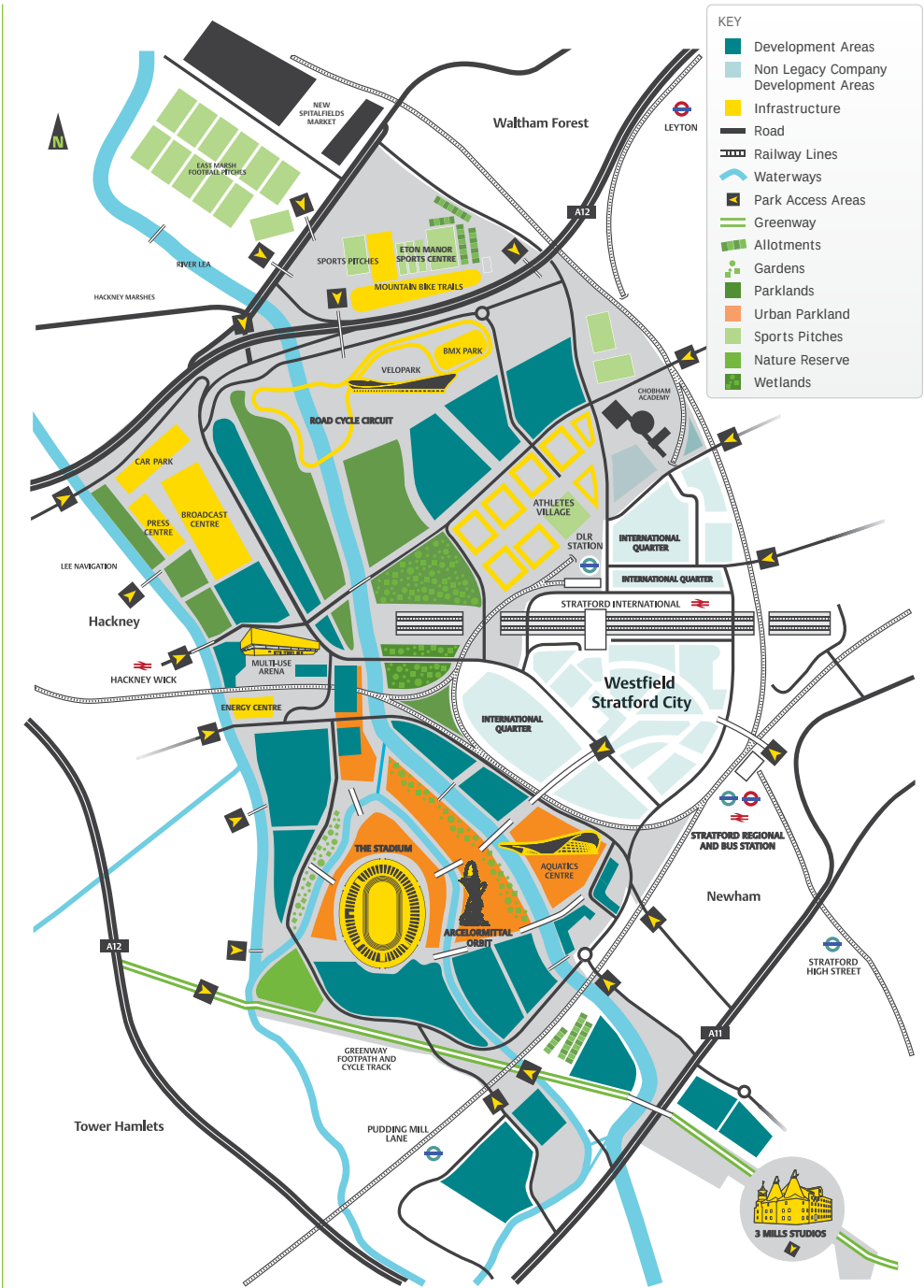


Figure 1: The 2010 illustrative legacy masterplan for Queen Elizabeth Olympic Park

The long term ambition is to create a family-focused environment that will see up to 11,000 new homes built within Queen Elizabeth Olympic Park and the Olympic Village (East Village) over the next 20 years. This will be supplemented by world class sporting venues, two new primary schools and one secondary school, nine nurseries, two primary care trusts and one walk in centre, three safer neighbourhood teams, one ideas store and seven community spaces to support these new neighbourhoods.

THE LEGACY COMPANY'S THREE PHASES OF DELIVERY

The Company's focus will shift over time.

1. In the period leading up to the Games the Legacy Company will focus on planning for legacy, procuring operators for the legacy venues, gaining permission for developments, designing an events programme to animate the park after the Games, and identifying partners to begin the first phase of development through the Company's Operational Readiness work stream. This work is already in full flow and inclusion initiatives have been integrated.
2. Following the Games a period of transformation and reinstatement will be undertaken by the Legacy Company so that the venues and park can re-open in their legacy state. It is essential that as the Park closes and the transformation takes place local communities understand what is happening and programmes are put in place to build interest and ownership ready for the phased re-opening.
3. The final phase will be the activation, animation, and programming to enhance the regeneration of the Park over the long term. Equality and community inclusion will be embedded throughout this complex programme of work, due to the planning and procurement which has taken place in advance.



Figure 2 The Legacy Company's future activity 2011-15

THE MAYORAL DEVELOPMENT CORPORATION

The Localism Act 2011 enables the Mayor of London to establish mayoral development corporations (MDCs), statutory bodies with specific powers including planning and compulsory purchase. The Mayor of London has consulted on proposals to re-form the Legacy Company as an MDC for the Olympic Park and neighbouring areas, taking on a small number of development projects from the London Thames Gateway Development Corporation (LTGDC) and planning staff from LTGDC and the Olympic Delivery Authority. The new MDC should be established in April 2012, and take planning powers in October 2012.

The impact on equality and inclusion of the shift to an MDC is to strengthen the public sector equality duty on the Corporation and to make it more accountable to the Mayor in the delivery of his Equality Framework for All.

3. WHY INCLUSION MATTERS?

Equality and Inclusion matter to the Legacy Company for a number of reasons; high expectations following a good performance by London 2012; the huge diversity that exists in the population that lives around the Olympic Park, the need to support convergence and because of duties under the Equality Act. This section sets out the context of these drivers in more detail.

OLYMPIC AND PARALYMPIC INHERITANCE

Rarely, in a major world city does one organisation have the opportunity to develop out a site design for the Olympic and Paralympic Games with accessibility in mind. The commitments in the Olympic bid, coupled with the significant achievements of the Olympic Delivery Authority (ODA) and the London Organising Committee for the Games (LOCOG) have been impressive, resulting in high stakeholder expectations for the Legacy Project. Some examples of flagship 2012 projects are outlined below.

FLAGSHIP LONDON 2012 EQUALITY AND INCLUSION PROJECTS

- London has been the first city ever to fully **integrate the delivery of the Olympic and Paralympic games**. This approach coupled with the ODA's public sector duty to promote equality has resulted in a truly inclusive London 2012 Games which goes beyond that which has been achieved by previous host cities.
- '**access now**' is LOCOG's programme to attract disabled employees; which has raised its quota of talented disabled people in the workforce from 2% to 6% by utilising a 'talent pool' for disabled applicants, running recruitment events for equality groups and working with their delivery partner to ensure the appropriate recruitment practices and monitoring frameworks are in place.
- The ODA's award winning **Inclusive Design Standards** have transformed the design and build of the Olympic Park. Supported by a Built Environment and Access Panel, these standards have enabled detailed scrutiny of all of the designs and plans for venues and park from an accessibility perspective
- The award winning **Women into Construction** project has enabled ODA to be able to report 6% of women building the Olympic park, compared to a national average of 1%
- **LOCOG's service delivery** approach, which has enabled each functional area to identify high level, high profile goals for E&I which are programmed and achievable
- Both organisation's **communication with diverse stakeholders**: holding an annual Equality and Inclusion 2012 Conference; running Diversity Weeks; establishing a 2012 E&I stakeholder forum; and publishing an E&I Annual Report collectively as part of the Mayor's Equality Forum for 2012.

WOMEN INTO CONSTRUCTION

The ODA Women into Construction programme worked directly with the Tier 1 contractors to change mindsets and secure placement opportunities for women to work on the Park. In a few years they have raised the percentage of women in the workforce to 6%, from a national average of less than 1%. This project has now been taken over by a partnership, including the Legacy Company, hosted by Lend Lease's 'Be On Site' project, and funded by Construction Skills who want to spread the learning nationwide. The Legacy Development will continue to promote diversity in construction.



BEAP

Established in June 2010, the Built Environment Access Panel (BEAP) is made up of disabled people and experts on inclusive design. Its membership includes members of the ODA's BEAP and local communities representatives from the housing sector, minority ethnic and faith groups and members of the Stratford City Consultative Access Forum to bring synergy with the Stratford City development. BEAP supports the Company to embed accessibility within its proposals and to ensure Inclusive Design Standards are met. To date the OPLC's BEAP has been able to influence the proposals for transformation, the re-aligned cycle circuit and the Legacy Community Scheme.

The Legacy Company is capitalising on this success and will maximise the legacy impact of these programmes, though our work will need to permeate much further, working closely with the boroughs and our partners to deliver lasting change.

THE MAYOR'S EQUALITY FRAMEWORK

The Mayor's Equality Framework "Equal Life Chances for All" identifies several objectives related to the Games and their legacy. The document requires partners to "ensure delivery of an accessible and inclusive London 2012 Olympic and Paralympic Games with a legacy to benefit all Londoners". It further suggests "the 2012 Games is a demonstration of regeneration bringing benefits to local communities" and requires that "a significant number of London SMEs (including businesses run by excluded groups) obtain contracts for 2012 Games related programmes".

Delivery of these commitments is scrutinised via the Mayor's Equality Forum for 2012 which publishes its report of E&I achievements annually, and of which the Legacy Company is an active member.

THE DIVERSITY OF EAST LONDON AND OUR COMMITMENT TO CONVERGENCE

According to the Census 2001 the boroughs hosting the Olympic and Paralympic Games represent perhaps the most diverse sub-region in the UK. The statistics below set out the population diversity in both the six host boroughs and also the four boroughs immediately surrounding the Park.

Of the total population of the 6 boroughs hosting the games in 2001 ²:

- 51.5% were women, and 48.5% were men;
- 37.2% were from Black, Asian and Minority Ethnic Communities;
- 17.7 % had a Limiting, Long Term illness (a proxy for disability);
- 52.7% were Christian, 16.8% were Muslim, 2.4% were Hindu and between 0.7-1.4% are Jewish, Sikh and Buddhist, respectively;
- 36.5% were under 25, and 14.7% over 60; and
- 5-7% may be Lesbian, Gay or Bisexual ³.

¹ Equal Life Chances for All, GLA, 2009

² The six host boroughs are: Newham, Hackney, Tower Hamlets, Barking and Dagenham, Waltham Forest and Greenwich.

³ The UK government made an estimate of between 5-7% LGB people in the population for the purposes of costing the Civil Partnerships Act. Final Regulatory Impact Assessment: Civil Partnership Act 2004. London: Department of Trade and Industry; 2004. <http://www.dti.gov.uk/files/file23829.pdf> accessed 27th Nov 2008.

Of the population of the 4 host boroughs immediately surrounding the park an even greater degree of diversity is evident. Of the population ¹:

- 51.1% were women, and 48.9% were men;
- 46.3% were from Black, Asian and Minority Ethnic Communities;
- 17.3% had a Limiting, Long Term illness (a proxy for disability);
- 47.4% were Christian, 22.2% were Muslim, 2.8% were Hindu and between 0.8-1.7% are Jewish, Sikh and Buddhist, respectively;
- 37.5% were under 25, and 13.3% over 60; and
- 5-7% may be Lesbian, Gay or Bisexual².

The 6 host borough sub-region has a younger and more transient population than both London and the UK, with a higher rate of in-migration, and some of the most ethnically diverse boroughs in the country. London's Bangladeshi and Pakistani communities are particularly concentrated within the host boroughs, making up a significant proportion of the population, particularly in Tower Hamlets. Although the Bangladeshi and Pakistani populations make a strong contribution to the sub region, these communities also tend to be overrepresented among those who are workless, lower paid, unemployed and concentrated in sub-standard housing. A GLA study in 2006 showed that 69% of London's Pakistani and Bangladeshi children, and 51% of London's Black children were living in poverty.

There is also high proportion of disabled people (using proxy indicators) in the host boroughs, with figures standing at approximately 17% of the population, roughly equal to London and the UK. Disabled people are less likely to have formal qualifications, and have lower employment rates than the national average.

While there is a roughly equivalent ratio of women to men in the host boroughs, the gender pay gap for women in London is still 23%, six percentage points higher than the national average of 17%. This pay gap rises to 32% among the top 10% of wage earners, compared to 20% nationally. Women with degrees are estimated to face only a 4% loss in lifetime earnings as a result of motherhood, while mothers with mid-level qualifications face a 25% loss and those with no qualifications a 58% loss ³. This is thought to be largely due to occupational segregation (the concentration of women in low paid sectors) and lack of access to well paid part time work.

A study by the Equality and Human Rights Commission⁴ (EHRC) found that Muslim people in England have the lowest rate of employment of any religious group. Only 47% of Muslim men and 24% of Muslim women are employed

¹ Four host boroughs: Tower Hamlets, Newham, Waltham Forest and Hackney

² The UK government made an estimate of between 5-7% LGB people in the population for the purposes of costing the Civil Partnerships Act. Final Regulatory Impact Assessment: Civil Partnership Act 2004. London: Department of Trade and Industry; 2004. <http://www.dti.gov.uk/files/file23829.pdf> accessed 27th Nov 2008.

³ EHRC Triennial Review, 2010

⁴ The Triennial Review, EHRC, 2010

and figures suggest that 42% of young Muslim people are not in employment, education or training.

This is an area with a unique and diverse cultural heritage where the old traditions of the East End mix with those of newly arrived communities. This vibrancy will help to animate the future Queen Elizabeth Olympic Park and bring the neighbourhoods to life in the years after the Games, but the sub region is still blighted by a history of deprivation. With few exceptions, most indicators show that the 6 Host Boroughs lag behind the rest of London resulting in an overall SRF commitment to convergence; to take action to raise the level of the 6 Host Boroughs to the London average across a range of socio-economic indicators.

The available literature and evidence ⁵ show that some groups of people have increased structural, persistent, and specific barriers to employment, skills development, and appropriate housing, good health and participation in sport than others. For the Olympic Park to become a sustainable and successful neighbourhood, that supports the economic development of the surrounding boroughs, it must offer opportunities and benefits to people of all backgrounds and mixed incomes. While it certainly can't be responsible for the delivery of convergence alone, the Legacy Company has an opportunity to use its assets and stewardship role creatively to embed inclusion and accessibility at its heart and to create a successful, cohesive place which is valued and 'owned' by the communities that live in and around it.

⁵ See particularly the State of Equality in London, GLA, 2008, the LDA's Equality Evidence Base, and the SRF Equality Evidence Base.



THE EQUALITY ACT 2010

The Equality Act 2010¹ sets out a public sector equality duty which requires public organisations and those delivering public functions to show ‘due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation
- advance equality of opportunity
- foster good relations between communities’

This involves ‘removing or minimising disadvantages suffered by people (because they are from a protected equality group²), taking steps to meet the needs of people from equality groups, and encouraging participation and involvement of people from equality groups³.

For the Legacy Company – as a landholder, developer, masterplanner, park manager, venue owner, events organiser, and most importantly as a regeneration company – this means considering how different communities might benefit from and use the Park and the opportunities it creates over time. The Company is obliged to consider the available evidence, to engage with diverse communities, and use this information to help shape plans and programmes over time.

Where possible and proportional, the Legacy Company should use its public money to promote equality and good relations between communities that will come to live in and around the Park. The Company should also seek to understand any unintended negative consequences of its actions, in order to justify the approach and mitigate the negative impact or - where a proposal constitutes illegal discrimination - to identify the issue and avoid the action all together. The Company should be transparent in its decision making so local communities hold it to account for decisions that affect them.

As the Legacy Company moves into its role as a Mayoral Development Corporation the Localism Bill makes specific additional provision⁴ for an MDC to be defined as a public authority for the purposes of the Equality Act. This means the Corporation will also be subject to the specific public sector Equality Duties, as the ODA was, requiring the Company to be more transparent and specific about how it will meet the objectives of the Act.

INCLUSIVE DESIGN STRATEGY

The OPLC has produced an Inclusive Design Strategy which forms part of the delivery of the equality strategy. It sets out the high level approach and commitment to embed the principles of inclusive design across every aspect of the Legacy Company’s work. It will inform the procurement of developers and contractors and set expectations regarding the running and operation of legacy venues. The Inclusive Design Strategy also supports and informs all planning applications including the Legacy Communities Scheme (LCS) that sets out the long term vision for the development of sustainable and inclusive communities and neighbourhoods within the Queen Elizabeth Olympic Park.

¹ The Equality Act 2010 harmonises the provisions within previous Equality legislation.

² The equality groups identified under the Act are those who share ‘protected characteristics’ of race, sex, disability, age, gender reassignment, religion or belief, sexual orientation and pregnancy and maternity.

³ Equality and Human Rights Commission Public Sector Guidance, January 2011.

⁴ Schedule 22, section 62 of the Localism Act 2011 makes an MDC a public authority for the purposes of the Equality Act

4. THE LEGACY COMPANY'S E & I OBJECTIVES

Considering the evidence of disadvantage and discrimination, the success of 2012 partners and the role and unique opportunity available to the Legacy Company, the following objectives and actions have been identified as those which should be the priority for delivery.

OBJECTIVES

1. CREATE AN ACCESSIBLE AND INSPIRING NEW PLACE WHICH EMBEDS THE HIGHEST STANDARDS OF INCLUSIVE DESIGN AS THE PARK IS TRANSFORMED AND BEGINS TO OPEN

This objective focuses mainly on the physical developments taking place on Queen Elizabeth Olympic Park site and will require OPLC to work closely with developers, operators and transformation partners. In support of this objective, actions will be organised around the following priorities:

- 1.1 Establish and implement **inclusive design strategy** to ensure the housing, social infrastructure and parklands are accessible to disabled people, older people and others;
- 1.2 Establish a **built environment and access panel** of disabled people and inclusive design experts (with a link to the Company's design quality panel) to advise the company and our partners on all significant developments;
- 1.3 Extend the ODAs award winning inclusive design standards across the new areas included in the legacy development starting with housing, public realm, inclusive play and events and a best practice approach to developing lifetime neighbourhoods.
- 1.4 Produce **design and access and equality statements** with each planning application detailing how inclusion and accessibility will be secured and expecting development partners to do the same;
- 1.5 **Research the housing and social infrastructure needs of diverse communities** to inform the first phase of development

2. USE PROCUREMENT TO MAXIMISE THE POSITIVE OPPORTUNITIES THE LEGACY DEVELOPMENT CREATES FOR THE DIVERSE COMMUNITIES OF EAST LONDON;

This objective is linked directly to the delivery of the socio-economic policy, and community engagement policy and focuses primarily on the Legacy Company's ability to harness the power of its procurement to deliver the vision of inclusion on the Park. In support of this objective, actions will be organised around the following priorities:

- 2.1 Maximise the value of procurement for delivering equality and inclusion objectives;
- 2.2 Establish appropriate diversity targets for local employment on the Park and encourage payment of the London Living Wage
- 2.3 Continue to support the Women into Construction programme;
- 2.4 Produce an Equality and Inclusion Best Practice Guide for Park employers
- 2.5 Ensure employment, enterprise and engagement programmes support inclusion

3. BE THE CHANGE WE WANT TO SEE; SETTING THE STANDARD FOR OUR PARTNERS BY DELIVERING FLAGSHIP INTERNAL PROJECTS TO PROMOTE INCLUSION AND RECRUIT A DIVERSE WORKFORCE

The Company needs to be able to credibly ask its delivery partners to promote inclusion and to meet its duties under the Equality Act, therefore it is essential to have an internal programme of excellence. The Legacy will benefit from being staffed by a workforce that reflects the diversity of the communities it seeks to serve. In support of this objective, actions will be organised around the following priorities:

- 3.1 Develop internal policies and processes to attract the best talent and create a diverse workforce and monitor the diversity of staff and board, addressing any issues or barriers to access, ensuring staff are aware of their responsibilities under the Equality Act
- 3.2 Establish a diverse apprenticeship scheme and internship programme
- 3.3 Keep abreast of evidence and use it to inform decision making. Require project approvals to include E&I requirements & undertake equality impact analysis on key decisions and strategies.
- 3.4 Develop a suite of E&I targets and KPIs, through which to measure impact
- 3.5 Develop a 'gold plated' inclusion project with each directorate and major teams

PROCUREMENT OF AN ESTATES AND FACILITIES OPERATOR FOR THE PARK

In 2011, the Legacy Company set out to procure a contractor for Estates and Facilities Management (EFM) of the Park after the Games. Through the regulated procurements the Regeneration and Community Partnerships team worked hard to negotiate with the bidders and evaluative the bids against inclusion criteria. The result has been hugely successful, including a commitments by the winning bidders to use 85% local labour, ensuring diverse communities are able to access those jobs. The diversity targets are: 35% BAME, 42% women 10% disabled people in the workforce. In addition the winning bidders have committed to a programme of access auditing and service improvement to ensure the park is as accessible and inclusive as it can be. This is a case study of how procurement really can make an impact on regeneration objectives.



SUBMERSIBLE POOL LIFT

Since 2009 the Company has participated in the process of designing and building a submersible pool lift enabling dignified access to a swimming pool, essential for attracting disabled people to the London Aquatics Centre (LAC). The pool lift is designed to look like sports, not hospital equipment. It's easy to move, can be operated independently, and is reasonably priced at under £10,000 per unit to enable it to be replicated. The prototype is now in its final stage of design and being tested in Glasgow. It will be fitted in the LAC by the venue operator. Once the LAC re-opens it will have a world first, unique submersible pool lift; an amazing legacy from the Paralympic games.

4. DELIVER A LASTING LEGACY OF HERITAGE FROM THE PARALYMPIC GAMES WHICH PROMOTES ELITE DISABILITY SPORT AND COMMUNITY SPORT FOR DISABLED PEOPLE

This objective relates to the need to ensure a full legacy is generated by the opportunity of hosting the Paralympic games, both in terms of disability sport at elite and community level, and through raising the expectations of what can be achieved by disabled people. In support of this objective, actions will be organised around the following priorities:

- 4.1 Event and venue programming includes disability sport and activities which attract disabled people and welcome diverse communities
- 4.2 An area of the Park is named to reflect the heritage of the Paralympics
- 4.3 The Submersible Pool lift is fitted in the LAC to aid dignified and independent entry and exit from the Pools
- 4.4 The 'vision' for the Park promotes inclusion and the L2012 inclusion achievements continue to be remembered and built upon

5. DEVELOP PROJECTS WHICH FOSTER COHESION AND INTEGRATION BETWEEN THE FUTURE RESIDENTS OF QEOP AND ITS NEIGHBOURS

To build a truly sustainable, cohesive, integrated new series of neighbourhoods, it is our role to ensure we are able to foster links between the future communities of the Queen Elizabeth Olympic Park and the communities that immediately surround it. Projects in this area will focus on developing opportunities to bring local into activities which promote awareness and ownership of the Park and in later years bring new and old communities together. In support of this objective, actions will be organised around the following priorities:

- 6.1 Develop a Park E&I Board with Tier 1 contractors and operators to share practice and promote inclusion
- 6.2 Maintain excellent engagement with E&I stakeholders
- 6.3 Develop an accessible cycling project in local schools to encourage young people to come together to try out new activities
- 6.4 Develop low cost high impact partnership projects such as a Stadium 'Kick it out' campaign (if football use) with tenant and 'get swimming' programme with LAC operator.

5. EARLY PHASE TARGETS AND DELIVERABLES

In order to demonstrate progress against these objectives it is proposed that an annual report to the board is provided. It is proposed that the following areas are those where targets will be set. The exact figures are still in negotiation and subject to commercial sensitivity where they are not stated.

1. Full compliance with the Inclusive Design Strategy and standards (evidenced through conformance reporting)
2. Review of all major planning applications by the Built Environment Access Panel
3. 100% lifetime homes and 10% wheelchair accessible accommodation developed on the Park with a choice of accessible typologies across locations
4. Payment of the London Living Wage
5. Local employment and employment of diverse communities (Women, BAME communities and Disabled People) as a percentage of total employment, by sector:
 - OPLC Workforce
 - Construction: Transformation
 - Housing development: Chobham Manor
 - Estates and Facilities Management
 - Venue Operation

The precise figures associated with the employment offer are being negotiated with bidders and hence are at this stage commercially sensitive and confidential. It is anticipated these will be published in the first quarter of 2012.

In addition to those areas where we will set targets, we will also gather data and reports in the following areas:

- Use of the venues and Parklands by diverse groups
- Inclusive design audits of the venues and Parklands
- Value of business won by local businesses
- Diverse programming of venues and Park

In future years we will also seek to collect information around the following areas:

- Crime and the fear of crime
- Residents satisfaction / residents demographics
- Park population
- Use of social infrastructure by diverse groups

BIKEWORKS: ALL ABILITY CYCLING PROJECT

The Legacy Company is working with a local social enterprise, Bikeworks, to deliver a programme of all ability cycling workshops in local schools. The workshops will enable disabled children and their families and friends, to try out cycling at school with specially adapted bikes. Bikeworks then invited everyone to attend their all ability cycling club on a Saturday in Victoria Park. Not only does the programme foster outcomes for encouraging more young people to participate in sport, but it also brings communities together and strengthens our links with local schools and Bikeworks. We would aim to bring the programme into the Queen Elizabeth Olympic Park in years to come.

6. KEY CHALLENGES

INCLUSIVE PLACEMENTS AND INTERNSHIP SCHEME

In order to deliver a project as complex and high profile as Legacy, the Company needs a strong, diverse, committed team of talented individuals prepared to give the project their all. ‘Group think’ is not an option. We also want to give opportunities to young people from the host boroughs, which is why we have partnered with UEL and City Gateway to establish an internship programme (for graduates) and an placement scheme (for young people undertaking vocational training). Our interns and apprentices come from a range of backgrounds and work with the teams at OPLC for between three and six months and are already having a hugely positive impact on our projects.

The key challenges the Company will face that will impact upon the delivery of our Equality and Inclusion objectives are:

1. **Partnership working** - it is essential that the Legacy Company develops and delivers its programme of work in partnership with boroughs and other partners. This is the only way that convergence can be achieved. Earlier drafts of this policy have been consulted on widely and appropriate partnerships with stakeholders have been developed and will continue to develop.
2. **Managing expectations** – there are many and varied expectations for legacy and the London 2012 Games have achieved high standards, particularly around inclusive design. While the Legacy Company will strive to deliver the best outcome, it will be important to engage with political, business and community stakeholders to ensure that expectations reflect a realistic position, given market and budget constraints.
3. **Limited resources** – Public sector funding for social funding and economic programmes is limited. The Legacy Company does not have discretionary budgets to deliver skills, employment and enterprise programmes and therefore must work collaboratively with partners to ensure that community and business benefits are delivered. Influencing programmes to ensure they reflect equality and inclusion aspirations will be necessary in order that we are able to deliver our objectives in this area.
4. **Level of control** – the Legacy Company will use its best endeavours to promote the objectives set out in this policy to encourage delivery partners and contractors to adopt these objectives and principles and work with the Company to implement our proposals. However, the level of influence the Legacy Company can assert is less over sub-contractors, as the Company will not be in a position to directly manage performance. The company is mitigating this risk by incorporating supply chain aspirations into procurement of Tier 1 contractors.

This policy and the priorities identified within it have been developed in a way that is realistic and achievable given the role and resources of the Legacy Company at this time.

APPENDIX 1: THE E&I PROGRAMME IN SUMMARY

“The most enduring legacy of the Olympics will be the regeneration of an entire community for the direct benefit of everyone who lives there”

“CREATE SUSTAINABLE COMMUNITIES OF THE FUTURE QUEEN ELIZABETH OLYMPIC PARK”



OPLC Equality and Inclusion Programme

2011/12 - 2012/13

Create an accessible place embedding inclusive design

Support the Built Environment and Access Panel (BEAP)
Publish an Inclusive Design Strategy and extend L2012 Inclusive Design Standards
Produce Equality & Design and Access Statements
Research housing needs of diverse communities

Use procurement to maximise opportunities for diverse communities

Maximise the value of procurement in delivering inclusion
Support the Women into Construction project
Produce an E&I Handbook for Park employers
Set employment targets and London Living Wage
Ensure employment, enterprise, and engagement projects support inclusion

Be the change we want to see by demonstrating good practice internally

Attract a diverse workforce
Provide diverse apprenticeship & interns programme
PID approval include E&I requirements & equality impact analysis on key decisions
Develop E&I targets and KPIs
Provide 'Gold plated' inclusion projects in each directorate and major team

Deliver a legacy from the Paralympics

Event and venue programming for disability sport and disabled people
Naming of an area in the Park to reflect Paralympics
Submersible Pool lift fitted in LAC
'Vision' for the Park promotes inclusion
L2012 inclusion achievements continue to be promoted on the Park

Develop projects which foster cohesion integration

Park E&I Board developed with Tier 1 contractors and operators
Excellent engagement with E&I stakeholder
Accessible cycling project in local schools
Stadium 'Kick it out' campaign (if football use) with tenant
'Get swimming' programme with LAC operator
Projects which support non traditional participation in sport

APPENDIX 2: LEGACY ASSETS

The Queen Elizabeth Olympic Park will provide world class venues and public areas for local, regional and international visitors. These include:

- The Stadium will host athletics, football and other major sporting and non sporting events. It has a flexible design that enables it to be re-configured to have a capacity of circa 60,000 and will host the 2017 World Athletics Championships. The warm up track adjacent to the Stadium will primarily serve as the centre for community athletics at all levels.
- The Aquatics Centre is designed to be used for all aquatics disciplines and to host major events as well as community swimming. The flexible venue will accommodate two 50m swimming pools, an international diving pool (including dry diving), all with movable floors and booms, and spectator capacity of between 2,500 - 3,500 people.
- The Multi-Use Arena is a flexible indoor sporting and events venue which can accommodate a range of spectator events, community sport and high performance sport activities, with capacity between 3,500 - 7,500 spectators subject to event format.
- The ArcelorMittal Orbit, the 114 metre tall sculpture and visitor attraction. It will be the tallest sculpture in the UK and has viewing platforms at 80 and 76 metres high offering spectacular views across the Park and London skyline.
- A VeloPark consisting of the Olympic Velodrome, a BMX track, mountain bike trails and a reinstated road circuit operated by Lee Valley Regional Park Authority.
- The Eton Manor sports complex comprising indoor and outdoor football, tennis and hockey facilities operated by Lee Valley Regional Park Authority.
- Some of London's largest open spaces made up of 6.5 kilometres of new and cleaned waterways and landscaped parkland hosting a diverse programme of sporting, cultural and community events as well as providing a stunning new environment and areas for informal physical activity, leisure and relaxation.
- A range of water based activities (boating, canoeing, kayaking, fishing, pond dipping, etc) is likely to be available and there will be a new business and activation strategy for this important venue within the Park.
- Over 250 acres of development space and parklands and public realm will include new rest and play areas; the options for additional facilities and attractions to compliment the legacy offer in the permanent sporting venues are currently being reviewed in line with the Healthy Places initiatives, as are the opportunities to link with other local open spaces such as Hackney Marshes.

- Additional community open spaces including roads, bridges and pathways to provide additional recreation and physical activity opportunities including active travel pathways, jogging, walking, roller skating, running and cycle routes.
- Seasonal attraction opportunities such as winter ice rinks, summer beaches, temporary venues and mazes linked to the Park animation strategy.
- New places to work, including the Broadcast Centre and Press Centre combining over 90,000 square metres of business development and office space and the Westfield retail development with over 300 shops, restaurants, bars and hotel facilities on the Park's doorstep.
- Chobham Academy, the new local school, including a sports hall, outdoor games and significant playing field that will form an important community venue and surrounding area residents.
- The E20 Health Centre which will include flexible community space and services which encourage patients to take up the wide range of physical activity and sports activities that will be available in the Park.

