EQUALITY AND INCLUSION POLICY

REDUCING POVERTY/
CREATING WEALTH/
DEVELOPING SUCCESSFUL NEIGHBOURHOODS/
SUPPORTING LIFESTYLES/

MAY 2012
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London Legacy Development Corporation
www.londonlegacy.co.uk

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IN LONDON’S CANDIDATE FILE TO HOST THE 2012 GAMES, BACK IN 2005 THE CITY PROMISED THAT:

The London 2012 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 2012 Olympic and Paralympic Games are being built to award-winning Inclusive Design\(^1\) 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 Development Corporation’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 Development Corporation 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 hence it is essential to maximise impact and invest wisely. It will be through developing positive partnership with the boroughs, operators, tenants, supply chain, stakeholders and communities that the aims of this policy will be achieved. In turn it will be the richness of the diverse communities of East London that will flood the Park with life when it reopens after the games.

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THE DEVELOPMENT CORPORATION’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. The Development Corporation will embody the change, setting the standard for our partners by delivering flagship internal projects to promote inclusion and recruit a diverse workforce.

4. Deliver a lasting legacy 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.

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\(^{1}\) 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.
Queen Elizabeth Olympic Park will become a thriving new metropolitan district of London and an anchor for 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 amenities 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.

London Legacy Development Corporation is responsible for the long-term, planning, development, management, animation and maintenance of Queen Elizabeth Olympic Park and its fringe after the London 2012 Olympic and Paralympic Games.

THE MAYOR IDENTIFIES IN HIS LONDON PLAN THAT “THE OLYMPIC PARK AND SURROUNDING AREA ARE LONDON’S SINGLE MOST IMPORTANT REGENERATION PROJECT FOR THE NEXT 25 YEARS”
The Development Corporation was established by the Mayor of London in the spring of 2012. He stated that its purpose was to “promote and deliver physical, social, economic and environmental regeneration in the Olympic Park and surrounding area, in particular by maximising the legacy of the Olympic and Paralympic Games, by securing high-quality sustainable development and investment, ensuring the long-term success of the facilities and assets within its direct control and supporting and promoting the aim of convergence.”

As the Development Corporation takes over the role and function of the previous Olympic Park Legacy Company, it gains an expanded remit to increase the geographical focus into the fringe areas around the Park and additional planning and plan making powers; resulting in a unique opportunity to drive the regeneration and growth of the diverse communities which have experienced discrimination and exclusion for decades.

The Development Corporation has a responsibility to balance the three aims of creating a wonderful place, delivering convergence and investing public money wisely to drive value on the Park. These aims are interdependent and cannot be delivered in isolation. The unique role of the Development Corporation is to balance these priorities to deliver opportunities for local people and provide a commercial return for the tax payer.

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 Development Corporation 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 Development Corporation is developing its approach to supporting the delivery of these aims. 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 Queen Elizabeth Olympic Park Inclusion Board, where they can share 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 for legacy. The guide will be shared with all of our delivery partners and will help to continue the London 2012 legacy of inclusion.
ILLUSTRATIVE MAP OF THE QUEEN ELIZABETH OLYMPIC PARK IN LEGACY

KEY
- Development Areas
- Non LLDC Development Areas
- Infrastructure
- Road
- Railway Line
- Waterways
- Park Access Areas
- Greenway
- Allocations
- Gardens & Nature Reserve
- Parklands
- Urban Parkland
- Sports Pitches

The London Legacy Development Corporation
Equality and Inclusion Policy
QUEEN ELIZABETH OLYMPIC PARK

The long term ambition of the Development Corporation is to create a family-focused environment that will see up to 7,000 new homes and up to 8,000 jobs on Queen Elizabeth Olympic Park over the next 20 years. This will be supplemented by world class sporting venues, two new primary schools and one secondary school, nine nurseries, one primary care centre and two walk in centres, three safer neighbourhood teams, one ideas store and seven community spaces to support these new neighbourhoods.

THE DEVELOPMENT CORPORATION’S THREE PHASES OF DELIVERY

The Development Corporation’s focus will shift over time.

1 In the period leading up to the Games the Development Corporation 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. 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 Development Corporation 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 of the Park from July 2013, and programming to enhance the regeneration impact. The creation of employment, business and volunteering opportunities for diverse communities will be essential to the success of the Park.

THE DEVELOPMENT CORPORATION’S FUTURE ACTIVITY 2011–15

<table>
<thead>
<tr>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<td>LONDON 2012 GAMES</td>
<td>DEVELOPMENT CORPORATION</td>
<td>HANOVER</td>
<td>RE-OPENING</td>
<td></td>
</tr>
</tbody>
</table>

**MOBILISATION**
- Legacy planning
- Developer procurement
- Operator procurement and mobilisation
- Development Corporation established
- Transformation scoping and mobilisation
- Event planning and procurement
- Publish the Development Corporation regeneration strategy

**TRANSFORMATION**
- Planning functions
- Communicate the story of the unfolding Park locally to build anticipation of its re-opening
- Infrastructure and venue works
- Phased re-opening of Park and venues
- Events programme launched

**REGENERATION**
- Complete re-opening of park and venues
- Chobham Manor developers on site
- Interim uses in place
- Events programme in delivery
- Regeneration strategy in delivery
An inclusive approach is critical to the Development Corporation’s success. Engaging and involving the local communities of East London is essential if the legacy development is to deliver a thriving successful Park, well used, accessible venues and desirable homes which drive value and return on investment. London 2012 has set the bar high with full integration of inclusion and joint delivery of both Olympic and Paralympic Games. The need to support convergence through delivery of a clear regeneration strategy for the Park and the Development Corporation’s duties under the Equality Act provide supplementary incentives to ensure equality and inclusion are embedded. This section sets out the context of these drivers in more detail.

INHERITANCE FROM THE GAMES

Rarely, in a major world city does one organisation have the opportunity to develop out a site designed for the 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.
Why Inclusion Matters

FLAGSHIP LONDON 2012 EQUALITY AND INCLUSION PROJECTS

— London has been the first city ever to fully integrate the delivery of the Olympic and the 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 citites.

— ‘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 London 2012 award winning Inclusive Design Standards have transformed the design and build of the Park. Supported by a Built Environment and Access Panel, these standards have enabled detailed scrutiny of all of the designs and plans for the venues and Park from an accessibility perspective.

— The award winning Women into Construction project has enabled the ODA to be able to report 6% of women building the Park, compared to a national average of 1%.

— LOCOG’s service delivery approach has enabled each functional area to identify high level, high profile goals for E&I which are programmed and achievable.

— Both organisation’s have engaged comprehensively 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.

The Development Corporation is capitalising on this success and will maximise the legacy impact of these programmes.

But as a legacy body the Development Corporation has a responsibility to permeate much further, working with local boroughs and partners to deliver the highest standards of inclusion and accessibility and lasting change.

Women into construction

Women into Construction, a partnership between construction skills, BeOnsite and the Development Corporation, is a programme which works directly with the Tier 1 contractors to change mindsets and secure placement and employment opportunities for women to work on Queen Elizabeth Olympic Park and other major development in the capital. In just a few years the project was able to raise the percentage of women in the construction workforce for the Park to 6%, from a national average of less than 1%. The Development Corporation will continue to promote diversity in construction and have set targets for the transformation build and is negotiating the same with the bidders for Chobham Manor.
## Diversity of London boroughs hosting the Games

<table>
<thead>
<tr>
<th>Category</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>51.5%</td>
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<tr>
<td>Men</td>
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</tr>
<tr>
<td>Black, Asian and Minority Ethnic Communities</td>
<td>37.2%</td>
</tr>
<tr>
<td>Religious groups</td>
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</tr>
<tr>
<td>Christian</td>
<td>52.7%</td>
</tr>
<tr>
<td>Muslim</td>
<td>16.8%</td>
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<tr>
<td>Hindu</td>
<td>2.4%</td>
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<tr>
<td>Jewish, Sikh and Buddhist, respectively</td>
<td>0.7–1.4%</td>
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<tr>
<td>Jewish, Sikh and Buddhist, respectively</td>
<td>0.8–1.7%</td>
</tr>
<tr>
<td>White</td>
<td>37.5%</td>
</tr>
<tr>
<td>Under 25</td>
<td>36.5%</td>
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<tr>
<td>Over 60</td>
<td>14.7%</td>
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<tr>
<td>5–7%</td>
<td>5–7%</td>
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</tbody>
</table>

THE DIVERSITY OF EAST LONDON AND OUR COMMITMENT TO CONVERGENCE

According to the Census 2001, the host boroughs represent perhaps the most diverse sub-region in the UK, possibly the world.

The six 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 Black, Asian and minority ethnic (BAME) communities are particularly concentrated within the host boroughs, making up a significant proportion of the population. Although the BAME populations make a strong contribution to the sub region, some of these communities tend to be over represented 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 more likely to experience discrimination in education and employment, 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. 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 Commission (EHRC) found that a person’s faith can affect their economic outcomes. 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 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

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 London 2012 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 Development Corporation to embed accessibility within its proposals and to ensure Inclusive Design Standards are met. To date the Development Corporations’s BEAP has been able to influence the proposals for transformation, the re-aligned cycle circuit and the Legacy Community Scheme.

5 The Triennial Review, EHRC, 2010
6 The Triennial Review, EHRC, 2010
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 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 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 Development Corporation 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.

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 Development Corporation is an active member.

THE EQUALITY ACT 2010

The Equality Act 2010 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 group), taking steps to meet the needs of people from equality groups, and encouraging participation and involvement of people from equality groups11.

For the Development Corporation – 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 Development Corporation is obliged to consider the available evidence, to engage with diverse communities, and use this information to help shape plans and programmes over time.

9 Equal Life Chances for All, GLA, 2009
10 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.
Inclusive design strategy

The Development Corporation has produced an Inclusive Design Strategy which forms part of the delivery of this equality policy. It sets out the high level approach and commitment to embed the principles of inclusive design across every aspect of the Development Corporation’s work. It is already informing the procurement of developers and contractors and setting expectations about 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.

“For the 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”

Where possible and proportional, the Development Corporation should use its public money to promote equality and good relations between communities that will come to live in and around the Park. The Development Corporation 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 Development Corporation should be transparent in its decision making so local communities hold it to account for decisions that affect them.

As a Mayoral Development Corporation, the Localism Act makes specific additional provision for London Legacy Development Corporation to be defined as a public authority for the purposes of the Equality Act. This means the Development Corporation is also subject to the specific public sector Equality Duties, as the ODA was.

THE DEVELOPMENT CORPORATION’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 Development Corporation, 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 the Development Corporation 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 Development Corporation’s design quality panel) to advise the Development Corporation and our partners on all significant developments;

1.3 Extend the London 2012 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 inclusion 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 Development Corporation’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.
Procurement of an estates and facilities operator for the Park

In 2011, the Development Corporation 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.

3. The Development Corporation will embody the change, setting the standard for our partners by delivering flagship internal projects to promote inclusion and recruit a diverse workforce

The Development Corporation 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;
The Development Corporation’s Equality and Inclusion Objectives

3.4 Develop a suite of E&I targets and Key Performance Indicators, through which to measure impact;
3.5 Develop a ‘gold plated’ inclusion project with each directorate and major teams.

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 that 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;
4.5 Continue to further the integration and inclusion approach of London 2012.

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 that 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.

Submersible pool lift

The Development Corporation has participated in the process of designing and building a submersible pool lift enabling dignified access to a swimming pool, essential for attracting older and disabled people to the London Aquatics Centre (LAC). The pool lift is designed to look like sports, not medical 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 is being tested. Once the LAC re-opens it will be fitted with a submersible pool lift; an amazing legacy from the Paralympic games.
EARLY PHASE TARGETS
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 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
- Park population
- Use of social infrastructure

**Bikeworks: all ability cycling project**

The Development Corporation 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. We would aim to bring a similar programme into the Queen Elizabeth Olympic Park in years to come.
KEY CHALLENGES
The key challenges the Development Corporation will face that will impact upon the delivery of our equality and inclusion objectives are:

1 **PARTNERSHIP WORKING**
   
it is essential that the Development Corporation 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 **MAXIMISING FOCUS AND IMPACT**
   
There are many and varied expectations for legacy and the London 2012 Games have achieved high standards, particularly around inclusive design. For the Development Corporation to 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 and interventions are focused.

3 **LIMITED RESOURCES**
   
Public sector funding for social and economic programmes is limited. The Development Corporation has limited discretionary budgets for regeneration programmes and therefore must target interventions and work collaboratively with partners to ensure that community and business benefits are delivered through mainstream as well as specific initiatives.

4 **LEVEL OF CONTROL**
   
The Development Corporation 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 contract their delivery where appropriate.

However, the level of influence the Development Corporation can assert is less over sub-contractors, as the Development Corporation will not directly manage performance. The Development Corporation is mitigating this risk by enorporating supply chain aspirations into procurement of Tier 1 contractors.

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**Diverse apprenticeships and including internship scheme**

In order to deliver a project as complex and high profile as legacy, the Development Corporation needs a strong, diverse, committed team of talented individuals prepared to give the project their all. ‘Group think’ is not an option. The Corporation also wants 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 the Development Corporation for between three and six months and are already having a hugely positive impact on our projects.
APPENDIX 1: LEGACY ASSETS

THE QUEEN ELIZABETH OLYMPIC PARK WILL PROVIDE WORLD CLASS VENUES AND PUBLIC AREAS FOR LOCAL, REGIONAL AND INTERNATIONAL VISITORS

The legacy assets 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.
Appendix 1: The Legacy Assets

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 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.
APPENDIX 2: SUMMARY

EARLY PHASE TARGETS

- Full compliance with the Inclusive Design Strategy and standards (evidenced through conformance reporting)
- Review of all major planning applications by the Built Environment Access Panel

DEVELOPMENT CORPORATION EQUALITY

CREATE AN ACCESSIBLE PLACE EMBEDDING INCLUSIVE DESIGN

- Contine to support the Built Environment and Access Panel (BEAP)
- Publish an inclusive Design Strategy and extend 2012 Inclusive Design Standards
- Produce Design and Inclusion Statements with all planning applications
- Research housing needs of diverse communities

USE PROCUREMENT TO MAXIMISE OPPORTUNITES 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
Appendix 2: Summary of the E&I Programme

- Attract a diverse workforce
- Provide diverse apprenticeship and interns programme
- E&I requirements and equality impact analysis built into projects and policies
- Deliver E&I targets and KPIs
- Provide ‘Gold plated’ inclusion projects in each directorate and major team

Local employment and employment of diverse communities (Women, BAME groups and Disabled People) as a percentage of total employment, by sector:

- LLDC Workforce
- Construction: Transformation
- Housing development: Chobham Manor
- Estates and Facilities Management
- Venue Operation

AND INCLUSION PROGRAMME 2011/12 – 2012/13

EMBODY THE CHANGE
SETTING THE STANDARD FOR OUR PARTNERS

- 100% lifetime homes and 10% wheelchair accessible accommodation developed on the Park with a choice of accessible typologies across locations
- Payment of the London Living Wage
- 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