Code of Consultation

May 2013

1. Introduction

This Code of Consultation (the Code) sets out principles for effective consultation for the London Legacy Development Corporation (Legacy Corporation) in relation to Queen Elizabeth Olympic Park and its wider activities. It aims to standardise practice and should be used as a reference tool for those involved in consultation across the Legacy Corporation.

The London Legacy Development Corporation is responsible for the long term planning, development, management and maintenance of Queen Elizabeth Olympic Park and its facilities. The Legacy Corporation's aim is to create a lasting legacy from the London 2012 Games by developing the Park to become, in time, a new and prosperous metropolitan area of the city.

The Legacy Corporation will be transforming and running venues, events and a park in addition to building up to 7000 new homes through its operators, contractors and development partners. This code is applicable to contractors, operators and development partners secured by the Legacy Corporation to help it fulfil its aspirations for Queen Elizabeth Olympic Park.

This Code aims to ensure that the London Legacy Development Corporation consults and engages with stakeholders effectively. It promotes a common approach to consultation, based on best practice guidance from government bodies and private sector organisations. Consultation related to Queen Elizabeth Olympic Park should not take place until these guidelines have been reviewed.

This code enables you understand the following:

- The overarching **principles** of stakeholder consultation and involvement
- The **definition** of different terms
- The **relationship** between the London Legacy Development Corporation and partner organisations
- The process for planning a **consultation programme**
- The individual **activities** available to you
- How data should be **analysed** and fed into **decision-making**
- How to **report** and present data
- Commitments to **equality and diversity**
- **Social inclusion** and how to engage **hard-to-reach** groups
- Required standards for **accessibility**

2. Principles of good consultation

The London Legacy Development Corporation aims to embrace best practice principles to underpin all consultation activities. Through an extensive review of best practice guidance[1], the following principles have been identified. Consultation must be:

2.1 Proportional

Proportionality means that the proportion of time and resources spent on consultation should be in line with the scale and impact of the project. Proportionality should be considered when planning the type of consultation activities that will take place. For example, if it is a large-scale planning application for a Masterplan, it will require input from a wider range of consultees than the business plan for a venue and will therefore need a different approach.

2.2 Inclusive

Some people may be socially excluded or experience barriers to participation and to address this, the Legacy Corporation will proactively reach out to a diverse range of people who may be seldom heard. Support may be needed to overcome these barriers to participation. This Code outlines guidance on accessible venues and how to run accessible meetings (see sections seven and eight for more detail) in particular.

2.3 Genuine

Recent government legislation emphasises the need to do consultation early on in order for it to genuinely influence decision-making. Where consultation is required on Legacy Corporation projects, it must be frontloaded and be clearly distinguished from involvement, engagement, communication and research. Events should be timely to ensure that views can be fed into decision-making.

2.4 Consistent

With multiple contractors, operators and development partners working on behalf of the Legacy Corporation, consistency in tone and messages will become increasingly important to avoid confusion and consultation fatigue. The Legacy Corporation aims to provide one voice, and all consultation activities must be reviewed by the Communities and Business and Corporate Communications Teams to ensure consistency of message and information and where possible for exercises to join up to reduce the risk of consultation fatigue.

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[1] These principles are informed by BERR Code of Practice on Consultation, 2008, Listening to London- good practice guidance for the GLA Group, GLA, 2002, Planning Policy Statement 1: Delivering Sustainable Development, RTPI Guidance on Consultation, Localism Bill 2010

2.5 Transparent

As a public body, the Legacy Corporation must be transparent and maintain accurate and accessible records of its activities. All information gathered is subject to access to information regimes (eg. the Freedom of Information Act 2000 (FOIA)) and should be produced with this in mind.

Furthermore the Legacy Corporation has a complaints procedure in place in line with the local government ombudsman's policy should a stakeholder be unhappy with a consultation process. The complaints procedure can be found here

3. Definition of terms

There are many terms used to describe stakeholder interactions, and words like engagement, involvement and consultation may seem to mean the same thing, but are in fact quite different. It is important to understand the terminology and use it appropriately. The following definitions[2] aim to provide consistency when describing stakeholder relationships.

3.1 Consultation

A process of dialogue between decision-makers and stakeholders with the aim of providing the opportunity to influence a decision or programme of action. Consultation should only be undertaken where there is the possibility of influencing decisions and not where decisions have already been made.

3.2 Involvement

Regular interactions between decision-makers and stakeholders to exchange views. Involvement should continue throughout the process to ensure that concerns and aspirations are consistently understood and considered.

3.3 Engagement

Relationship-building activities with stakeholders that enable more specific activities to then take place. The Legacy Corporation often uses this type of interaction with stakeholders to help foster a sense of stakeholder ownership of the Park.

3.4 Communication

Communication in this context means information provision and includes channels like print publications, public notices, press articles, newsletters (electronic and hard copy), web sites, conference presentations, and media interviews. Communication is vital to keep stakeholders up to date with activities.

Most channels are two-way and provide room for feedback from participants. Some projects require more participation than others, when planning consultation and engagement activities consider which tactics your programme will need to deploy.

[2] These definitions are informed by The Consultation Institute, RTPI Good Practice Guidelines on Effective Community Involvement and Consultation, 2005

4. Partner Organisations

To ensure the successful delivery of its aspirations for Queen Elizabeth Olympic Park the below organisations have agreed to collaborate as partners. They are as follows:

The **local boroughs** around the Olympic Park (the London boroughs of Greenwich, Hackney, Newham, Tower Hamlets, and Waltham Forest) are the elected authorities for Queen Elizabeth Olympic Park and the area around it.

Lee Valley Regional Park Authority is responsible for maintaining and developing the Lee Valley Regional Park. LVRPA owns 20 percent of the Olympic Park site (50 percent of the area designated as parkland) and will own and operate the Lee Valley Tennis and Hockey Centre and the Lee Valley VeloPark.

The **Greater London Authority (GLA),** led by the Mayor of London, is founder of the Legacy Corporation.

The **UK Government**, led by the Olympic Minister, is also an Olympic stakeholder, and was part-funder of the Games (using regeneration funding and lottery revenues). It therefore retains an interest in the Park.

East Village previously the Athletes Village is owned by QDD and Triathlon Homes.

5. Stakeholders

The definition of a 'stakeholder' for the London Legacy Development Corporation is anybody who might directly be affected by or have an influence on the regeneration of the Lower Lea Valley, or the fulfilment of the Legacy Corporation's aspirations[3].

The London Legacy Development Corporation and its partners have a wide-ranging set of stakeholders. The Legacy Corporation engages regularly with various individuals, groups, organisations, sectors and partners on the development, delivery and evaluation of projects.

There are statutory requirements for stakeholder involvement and consultation, specifically for planning applications. For example, public bodies have a statutory duty to involve disabled people in planning and a responsibility to identify how their actions might affect different ethnic groups. Some types of planning application will need to include a statement of participation to demonstrate stakeholder dialogue in advance of the submission of the planning applications. Some projects, such as business

[3] Definition from the Legacy Communities Scheme Planning Application 2011 Statement of Participation

planning, require stakeholder involvement as part of the wider corporate responsibility that the Legacy Corporation has.

The below table offers a simple guide to the types of consultation and stakeholders:

What to consult about	Who to consult	Why
• Policies • Masterplanning activities • Outline planning applications • Detailed planning applications • Transport plans • Business plans	• Statutory consultees • Businesses • Community • Specialist • Political • General public	• Shape objectives • Evaluate impact, fairness, transparency, equality • Mitigate harmful or negative impacts • Understand local priorities and issues • Engage local communities and groups • Increase accountability

6. Good practice process for consultation

The importance of consultation in recent years has been raised and it has become a central process for public authorities. The underpinning rationale for consultation is the idea that building a sound understanding of local and regional needs and a robust evidence base will improve planning and decision making.

The Localism Bill 2010 and the Planning and Compulsory Purchase Act 2004 put particular emphasis on the need for wide ranging consultation with stakeholders – and more specifically, communities – in order to deliver high quality and inclusive design. Planning guidance states that: “In developing the vision for their areas, planning authorities should ensure that communities are able to contribute to ideas about how that vision can be achieved, have the opportunity to participate in the process of drawing up the vision, strategy and specific plan policies, and to be involved in development proposals.”[4]

As Queen Elizabeth Olympic Park covers such a large urban area, there is a wide diversity of communities living around it and it is important not to treat the “community” as one homogenous mass, section seven gives more detail on the communities around the Park.

Whether you are planning to consult with technical experts or community groups, it is important that all consultation and involvement conforms to the overarching principles and follows a clear process.

The role of the Communities and Business Team

The Legacy Corporation’s Communities and Business Team plays a key role in the delivery of all consultation and engagement and is there to oversee and guide users of this document in their consultation activities.

The Communities and Business Team will help you adhere to the process outlined below for managing consultation effectively. Depending on the breadth of activity, not every part of the process will be required or appropriate.

The process is divided into the following stages:

Planning – activity- analysis- reporting- evaluation

Planning → Activity → Analysis → Reporting → Evaluation

6.1 Planning

Planning is the most important stage of the consultation process. It is at this stage that you set parameters of your consultation and map the ways that the activity will impact decision making. In order for it to be successful, the plan must provide a robust timeframe. The whole process, not just the activity, should be accounted for during the planning stage.

Begin with the end in mind

Write a timed plan and ensure that you consider all stages including feedback, reporting and evaluation. Allow enough time for invitations to go out, for the production of collateral including accessible documents, and for booking interpreters and other aids to accessible communication. Engagement activities may need significant advance planning, so that community capacity can be developed, and so that local authorities, schools, etc can incorporate time commitments into timetables as necessary.

Establish the purpose

Is this consultation statutory? If not, outline the key reasons for doing it. Remember the core principle of proportionality (see 2.1). Clarifying your purpose may require early dialogue with representatives from partner organisations (see section 4).

Inform the Communities and Business team

In this meeting the Communities and Business Team will formally log the process in the consultation database. They will set a date to meet with the Legacy Corporation Project Sponsor and consultant team to understand the project, timings and to identify what statutory consultation is provided.
If a statement of participation is required, the Communities and Business Team will arrange a meeting schedule for client monitoring of activities.

Define a timeline

Give ample time for preparation. Notice of events needs to be sufficient to allow people to plan attendance. Remember that some disabled people may need to book Dial-a-Ride in advance, and need extra time for planning ahead.

Set a budget

Clarify all costs up front and make them transparent. Your budget should include elements such as room hire, print materials, facilitation cost and catering. The budget may also need to cover the resources required for publicity, follow up, translations, sign-language interpreters and other aids to accessible communication and post-consultation management activities like processing feedback and posting information on web sites. Guidance on indicative costs and sources of supply is available from the Communities and Business Team.

Set the parameters

Write a list of questions that need to be asked in the consultation. Ensure that questions are not leading and are within the scope of the project (eg. do not ask questions that you cannot respond to).

Map the stakeholders

First consider who you should be speaking to and why. You will need to then understand how many participants you can involve effectively. When you know the size of your audience, it will help you choose the right method. To do this, scope the different audiences and needs that must be addressed by your process and identify which stakeholder categories need to be present for particular stages of the process. As part of this process review the Legacy Corporation stakeholder map.

Plan for the needs of minorities

If you are targeting specific ethnic, faith or cultural communities, or holding the event in an area with a concentration of one ethnic group (advice on demographics can be obtained from Communities and Business), you will need to take the dietary and cultural needs of that group into account.

Decide on method

Select the activity that fits your needs and the audience's needs. Quantitative methods like surveys will enable you to ask what people think and how many people think it. Qualitative methods like workshops, meetings and focus groups are better for "researching sensitive or complex issues, allowing more detailed probing on particular issues." Think about the role that online will play in your consultation for both seeking feedback, providing information and advertising the events.

Meet with the relevant local authorities

If your consultation involves local communities and the general public, talk through the plan with the appropriate local authorities via the Communities and Business team. In particular, involve the boroughs in mapping the stakeholders, deciding on method, reviewing the draft contact list and advising on informal pre-consultation discussions.

Write a draft contact list

The target audience must be properly selected. Start by drafting a list of suggested invitees for an event or target audience for a survey. Your list might include community members or organisations with a statutory interest or professional experts in a particular field. If you are consulting with representative bodies, clearly identify who the organisations actually represent.

Peer review the draft list

Ask representatives from partner organisations (listed in Section 4) to review the list. This shares responsibility for stakeholder identification.

Submit this list to a gap analysis

To mitigate against unconscious bias, subject the stakeholder list to a gap analysis to help you understand what the full stakeholder universe is and identify where the gaps are. Take advice from the Communities and Business Team to do this. In community relations activities, invitees should be screened for equality and inclusion. (See section 7).

Meet with the Communities and Business team with the plan

Discuss the full plan with a member of the Communities and Business Team to get it signed off. At this point find out how this consultation fits in with other activities and previous consultations and where there may be opportunities to join up with other activities.

Hold informal pre-consultation discussions if necessary

If you do meet with individuals ahead of a formal process, keep a list of who you have spoken to during a pre-consultation stage. Having this information available strengthens transparency and reduces the risk of being compromised by non-disclosure of significant relationships. If you are preparing a planning application, meet with representatives from the local planning authority.

Partner where possible

The Communities and Business Team will be able to advise if the consultation can be done in partnership with others who may have an interest to avoid duplication and consultation fatigue

Review equality and diversity guidance (section 7)

All consultation must be inclusive and address the need to engage "seldom heard" groups. This is likely to mean organising specific meetings which are targeted at particular groups. It will not be possible to target every group for every consultation. You need to think through the possible implications of your project or proposal and prioritise the seldom heard groups to reach. These meetings will be in proportion to the overall purpose of the consultation.

Review accessibility guidance

Every consultation event must meet the core standards for accessible meetings outlined in Section 8. Certain events, which are particularly targeted at disabled people, will require even more attention to access.

Plan who's who

Estimate the hours it will take to carry out consultation and allocate resources accordingly. Inform members of staff and partner organisations early. Ensure that senior members of staff have event dates in their diary. When running workshops ensure that there are sufficient support staff and note-takers available. Plan who will analyse, write up and present the results. Consider how the data will feed into decision-making and identify key people.

Observe data protection law with invite lists

The Data Protection Act 1998 states that "Information held by public bodies should not be passed onto anyone else, or used for any but the most limited purposes apart from the purpose for which the information has been given." If you intend to use a third party list of invitees (such as a Local Authority database), you must use an independent mailing house to process the data and no data can be saved to a hard drive. A person's details cannot be saved to the stakeholder database if they have not opted in to it.

Send invitations early

Give early notice of events and monitor the registrations to your event. If your response is low or becomes too weighted to a particular stakeholder group, consider calling invitees in order to balance the group. All invitations must contain details of the accessibility of the venue, and the access arrangements that have been made for that specific meeting (see section 8). Invitations should offer the opportunity to request specific additional access dietary needs in advance.

Plan advertising and meet with the communications team

Meet with the media team to discuss your consultation programme and any supporting advertising you will be undertaking or media opportunities that maybe available. Ensure any materials produced are correctly branded.

Conduct pre-meetings

Conduct pre-meetings with relevant stakeholders to ensure that events are thoroughly thought through and will be productive. (Record these meetings as pre-consultation events)

Provide training when needed

For large-scale public engagement events, provide in-house message training to ensure that all staff are well-informed and able to talk to the consultation topic and understand how to run an accessible meeting.

Give delegates information upfront where possible

Provide delegates with pre-event packs that include details of how to get to the venue, accessibility guidance and an agenda. Ask for special dietary and access requirements. Where possible provide a clear outline of the day's activities.

6.2 Consultation activity

There is widespread acceptance that consultations should be delivered in a variety of ways. However, the amount of activity planned should be in proportion to the impact of the project. Not everything should be multi-channel as this could lead to confusion and mixed messages. There are many options available to you: for qualitative methods such as public events, stakeholder workshops, conferences, public meetings, consultative committees and focus groups, the standards required are outlined in 6.2.1. For quantitative formats such as surveys to collect statistically valid data, guidance is outlined in 6.2.2. For panels and forums guidance is outlined in 6.2.3.

6.2.1. For workshops and public meetings

Design the event with feedback in mind: Clearly outline the parameters of the discussion (outlining what can be influenced and what can't), and provide adequate resources for recording the data and additional methods for data capture (such as feedback forms or ideas walls).

Consider your audience's preference: Informal events such as drop-ins and roadshows can be a more inclusive and user friendly alternative to public meetings. Attention needs to be paid to properly organising and recording feedback to these.

Select the right venue: Ensure that you have adequate space and that the place that you use meets accessibility requirements. See section 8. Make sure it is in a convenient location for your target audience.

Provide a clear agenda and delegate pack: A pack should include a briefing note that states why you are conducting the consultation and what your expectations of participants are. It should also include copies of any relevant maps or presentations.

Delegate packs should meet access guidelines: See section 8.

All meetings must have minutes: Ensure that all meetings with stakeholders (including pre-meetings, etc) are properly minuted, and that minutes are drafted with their publication in mind as they are, in effect, public documents subject to the Freedom of Information Act.

Have a chair to lead proceedings: Events should have a chairperson who manages the programme to time and frames the discussions appropriately.

Provide proper facilitation: Successful events require trained facilitators to ensure the active involvement of all. The Environment Council says "A good facilitator needs to be open to multiple perspectives, approachable and flexible, while also being capable of maintaining positive group dynamics, tactfully handling participants inclined to dominate a discussion, and encouraging more reticent people to have their say"

Record data accurately: Note-taking is an under-valued skill and should not be underplayed in event production. Every discussion group should have a dedicated note taker who takes notes on flipcharts and checks in with the group regularly to ensure that notes are an accurate reflection of discussions.

Provide a mailing list that attendees can join: Encouraging attendees to opt in to this list will grow the in-house stakeholder database.

If you are working with children or young people: you must get parental consent, ensure that venues meet access guidelines and that facilitators are

CRB checked. Engaging young people may require particular training to assure good results and elicit valuable feedback.

Provide permission forms where necessary: If you are recording events on video or photographically, you will need separate permission forms for use of these images. You must get consent from parents or guardians if the subject is under 16.

6.2.2 For written consultation, questionnaires, and opinion polls

Distinguish between what is research and what is consultation: When using quantitative research methods such as surveys and qualitative methods such as focus groups, it is important to distinguish between what is research and what is consultation. Market and social research can provide the opinions of people who might not otherwise get involved - but this is often different from them being consulted. It also takes specialist research skills independent researchers should manage this.

Give adequate time for response: Response time for written consultation will vary depending on the project, for formal consultation on policies and strategies, standard practice is 12 weeks. However, requirements for consultation will vary within the planning process, and the response time will be shorter. Always give clear guidance on the closing date for input.

Ensure that questions are approved by the Communities and Business team

Use surveys if you need statistical information: Surveys and questionnaires provide a good way of obtaining quantifiable data. Do not attempt to quantify responses from qualitative exercises.

Opinion surveys should reach a broader audience than events: The benefits of large scale surveys are that they reach the stakeholders who are most difficult to reach through community based groups, and “who may also be labelled as ‘the silent majority’”.

Consider monitoring the impact on equality of the survey: Including equality monitoring as part of the survey enables you to report on the representation of different groups among respondents, in order to analyse if opinions differ, for example, between women and men, or between different ethnic groups.

Offer surveys in a range of formats Surveys and questionnaires should meet access requirements and should be available in print, online and audio where possible.

6.2.3 For panels and forums

Selection process must be transparent: Record the process through which you recruit members of your panel or forum.

6.3 Analysis

Analysing the data is a crucial part of the process and is where the input from stakeholders will be reviewed and impact decision making.

Feedback forms: In stakeholder workshops, provide space for additional comments by providing feedback forms with space for open contributions. Space for open comment should also be provided on questionnaires.

Collate, analyse and summarise results: Write a summary of the report with the intention of publishing it. Guidance from the GLA advocates putting the data into context for readers of this report by considering the following questions: "How do the results compare with others? Were they expected or unexpected? [Were there] changes over time? Were respondents representative, or did certain groups participate more or less than others"13

Represent the results appropriately: Qualitative data cannot be put into a context that can be displayed as statistics as it is not statistically valid

Explore if an equality analysis is appropriate: Review the data to ascertain whether the sample was representative of, for example, minority ethnic groups or disabled people, if not, consider further targeted activity.

Consider independent analysis: Quantitative research must be designed in accordance with proper guidance (For example the Market Research Society Guidelines14) and in some cases, it may be best to commission independent third parties to manage the research process, examine the responses and form an informed balanced conclusion based on the submissions. This is particularly important where there are high volumes of responses, and weighting the submissions is considered.15

Articulate how these results feed into decision making: Once the data is collated, the full team should review and respond to the input, clearly identifying where results will impact the project. This decision-making should be captured as part of the final report.

6.4 Reporting

By keeping ongoing records and maintaining a good archive of the information that you have collected, reporting the results should be a simple editorial process. For statutory planning processes, you may have the responsibility to produce a statement of participation.

Feedback to participants should be planned in at the outset: It should inform participants about how their contributions were applied or not applied. If the latter is the case, there should be some explanation.

Write a consultation report for decision makers: Provide a summary of responses that includes a summary of the next steps for the policy.

For planning applications you may need to produce a statement of participation: This is a public document that should summarise all activity that took place in the consultation phase, how it was fed into decision-making, and the impacts it had. This needs to spell out the degree of participation from all stakeholders.

Provide a user-friendly web report for the public: This should be for the public to get feedback about what happened during a public consultation phase. This will need to be produced in collaboration with the external relations team. Make sure this report conforms to access guidance.

Provide participants with a feedback summary: This may be in the form of a feedback report or event, but those involved in the process should be informed of how their contributions were applied.

6.5 Evaluation

Evaluation is an essential part of the process, it helps identify what works (and what does not) and why. This then informs future consultations and feeds into best practice standards.

Use evaluation forms productively: Consultation should always be evaluated for effectiveness. Each event or intervention should be followed by a review of the numbers and types of responses, and how these responses clarified the options and affected the final decision. Evaluation forms, minutes from meetings and other feedback vehicles (such as telephone hotlines) from participants should be reviewed to identify what influence there was on decisions.

Record Lessons learned: Where possible hold an after action review meeting: what worked well and what didn't and what would change in the future

Log results: Record the process, opt in stakeholders and results on the central consultation database.

Conduct a Process Review: Take a close look at the consultation process and determine whether it conformed to best practice.

7. Equality and Inclusion

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. 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 Queen Elizabeth Olympic Park and bring the neighbourhoods to life, but the sub region is still blighted by a history of deprivation. This makes it especially important that we involve diverse communities in helping us make our decisions and influencing our projects and policies.

It is for that reason that it is important to us that east London's diverse communities are able to participate in consultation the activities which the Legacy Corporation and its partners arrange. For that reason participation in consultation should be monitored and evaluated to ensure that the effects are made to include all of the groups identified in the Equality act 2010 including;

- Women, men and trans people
- People from different black, asian and minority ethnic (BAME) or faith groups
- Disable and non-disabled people
- Younger and older people, and
- Lesbian, gay and bisexual people

Where specific issues are being discussed we might hold sessions specific to one group e.g. parents, or on occasion we might hold sessions which are 'strand-specific' in nature e.g. with Faith Groups.

Where evidence suggests that an issue or proposal has a disproportional impact on one or more group protected under the equality act, Legacy Corporation will take steps to assess the impact and ensure there are no illegal negative impacts on protected communities.

8. Accessibility

Adhering to accessibility principles will attract broader audiences and encourage involvement. Cultural differences and physical disabilities can make consultation harder to access, and so the London Legacy Development Corporation aims to make best efforts to overcome such barriers.

The Equality Act 2010 requires service providers to make "reasonable adjustment" for a disabled person to avoid discrimination.

The Legacy Corporation expects the following standards for consultation events:

Ask for access and dietary requirements in advance of events: Meet specific requirements wherever possible. Be sensitive to cultural needs such as Kosher, Halal, etc. With access requirements you also need to consider how those with disabilities will get to the venue.

Brief staff and presenters on the needs of disabled participants: Preparation in advance of events will mitigate against exclusion during presentations and briefings.

Only use accessible venues: All venues used for consultation events must be fully accessible to people with mobility impairments and other disabilities and they should incorporate the following:

- Designated car parking spaces near to the entrance
- A dropped kerb to level from designated parking
- A ramped or level entrance and preferably an automatic door opening device at the principal main entrance
- Floor surfaces that are not deep pile carpet and are non reflective.
- Good lighting levels throughout the building.
- Good signage to highlight doors, light switches, handrails, stairs, steps, telephones, etc
- Free from excess noise such as piped music for those with hearing impairments and others
- Induction loop systems available at reception points, training and meeting rooms. A hand-held system should be made available.
- A unisex accessible toilet with all fittings
- Lift to all floors (preferably with audio and braille instruction).
- Fire alarms that include audio and visual communication.
- An accessible level or ramped ground floor fire exit with clear signs

Meet print publication standards:

- Corporate publications should carry the following statement in English only: “This publication is available on request in other languages and formats”.
- Community publications and those aimed at a BAME audience will carry the same statement in the following languages: Albanian, Arabic, Gujarati, Polish, Portuguese, Punjabi, Bengali, Spanish,

Turkish, Vietnamese, Chinese, French, Somali, and Urdu. This language selection is based on a review of the most common language translations offered in the five Host Boroughs.

- Translation services may be needed into each of the languages.
- Produce easy read summary documentation for people with learning difficulties

Take a bespoke approach to language: Community languages vary from borough to borough so for area based publications or activities this is best discussed with the local authority. In Newham the fastest growing languages in the borough are predominantly Eastern European. In Tower Hamlets, Sylheti is one of the most commonly spoken languages. The list of community languages should be revised periodically and the boroughs have translation and interpretation services that it would be possible to use which can be accessed via the External Relations team.

Provide alternative formats on request: Braille, large print, easy read and audio as well as formats for people with learning difficulties such as Makaton. These may take additional time to produce. For large scale public consultation and involvement activity these formats should be produced as standard.

Use plain English: to help people who have learning difficulties and those who use English as a second language.

Produce accessible maps and plans: If you are using maps and plans you should consider producing a tactile version or an audio file describing the plans of the Exhibition. These can be commissioned from the RNIB.

All materials should be assessed for colour sensitivities: The Equalities and Inclusion Team can provide assistance.

Consider photosensitive epilepsy when producing films and presentations: With photosensitive epilepsy seizures are provoked by flickering light, flashing images and/or patterns. Ensure film, video or presentations comply with Ofcom guidance to avoid this.

Web standards: Design web surveys to be accessible to blind or visually impaired people. Consult the Digital Team for guidance.

Provide British Sign Language and palantype support**:** where needed. In order to meaningfully include the Deaf community a BSL interpreter should be provided for large-scale events, statutory events and those targeting disabled people. For smaller, non-statutory events, a BSL interpreter can be requested in advance.

9. Sustainability

Sustainability is a core priority theme for the London Legacy Development Corporation and it takes a proactive approach to encouraging sustainable events. The following sustainability criteria should be considered when planning any consultation activities.

9.1 Venue and accommodation selection

Choosing the right venue is probably the most important part of the process to hosting a more sustainable event, as this can determine transport and travel arrangements, purchasing, catering decisions and so on. It is worth taking the time to ensure you get this part right.

Where there is a choice in venue and accommodation for the event, key selection criteria include:

- evidence of a sustainability policy in place and in use (for example, facilities for recycling, water efficient systems, induction loops available);
- appreciation of any potential impact on environmentally and culturally sensitive features within or near the venue;
- evidence of a health and safety policy in place and in use (for example, current fire risk assessment, adequate security provisions, access to first aid room/location) – see Health, safety and security section for more details;
- accessible by all
- located near an accessible public transport station/stop;
- provision of Blue Badge parking nearby;
- located on/near walking and cycling routes;
- provision of secure parking facilities for bicycles;
- provision for different people – for example, safe play areas, seating, induction loops for people with hearing aids, changing areas and a quiet room available for people of different faiths and who need time away from crowds where appropriate;
- well located, obvious and clear signage to the venue; and
- sufficient public liability insurance.

9.2 Transport and travel

Transport emissions and local congestion are potentially the most significant environmental impacts of hosting an event. Where it is practical and safe, Legacy Corporation events should be seen as public transport, walking and cycling destinations.

Key considerations for guests, crew and/or transportation of goods include:

- encouraging public transport, cycling and walking as the best way to get to the venue, for example, in invitations;
- highlighting accessible transport routes;
- thinking about the timing of the event to enable disabled and older people to travel at off-peak times;

- maximising use of shared transport, rather than individual vehicles; − utilising accessible vehicles where appropriate;
- utilising low-emission vehicles where public transport is not an option;
- reducing the distance, travel time and number of journeys required;
- if the event will end at night, identifying safe journeys for night-time travel

9.3 Sourcing products and services

For all event purchases, the starting point should be to consider if the product or service is essential to delivering the customer experience. In many cases it will be possible to deliver the same or better experience using less material.

Where items are essential, can they be hired in or reused from previous events, rather than buying new?

The following five basic criteria for assessing products should be applied:

- Where does it come from?
- Seek to source locally wherever possible.
- Where local sourcing is not possible, ensure you understand where items are originating from and how they are transported. Who made it?
- Ensure labour is subject to fair employment practices. What is it made of?
- Recycled or recyclable material is preferable.
- What is it wrapped in? Minimise packaging or ensure it is recyclable.
- What will happen to it after the event? Could it be used again for future events? − If not, how will you dispose of it afterwards?

9.4 Catering provision

Sustainable food is a topic of strong public interest. There is increasing focus on the event catering industry to provide responsibly sourced food and cater for a diverse range of people.

Key considerations include:

- food safety and hygiene regulations;
- provision of free drinking water;
- provision of food as near as possible to the main event space;
- sufficient options to cater for diverse dietary, ethnic, cultural and practical needs;
- providing healthy and nutritious options;
- sourcing local and seasonal produce;
- sourcing from environmentally responsible and fairly traded sources;
- provision of cups, glasses, plates, cutlery and food packaging that are reusable or recyclable

9.5 Communications

Good communications are an essential part of a sustainable event. It is important to ensure all participants can receive and relay information before, during and after the event. Good practice measures for communications include:

- Prioritising communications by electronic mail and other new media applications;
- Ensuring invitations and advertisements are accessible to a wide range of people;
- Asking delegates to specify any accessibility requirements or whether they'll be bringing personal assistants/support workers/assistance dogs with them;
- Providing an overview of the access provision that you are already planning to provide, for example, step-free access, British Sign Language (BSL) interpreter or other language interpreters, speech to text, large print versions of text, audio versions, Braille, easy read (where possible provide audio, large print and easy read in electronic format in advance); and
- Using clear language.

Where it is necessary to print, good practice measures include:

- Double-sided printing;
- Printing in black ink on a light background;
- Using colour only for essential messaging;
- Maximising the contrast between text and background;
- Avoiding printing text on top of images;
- Providing information on posters rather than individual handouts, for example, agendas;
- Maximising the recycled content of the material to be printed on;
- Using inks with minimal environmental impacts, such as vegetable-based inks; and
- Stating accurate details of material and printing processes on all products; for example, printed on 100 per cent recycled paper from post-consumer waste using vegetable-based inks.