



Working towards an inclusive Games

The Third Annual Report of the London 2012
Equality and Diversity Forum

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Foreword

by **Richard Barnes**, Deputy Mayor of London and
Chair of the London 2012 Equality and Diversity Forum

As Chair of the London 2012 Equality and Diversity Forum I am pleased to present the forum's third annual report. The report highlights the equality, inclusion and diversity achievements of the London 2012 partners over the last year.

Our bid included the commitment to host the most accessible Games ever. As we move closer to the Games, this year's report is set against the backdrop of the Olympic Delivery Authority (ODA) completing the major venues on the Olympic Park and beginning to hand them over to the London Organising Committee of the Olympic Games and Paralympic Games



This year's report continues to highlight examples of good practice in increasing access and inclusion to a range of sporting, business, contract and volunteering opportunities

(LOCOG) for overlay and testing. ODA's contribution to the Games is nearly complete and more and more focus will be on LOCOG and other members of the forum.

Since 2007, the ODA has delivered a challenging range of programmes and venues and it is appropriate at this time

to acknowledge that they have built the most accessible new sporting facilities of any Olympic and Paralympic Games.

The ODA has created a template that countries around the world can apply, not only in bidding for major international sporting events, but also in terms of creating accessible and inclusive public spaces with a long-term use. I would like to draw your attention to a few of the ODA's achievements:

- The pioneering Inclusive Design Strategy and Standards, which have ensured that accessibility is at the core of the design principles of the venues, facilities and infrastructure;

- Working with their Tier One contractors to improve approaches to equality and inclusion through developing individual equality action plans which are monitored for progress and performance;
- The consistently positive performance of the ODA's Jobs Skills Futures Brokerage who since April 2009, have got 57 per cent of the people into work on the Olympic Park from black, Asian and minority ethnic backgrounds; 17 per cent women and six per cent disabled people, in an industry which is relatively new at delivering equality and inclusion;
- A multi-award winning Equality, Inclusion, Employment and Skills Team who have demonstrated that good diversity and inclusion results can be achieved in a relatively short space of time and have a sustainable impact – the awards include work for gender equality and the Women into Construction Project, and race equality;
- A commendation for success in diversifying the supply chain of the Tier One contractors. In an economic downturn and with the central focus on buildings this is a genuine feat.

These examples are significant and helpful pointers not only for the forum and its members, but also and more importantly, to all organisations private, public or voluntary that are committed to diversity and inclusion. As the ODA

prepares to hand over the baton to the forum, we are proud to accept it and will learn from their approach and build upon the firm foundations that the ODA has laid.

We continue to work to ensuring that the venues across the Olympic Park have been built so that everyone has the same positive experience regardless of whether they are disabled, have English as a second language; are elite athletes, are local residents, are tourists, are young or old, spectators, or work in the Park.

As you read through this report you will notice that individually and collectively we have made great strides in delivering an inclusive Games. For example:

- Over 134,000 businesses were registered on the CompeteFor website at the beginning of 2011 across the country, with 8.5 per cent owned by black, Asian and minority ethnic, 18.3 per cent owned by women, 1.3 per cent owned by disabled people.
- The ODA's Jobs Skills Future brokerage has supported local people into jobs on the Olympic Park and Athletes' Village, helping to maintain local employment at 20 per cent and 50 per cent resident in London.
- The London Ambassadors Scheme has successfully registered 33,728 people. To date the registration figures show that 40.5 per cent are aged 18-25

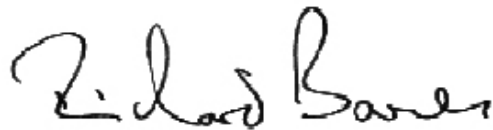
years old, 61.4 per cent are female, 23.7 per cent are Asian.

- In March 2011, LOCOG celebrated its thousandth Inspire project, 87 per cent of projects are integrated projects with participants who are both disabled and non-disabled.

The enthusiasm for the Games is increasing, as we get closer to July 2012. It is important that all sections of the community take up the opportunities presented by the partners in the lead up to the Games, whether it is attending a London 2012 Cultural Olympiad event or attending live sites across the country during the Games. There are many, many chances to make the London 2012 Games 'Everyone's Games'.

As we note our successes in the last year, it is an appropriate moment to acknowledge the work of the late David Morris. David was External Access and Inclusion Manager at LOCOG. He had been on secondment from the Greater London Authority and was a champion of disability rights.

We hope that you are impressed with our results to date. We are not complacent and anticipate that throughout the coming year you will see a number of programmes that will further advance our promise to deliver an inclusive and accessible Games.



Richard Barnes

Deputy Mayor of London and
Chair, London 2012 Equality
and Diversity Forum

Executive Summary

This is the third annual report of the London 2012 Equality and Diversity Forum, covering activity undertaken in the year to March 2011.

The report charts a transition in focus: from building the stage for the Olympic and Paralympic Games to preparing to put on the world's greatest show.

Our aim in undertaking those preparations remains to make London 2012 everyone's Games: an inclusive Games, with every venue accessible to all; the east of London, the rest of the capital, and the whole of the United Kingdom benefiting; and everyone participating in the activities and enjoying the opportunity of the London 2012 Games and their legacy.

This report sets out what we are doing in five critical areas which will ensure that London 2012 is a Games for everyone – for men and women, young and old, disabled people, people of every ethnic background, faith and sexual orientation.

1 Businesses – including procurement, supplier diversity, monitoring and best practice

We are making sure the opportunities provided by the Games are spread as widely and fairly as possible. We are doing this by supporting programmes that help businesses across the UK reap the rewards of staging the Games in London.

Forum members are ensuring that their procurement processes create lasting change in the area of equality and diversity.

2 Workforce – including jobs, skills and volunteering

We are upholding the highest standards of best practice, in recruiting and building a diverse workforce, and ensuring job and training opportunities for all. We are running innovative and successful programmes to encourage people from every background to be involved in London 2012 – by working at a Games site or as a volunteer.

Thirty-five thousand people will have worked on the construction of the Olympic Park and the Athletes' Village by the time the Games begin. By the London 2012 Opening Ceremony around 200,000 people will be working on the Games – including around 6,000 staff, up to 70,000 volunteers and around 100,000 contractors. There will also be 8,000 volunteer roles under the Mayor's London Ambassadors Scheme.

3 Service delivery – including Games-time service provision, accessibility and inclusive design

We will stage the most accessible Games possible. The Olympic and Paralympic venues are already recognised as models of access and inclusion. The Games are inspiring lasting change – triggering

improvements in accessibility to transport, accommodation and visitor attractions across the capital.

A range of inclusive services provided by forum members and partners is creating the environment for a uniquely accessible experience for visitors to London during 2012.

4 Communities – including impact on local people, especially in the host boroughs, across London and the UK

We are making sure that there are no barriers to anyone enjoying and benefiting from the Games, its long-term legacy and the cultural events that accompany it. The host boroughs cover some of the most cosmopolitan areas of the country, so this will include communities that have traditionally been under-represented, experience discrimination, or social exclusion.

Through work with schools, the Inspire Programme and other initiatives underpinned by community activity, forum members are creating a lasting legacy of greater equality.

5 Participants – including the Equality Standard for Sport, and impact on levels of participation in sport for currently under-represented groups

We want to get more women, disabled people, and black, Asian and minority ethnic (BAME) people taking part in sport and physical activity. We are doing this by broadening the appeal and awareness of the Olympic and Paralympic Games.

Forum members are encouraging the participation of diverse groups of people as visitors to the Games and associated activities and as active participants in sport.

Introduction

Through the London 2012 Equality and Diversity Forum, the main Olympic and Paralympic bodies and stakeholder organisations together champion and monitor progress on national and regional equality commitments for the Games and their legacy.

This is the third in a series of annual reports presenting the achievements of the forum's members. It covers the financial year April 2010-March 2011.

The volume and quality of the activity is high and this third report heralds a transition: from building the stage for the Olympic and Paralympic Games to preparing to put on the world's greatest show; from looking at the Olympic Delivery Authority's (ODA's) progress to highlighting the achievements of LOCOG, the growing presence of the Olympic Park Legacy Company (the Legacy Company), the London Development Agency (LDA) finishing its important contribution and the Greater London Authority (GLA) taking on a bigger coordination role.

The forum is committed to making London 2012 'everyone's Games' and promoting a lasting legacy of inclusion. This means working hard to ensure that the Games are open to as diverse a range of people as possible and that everyone is able to benefit from the wealth of opportunities they bring.

The five diversity, equality and inclusion objectives are:

- Business
- Workforce
- Service Delivery
- Communities
- Participants.

The result will be a genuinely inclusive Games, where each venue is accessible and open to all; where the social and economic benefits are spread across the diverse communities of east London, the rest of the capital, and the whole of the UK; and where everyone around the country has a chance to participate in the activities and opportunities that accompany the Games.

The London 2012 Equality and Diversity Forum

Delivering the Games and their legacy is a complex programme, involving a wide range of organisations. The Deputy Mayor of London hosts the forum, bringing together senior representatives from the main organisations responsible for delivering the Games and their legacy.

Two organisations, working together as 'London 2012', are at the heart of the delivery of the Games:

- The **Olympic Delivery Authority (ODA)** is the public body responsible for building the venues, facilities and infrastructure for the Games.
- The **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG)** is the private sector company responsible for planning and staging the Olympic and Paralympic Games.

These organisations are supported by others on the forum:

- The **Greater London Authority (GLA)** is responsible for city operations during Games-time and ensuring the Games leaves a lasting and positive legacy for Londoners. The Deputy Mayor of London chairs the London 2012 Equality and Diversity Forum.
- The UK Government, represented by the Government Olympic Executive (GOE) – part of the Department for Culture, Olympics, Media and Sport (DCMS) – is the majority funder of the Games. It established the ODA and the Olympic Lottery Distributor and leads a cross-departmental programme to ensure a lasting legacy for the UK.
- The **London Development Agency (LDA)** is accountable to the Mayor of London for driving London's sustainable economic growth and security economic benefits for London from the Games.
- The **Olympic Park Legacy Company (the Legacy Company)** is a not-for-profit company responsible for the long-term planning, development, management and maintenance of the Olympic Park and its facilities after the Games. The Legacy Company is the first dedicated company of its sort, responsible for planning for the future of the Olympic Park before the Games have even taken place.
- The **Equality and Human Rights Commission (EHRC)** sits on the forum as a 'critical friend'.

London 2012's equality, diversity and inclusion aims

As well as separate equality and diversity objectives for each organisation on the forum, there are five elements that capture what London 2012 aims to achieve overall in the area of equality, diversity and inclusion:

1 **Businesses** – including procurement, supplier diversity and supplier monitoring

London 2012 is committed to ensuring that the opportunities provided by the Games are spread as widely and as fairly as possible.

We must build on the good progress that we have already made in supporting a diverse range of businesses from across the UK to reap the rewards of hosting the Games and the long-term regeneration that will follow.

2 **Workforce** – including jobs, skills and volunteering

London 2012 is committed to best practice when it comes to recruiting and developing a diverse workforce and ensuring that opportunity and training are available to all. The innovative and successful programmes we have put in place to encourage people from diverse backgrounds into work on the Olympic site must be built upon as we move towards staging the Games and preparing the legacy of its venues.

3 **Service delivery** – including Games-time service provision, accessibility and inclusive design

London 2012 aspires to be the most accessible Games possible. We want to build the Olympic Park as a model for inclusion and accessibility and use the power of the Games to

London 2012 Apprenticeship Programme Graduation Ceremony in September 2010, celebrating people completing their apprenticeships. © ODA



inspire lasting change – triggering improvements in accessibility to transport, accommodation and visitor attractions across the capital, as well as making real improvement in the accessibility of the public realm.

4 Communities – including impact on local people, especially in the five host boroughs, as well as across London and UK-wide

The five host boroughs make up some of the most diverse areas in the country. London 2012 is committed to making sure that, in the planning and delivery of the Games and in their long-term legacy, there are no barriers to full participation of communities that have traditionally been under-represented or have experienced discrimination or social exclusion. We also want the four-year Cultural Olympiad festival which accompanies the Games,

to touch and reflect the diverse communities of the UK and to continue to inspire change once the Games are over.

5 Participants – including the Equality Standard for Sport and impact on levels of participation in sport for under-represented groups

London 2012 aims to get more women, disabled people, and black, Asian and minority ethnic (BAME) people involved in sport and physical activity by raising awareness and broadening the appeal of the Games.





1 Businesses

Our commitment

London 2012 is making sure that the opportunities provided by the Games are spread as widely and fairly as possible. It will do this by supporting programmes that help businesses across the UK to reap the rewards of staging the Games in London.

Our programmes

Everyone

The Olympic Delivery Authority (ODA) continues to deliver against its integrated equality scheme, 'Everyone'. This aims for permanent improvements to the construction industry's approach to equality and inclusion and to ensure that everyone working as part of the Olympic Build programme is treated fairly and in an inclusive way.

The ODA has worked through its Tier One contractors, to increase their awareness of the range of local small and medium sized enterprises (SMEs) led by disabled people, women and people from a black, Asian and minority ethnic (BAME) background. Similarly, working with the London Development Agency (LDA), Business Links and the East London Business Association (ELBA), the ODA has provided local diverse SMEs with a better understanding of Tier One contractors' needs through targeted 'meet-the-buyer' events, where contractors and potential suppliers get to know about potential business opportunities.

The ODA has developed its procurement

processes to drive equality and inclusion from the outset. Using the Invitation to Tender (ITT) and Pre-qualification Questionnaires (PQQ), potential contractors are expected to indicate the diversity of their workforce, the steps that they have taken to promote equality in the workforce and the extent to which regular training is available to their staff. This means that every successful contractor is fully aware of the ODA's equality and inclusion objectives and that by working on the Olympic Build programme are committed to contribute to delivering equality and inclusion whilst building the Olympic Park and Athletes' Village.

The ODA has driven improvements through developing collaboration with its contractors, helping them with their equality action plans and monitoring performance. This support has been acknowledged by the Tier One contractors as making a difference to their approach. The contractors are open about what works, what needs improving and know that support is available.

LOCOG's Diversity and Inclusion Business Charter

"The Diversity and Inclusion Business Charter represents a bold and potentially groundbreaking attempt to tackle the issue of diversity in the supply chain."

Commission for a Sustainable London

The ambition of the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) is to deliver an Olympic and Paralympic Games for everyone. Diversity and inclusion are central to the success of London 2012.

LOCOG needs great suppliers and partners to help deliver a great Games. The committee published its Diversity and Inclusion Business Charter in November 2009 and has since supplemented this with additional initiatives for labour providers.

The charter sets out the key ways in which LOCOG will promote diversity and inclusion through its procurement activities and those of its principal contractors and suppliers.

The charter outlines LOCOG's procurement values and at its heart is LOCOG's supplier promise:

'We will be easy to do business with; we will be transparent, and will actively promote diversity and inclusion to everyone we do business with.'

Procurement governance model (PGM)

The PGM contains five steps that define how a procurement initiative is run from start to finish.

These are:

- 1 kick-off project
- 2 gather information
- 3 develop strategy
- 4 source supplier
- 5 mobilise contract

There are five elements of value for money, which are key considerations at every step in the PGM:

- quality / delivery / disposal
- commercial
- sustainability
- diversity and inclusion
- legal / financial / health & safety

Every item that LOCOG procures for the 2012 Games must go through this same process.

The tender process occurs in step 4 of the 'PGM, source supplier' before 'Diversity and Inclusion' are present during all stages of the tender process.

- 1 CompeteFor stage – each organisation registered is checked for an equal opportunities policy.

- 2 Pre-qualification stage – where a mandatory set of seven diversity and inclusion questions are asked.
- 3 Tender stage – where an additional set of optional service-related questions are asked (if relevant).
- 4 Contract stage – every contract that LOCOG issues requires the supplier to complete the Diversity Works for London online assessment and report their results within 30 days of winning the business. All suppliers are encouraged to commit to reasonable endeavours to achieve Gold Standard by 2012.

In addition, LOCOG ask each Games Service supplier to operate a guaranteed interview scheme for qualified disabled people in line with LOCOG's **>access now** programme.

CompeteFor

The London Development Agency (LDA) has played a leading role in working with the ODA, LOCOG and private sector partners to maximise the significant business opportunities from the Games.

The LDA is committed to:

- support the ODA and LOCOG to promote transparency in procurement practices throughout the London 2012 supply chain – creating greater access and opportunities for small, diverse businesses
- maximise existing business support projects to enable London's businesses to access and compete effectively for London 2012 and other business opportunities.

The LDA, together with its private sector partner the London Business Network, developed CompeteFor, a national online service that matches potential suppliers to Games-related contract opportunities and public sector organisations. CompeteFor has been adopted by the ODA and LOCOG and is a central feature of their procurement process. This innovative approach to opening up supply chain opportunities is providing small businesses with access to thousands of direct and sub-contract opportunities across all business sectors.

Whilst many small businesses are enthused by the prospect of bidding for a Games-related opportunity, evidence suggests that a significant proportion require some support to compete alongside more established or well-known suppliers. Working with other regional development agencies, the LDA has combined the resource of CompeteFor with existing regional and national business support services to deliver workshops, events and publicity. These aim to encourage small businesses to register on CompeteFor, providing valuable guidance on navigating the bidding process.

The LDA has also recognised the importance of small businesses based in

the host boroughs to the sustainability of the economic legacy from the Games. In addition to its existing pan-London Business Link service, the LDA, working with the East London Business Alliance and supported by the Canary Wharf Group, has invested in the East London Business Place (ELBP) service, helping local, small and diverse businesses to become 'fit to supply'.

'We are committed to ensuring that the future Queen Elizabeth Olympic Park offers opportunities for diverse communities to access jobs, development and business opportunities, so making it accessible for all. The Legacy Company will lead by example and embed our Equality and Inclusion Policy, into our procurement process with operators and tenants for the venues and across the Park.'

Andrew Altman, Chief Executive of the Olympic Park Legacy Company

The Legacy Company's Equality and Inclusion Policy

The Legacy Company's Equality and Inclusion Policy was endorsed for consultation in February 2011. It proposes three objectives:

1 Create an accessible and inspiring new place, which welcomes and attracts diverse communities;

Building on Olympic and Paralympic heritage to ensure that, after the Games, the parklands, venues and neighbourhoods created and managed by the Legacy Company represent one of the most accessible and inclusive parts of a major world city.

2 Maximise the positive opportunities the legacy development creates for the diverse and traditionally excluded communities of east London;

Using ownership and stewardship of the park and venues to maximise the positive socio-economic benefits for local diverse communities and those who tend to be traditionally excluded.

3 Deliver the highest standards of equality and inclusion practice in the company's own work;

Developing excellence in procurement, attracting the best talent, operating best practice in internal policy development, assessing the impact of decisions on traditionally excluded groups and diverse communities, and developing projects with partners that showcase the Legacy Company's commitment to equality and inclusion.

The procurement approach of the Legacy Company

The Legacy Company's socio-economic policies make the case for using procurement to spread economic

benefits through a mixed economy of suppliers and the employment of residents living in the neighbouring boroughs. It is committed to ensuring that its procurement is not concerned only with getting the cheapest deal but with negotiating the best financial package that delivers the objectives stated within its priority themes.

The Legacy Company does this in a number of ways:

- Requesting bidders to specify in the tendering process how they will promote access to sub-contracting opportunities for local and minority-owned businesses, SMEs and social enterprises - agreeing contract conditions on the basis of their response and requiring monitoring information.
- Enforcing sub-contracting conditions agreed with its suppliers during the tendering process that support growth of the small business economy.
- Incorporating specific economic benefits into its long-term partnering arrangements and, where appropriate, shaping its demand for contracts in ways that support delivery by SME suppliers.
- Working jointly with capacity builders and host boroughs to ensure that local businesses have access to support to help them win contracts with the Legacy Company and that major contractors also have access to local businesses able to meet their supply chain requirements.
- Working jointly with host borough labour support schemes such as Skillsmatch and Workplace to establish the mechanisms for providing contractors with access to appropriately skilled labour.
- Using funding from government and, when appropriate, developer agreements to facilitate the national apprenticeship programmes and worklessness strategies of the host boroughs.
- Using appropriate pre-selection methods, specifications, evaluations and award criteria to assess the proposals of prospective developers and major contractors best able to stimulate economic growth through employment and training programmes.
- Collecting monitoring information to enable reporting against the Legacy Company's corporate targets.

Equal pay is a key component of the Legacy Company's pay and reward framework and, as a publicly funded company, it has obligations in law to ensure equality within the workplace. It is committed to the London living wage and expects its contractors' workforce practices to correspond with its own.

Case Study

Boulevard Events

With a proven track record of event management, east London-based Boulevard Events was notified of an opportunity via CompeteFor and subsequently secured a contract with the Olympic Delivery Authority (ODA).

Boulevard Events originally started in Hackney over 20 years ago and has since grown into a thriving events management company. It was an early adopter of CompeteFor, having discovered the website whilst working at an event announcing the system's launch. Madeline Crouch, Managing Director, registered Boulevard Events that evening in anticipation of the significant amount of work that would be generated by London 2012.

'The registration process was very easy,' she says 'when we first signed up there were only four or five available contracts when we logged on and I would look at them all. Now there can be hundreds – so email alerts have become essential. Our profile is quite broad as we don't want to miss out on anything that we can deliver. If I haven't received an alert recently, I always manually search for contracts and even amend our profile and business categories.'

Madeline received an email alert about an opportunity to coordinate the ODA's Safety, Health and Environmental Awards in 2010.

After being short-listed through CompeteFor and going through the ODA's procurement process, Boulevard Events was tasked to deliver a complete event management service from venue set-up to organising the registration process, at no cost to the ODA. This experience enabled Boulevard Events to grow and expand their business offerings, as the systems developed could then be offered to other clients. Madeline explains 'CompeteFor has given us the opportunity to grow. We've hired three new staff members and an intern in the past year. It can be hard work but I'd encourage businesses to really think about how they can benefit from London 2012. For instance, we're keen to take advantage of the wider business opportunities that being a host city will bring and have already started planning how our business will take advantage of the opportunity.'

In September 2010, the ODA received a commendation for its work on diversity in the Supply Chain from Race for Opportunity, which is part of Business in the Community, in recognition of its efforts to create broader participation of SMEs through their Tier One contractors.

As expected, CompeteFor's position has strengthened on the evidence of its success with the London 2012 supply chain. Over the last year, the LDA expanded the scope of CompeteFor – making it available to local authorities across London, the GLA group and most recently the £15 billion Crossrail project. This clearly demonstrates that CompeteFor is already delivering legacy benefits as a result of London 2012.

Across the UK, over 134,000 businesses were registered on the CompeteFor network at the beginning of January 2011, with 8.5 per cent owned by BAME people, 18.3 per cent by women, 1.3 per cent by disabled people and 1.2 per cent by members of the lesbian, gay, bisexual and transgender (LGBT) community. Seventy-six per cent of all registered businesses are small and medium-sized enterprises (SMEs).

In London, there were 38,683 companies registered on CompeteFor (20 per cent are based in the host boroughs) – 17.7 per cent from the BAME community, 20.3 per cent run by women, 1.7 per cent by owners with a disability and two per cent by LGBT people.

So far over 8,000 contracts have been opened up and made more widely accessible to businesses that traditionally would not have known about the potential opportunities.

Over 50,000 companies have received business support as a result of registering on CompeteFor.

Since 2008, the East London Business Place project has supported 1,400 SMEs based in east London to become 'fit to supply' and win new business.

Looking ahead

The ODA will be procuring less business as it moves towards completing the Olympic Park and hands over the venues to LOCOG.

A key part of the legacy of working on London 2012 is that LOCOG and the Legacy Company are building on the practice of the ODA, to influence the approach of their respective suppliers and to improve equality and inclusion amongst businesses.

In 2011-12 the Legacy Company will:

- implement its procurement policy, deliver its equality and inclusion and inclusive design strategy.
- ensure that through its contracting, opportunities are offered to diverse businesses including establishing a mechanism to monitor supplier diversity.



Eugene Oppong-Kwarteng, London 2012 apprentice pipe-fitter, working on the Olympic Stadium © ODA

2 Workforce

Our commitment

London 2012 is upholding the highest standards of best practice in recruiting and building a diverse workforce and ensuring equal opportunity and training for all. It is running innovative and successful programmes to encourage people from every background to be involved.

Thirty-five thousand people will have worked on the construction of the Olympic Park and the Athletes' Village by the time the Games begin. By the time of the London 2012 Opening Ceremony around 200,000 people will be working on the Games - including around 6,000 staff, up to 70,000 volunteers and around 100,000 contractors. There will also be 8,000 volunteer roles under the Mayor's London Ambassadors Scheme.

The Games are providing vital opportunities for individuals in the current economic climate, offering an experience that will benefit them over the longer term. This is a key part of the legacy of the Games.



Francess
Accreditation Manager,
Human Resources,
LOCOG

'Born and bred in Manchester, I was fortunate enough to gain my first

experience of a major sporting event at the Manchester 2002 XVII Commonwealth Games.

Working with volunteers taught me that the true rewards in life can be much more than pennies and pounds. The success of a big sporting event is in no small part due to dedicated volunteers. Working with them was the icing on the cake to the experience of a lifetime.

Now, working at London 2012, I feel truly blessed to participate in an Olympic and Paralympic Games right here in my own backyard! Even more overwhelming is how truly diverse it's all become. When I was at Manchester, there weren't many people from diverse backgrounds working at the Games. The numbers have increased dramatically and are more representative of the communities that we are serving.

London can be very proud that those behind the scenes are as culturally diverse as the local communities that make this city so fantastic. Our aim is to have our volunteer workforce represent the best of London and the UK and to celebrate this country's diversity. This really is an opportunity for everyone to be part of the greatest show on earth and to make history.'

'We are entering another new phase of London 2012 – bringing the Great British public on board. Volunteers are the heartbeat of every Olympic and Paralympic Games and are crucial to their success. We need skilled and passionate people who have the commitment to make 2012 the best Olympic and Paralympic Games ever.'

*Rt Hon Hugh Robertson MP,
Minister for the Olympics*

Our programmes

The ODA's Equality, Diversity and Inclusion Board

The ODA's Equality, Diversity and Inclusion Board, which formally integrated employment and skills early in 2010, is chaired by the ODA's chief executive. It has been responsible for overseeing the delivery of the ODA's integrated equality scheme 2009-2012, 'Everyone', and the Jobs Skills Futures strategy. The board is made up of the ODA's executive directors and reports regularly to the ODA's full board.

The directors attend a quarterly board meeting, which receives a detailed performance report on the objectives. The ODA's Tier One contractors make presentations about their own

performance on equality, inclusion, employment and skills.

Each contractor explains how equality and inclusion is reflected in their work on the Olympic Park and Athletes' Village and the extent to which such practices are being taken on at the contractors' headquarters. The contractors have introduced e-learning programmes, participate in the Equality@2012 network, where they exchange good practice and learning, and have identified lead individuals at senior levels within their organisation responsible for equality practice both on site and at their own offices.

'We are now able to celebrate an improved infrastructure: a great Park space that is rapidly taking shape, delivered through a construction programme that UK PLC can be proud of. Simultaneously, we're also pleased to acknowledge the contractors' immense efforts to improve the diversity of its workforce, employ local people and people who were previously unemployed, promote equality and inclusion and honour the commitment to creating genuine apprenticeships

– a real testament to how well
this project has gone.'

*John Armitt, Chairman, Olympic
Delivery Authority*

Jobs Skills Futures

The ODA's Jobs Skills Futures brokerage has supported local people into jobs on the Olympic Park and Village. This has helped to maintain local employment at 20 per cent of the workforce and London-resident employment at 50 per cent.

Training initiatives in construction are developing sustainable skills and equipping people to work on future construction programmes. Specific projects are being run to help under-represented groups in the construction industry, in particular women and disabled people.

Rewarding Success

The second ODA Contractors' Diversity Awards were held in 2011. They saw increased competition and an improvement in the calibre of nominations – which augurs well for the industry seeking to get better at integrating equality, inclusion, employment and skills.



The five categories were:

- Best individual employee contribution
- Most improved company
- Best all round company
- Best promotion of equality and inclusion throughout recruitment
- Best contribution to the London 2012 Apprenticeship Programme.

'We are proud of the success of our contractors in building the venues, facilities and infrastructure on time, to quality and budget, as we move ever closer to the completion of the Big Build phase of our programme. However, what adds particular value to this unique programme is how well our contractors have collaborated with us to deliver positive outcomes to individuals and communities that traditionally go unnoticed or are excluded from the potential sustainable benefits of regeneration.'

Dennis Hone, Chief Executive, ODA

The ODA itself achieved double success for its work on gender equality, recognised through winning two corporate awards: the First Women Awards Business of the Year 2010 and the Women of the Future 2010 Corporate Award for its work with women under 35.

Skills showcase

The ODA has hosted two successful construction skills showcases, in Barking and Dagenham and in Hackney. These day-long events enabled young people to demonstrate to potential

employers their skills in a range of trades, including bricklaying, carpentry, painting and decorating, plumbing, tiling, landscaping and electrical. The showcase is a competition that sees the participants working to Olympic-related themes drafted by the contractors and sponsors, who provide the materials used on the day.

The events served to highlight the quality of the training provided by a range of colleges around London. They established positive relations between the colleges and contractors, indicating that the standard of training available suits the future requirements of the industry. There was a great diversity of talent on display, with a good number of women represented.



Adnaan

Commercial Negotiations,
LOCOG

'This is one of the most inspiring jobs I think anyone could ever have - I am learning new things every day, acquiring so many different skills and am really pushing beyond my personal best. The experience and knowledge which I am gaining will definitely help me in my work life and in general. I'm currently working in the Commercial Negotiations department, which is responsible for bringing in the revenue for the Games through sponsorship deals, merchandising and licensees.

LOCOG is very considerate of people's faith and backgrounds. It aims to be inclusive of all people living in London. LOCOG recognises that we all come from different walks of life. As a Londoner, I couldn't be prouder of having the Games in our backyard and showing the rest of the UK and the world what a fantastic city London is. Bring on the Games!

LOCOG's Leadership Pledge

"LOCOG is committed to recruiting the most diverse and inclusive team possible. By working with us, you will be part of a once-in-a-lifetime opportunity."

Paul Deighton, Chief Executive, LOCOG

In February 2010, to coincide with Archbishop Desmond Tutu's visit, LOCOG launched its Leadership Pledge, where all hiring managers were asked to sign a commitment to create 'Everyone's London 2012'. The pledge read:

'Our vision is to use the power of the Games to inspire lasting change.

- The Olympic values are excellence, friendship and respect.

- The Paralympic values are courage, determination, inspiration and equality.

'I am committed to deliver a memorable Games, with a lasting legacy that truly encompasses the world in a city; where each individual in LOCOG takes personal responsibility for an inclusive approach that is fully integrated into every business decision.

'I will ensure that my team includes as much diverse talent as possible, meeting or exceeding LOCOG's aspirations.

- I will hire talented disabled people.
- I will hire talented local people from a range of cultural backgrounds.
- I will run my team inclusively, respecting all, including women, LGBT people, younger and older people.

'I will ensure my staff attend the diversity and inclusion induction sessions and I will push beyond my personal best to deliver a legacy of inclusion.'

In December 2010, the Leadership Pledge was extended to include all staff at LOCOG and has been incorporated into the induction process on new starters' first day, when staff are given

the opportunity to sign the pledge. The induction programme also helps to ensure that diversity and inclusion are understood by all employees.

LOCOG's Diversity and Inclusion Team and its HR Department have produced a hiring manager recruitment programme. The diversity and inclusion section of the programme offers support and guidance on inclusive recruitment practice.

LOCOG selects candidates based on merit alone and will always offer the best candidate the job. However, it recognises the additional barriers that some groups face and the value of a diverse workforce. LOCOG takes positive action to promote employment among under-represented groups in a number of ways.



Jam
Senior Manager,
Results Technology,
LOCOG

'I didn't have any perceptions of LOCOG before coming to work here, other than that it would need people with my skills. The fact that I'm black never entered my mind, as I was focused on how my skills could benefit the organisation.

'My experience of being hired at LOCOG was a positive one. Both my interviews were focused on what skills I could bring, what was my

past experience and how could that influence what I would be asked to do at LOCOG.

'LOCOG is incredibly more diverse now than when I started in 2007. Diversity and inclusion at LOCOG means people with different experiences, different backgrounds, different experiences, different outlooks and a range of preferences making valuable contributions in the different areas and capacities in which they're working, to deliver a diverse and inclusive, fantastic London 2012 Games.'

Sixty recruitment action plans

LOCOG is working with 60 different organisations to support potential candidates into paid and volunteering roles. It works with a wide range of organisations, such as Jobcentre Plus, the RNIB, Charlton Athletic Football Club, the Stephen Lawrence Trust, the Special Olympics, Elevation Networks and BLESMA.

LOCOG's recruitment partners have all produced an action plan and these provide valuable information about the level of support they provide their clients/service users. For example, some organisations (such as the RNIB and the East London Mosque) have fully functioning employment support services. LOCOG is working with these organisations by arranging recruitment events and providing employment advisors with specific information

about job roles and the LOCOG application process.

Talent pools

The ODA and LOCOG have both set up 'talent pools' to maintain contact with talented people, supporting and encouraging them to apply for opportunities.

To increase the number of women and disabled people working in construction, the ODA used two distinct approaches.

With disabled people, the ODA created a bank of candidates appropriate for work in construction. It also provided training for disabled people as part of the Construction Skills Certification Scheme (CSCS) card, which is an essential requirement for work on the Olympic Park and Athletes' Village.

As part of the ODA's Women into Construction project, a work placement initiative has been established which gives women who have recently qualified in a construction trade or with a degree a 13-week work placement with a contractor on the Olympic Park and Athletes' Village. They can augment their new qualification with on-site experience with some of the best in the construction industry. This initiative also gives the contractors an opportunity to see the women's skills and aptitude at first hand.



Kerri Chambers,

recruited to work on the Olympic Park through the London 2012 Women into Construction Project,

won the first ever 'Apprentice of the Year' award at the Olympic Delivery Authority's 2010 Health, Safety and Environment Awards.

Ian Stamford, Kerri's supervisor, says: 'What I like about Kerri is the way she has adapted well and really embraced the opportunity. She is outstanding in every sense. Nothing fazes her.'

Kerri said: 'I wasn't sure what I wanted to do when I finished school, and then it just clicked. My dad is a builder and sometimes when I was young I would go to work with him – I just loved it. Working on the Park is an amazing experience. At the end of the project I will be very proud to know I was involved.'

LOCOG has worked with Adecco, its recruitment partner, to update the online recruitment portal to incorporate the facility for BAME people to self-identify and opt in to its **>action on inclusion** programme if they wish.

By opting in, if applicants attend an interview but do not secure that role, they are automatically entered into the talent pool and are put forward for suitable job roles that match their talent. LOCOG's aim is to increase its

BAME workforce to the Target Zone of 18-29 per cent by Games-time.

Similarly, if disabled people use the Guaranteed Interview Scheme under the **>access now** programme, attend an interview but do not secure the role, they are entered into the talent pool.

Once in the talent pool, LOCOG is then able to:

- provide job vacancy updates via email
- actively identify suitable roles
- organise CV workshops
- notify them of upcoming events
- communicate good, inspiring news stories and case studies
- offer mentoring.

LOCOG has worked closely with the Department for Work and Pensions to establish a unique procedure for London 2012 staff with a disability or long-term health condition. This helps them to access funding quickly via the Government's Access to Work scheme. It gives LOCOG advice and support with any extra costs related to their needs.

>attitude over age is LOCOG's recruitment outreach programme for older and younger people and was launched by The Zimmers rock group in 2009. LOCOG uses the Age Positive

Champion and Age Aware marks to demonstrate its commitment to being an employer of choice for people of all ages.

In June 2010, the programme was awarded Best Private Sector Innovation by the Employers' Forum on Age. The judges commented:

'LOCOG has invested a lot of thought and energy into making sure its approach to every aspect of the Games is inclusive. The Buddy system is an excellent example of an effort to address some of the potential issues that can arise when people of different ages (and attitudes) have to work together.'

Employers' Forum on Age

The Games Maker journey

The London 2012 volunteer Games Makers will fill over 600 different roles from anti-doping personnel and doctors to scoreboard operators and drivers.

Over the summer of 2010, people from all over the world applied to become a Games Maker. Although most had to wait until 15 September, particular groups, including Deaf and disabled people, were able to apply from as early as 27 July.

This gave Deaf and disabled people extra time to ask LOCOG questions about its accessibility and to work with their support networks and LOCOG's own disability delivery partners to submit an application.

The main launch in September ensured that diverse groups were invited to apply. Community engagement included presentations at mosques, Sikh temples and Christian churches; live interviews on national and ethnically targeted radio; and the production of multilingual leaflets and promotional videos starring leading culturally diverse figures. This huge, diverse engagement resulted in a quarter of a million people applying to become Games Makers, and the diversity of the applicants exceeded LOCOG's targets.

To ensure that the interview stages of the Games Maker process are enjoyable, memorable and inclusive, LOCOG took steps to ensure that:

- any reasonable adjustments that disabled or Deaf applicants need are registered and implemented
- all LOCOG staff and volunteers are trained and equipped to provide an accessible and inclusive experience
- every element of the interactive selection event is inclusive and reflective of London 2012's true diversity

- all applicants are provided with the opportunity to demonstrate their skills, knowledge and level of experience.

To ensure that applicants invited to selection events, and those ultimately offered a role, are truly diverse, LOCOG monitors every stage of the Games Maker process. From receipt of application to offer of an actual role, it is able to analyse people according to age, disability, gender, ethnicity, religion or belief and sexual orientation.

LOCOG started processing application forms for the Games Maker programme in December 2010. It began inviting successful applicants to selection events, which started taking place in February 2011 and will continue through to early 2012. These events are applicants' first experience of the excitement surrounding the Games. They are a chance to find out more about London 2012 and include a face-to-face, 30-minute interview. The events are being held in Belfast, Cardiff, Coventry, Glasgow, London, Salford, Gateshead and Plymouth and Portland.

Following the selection events, LOCOG decides which applicants will be offered a role. Because of the large number of applications and the need to give each the time it deserves, the offers of Games Maker roles will not happen until later in 2011.

Successful applicants will attend a minimum of three training days:

- Orientation training sessions from February 2012
- Role-specific training sessions from February 2012
- Venue training sessions from April 2012.

Diversity & Inclusion will be incorporated into all stages of Games-time Training, both as an embedded message in line with Everyone's Games, and specifically covered at relevant times. In particular, Team Leaders will be equipped for ensuring that all members of their team are fully included and able to access their role without prejudice or discrimination. Attention is also being given to the delivery of the training, ensuring that all venues are accessible, a variety of learning methods are used and that resources are innovative and accessible to all users.

London Ambassadors

The London Ambassadors Scheme will recruit up to 8,000 ambassadors for the 2012 Games. The scheme involves volunteers welcoming and informing visitors, residents and commuters on the streets of the capital. It will cast Londoners as the friendly face of the city, providing consistent, impartial real time information and a warm welcome in areas of high demand,

such as transport hubs, visitor hotspots and public places. The scheme will complement existing visitor services and LOCOG's 70,000 volunteers, who will be based within the official Games venues.

The registration period ran from 27 July 2010 to 7 January 2011. The application process began on 21 January 2011 and closed on 28 February 2011. The first stage of sifting took place during March 2011 and 16,000 of the 22,000 applicants were selected to take part in the next stage of the recruitment process - attending volunteer recruitment centres between April and August 2011. Offers will be made in summer 2011 to up to 8000 London Ambassadors. Training and deployment will follow in 2012.

See Key Indicators of Performance for a breakdown of applicants.

The Personal Best programme

Personal Best is a training and volunteer programme, aimed at helping people furthest from employment into long-term, sustainable jobs. LOCOG needs up to 70,000 Games Maker volunteers to stage the London 2012 Olympic and Paralympic Games. The Personal Best programme aims to prepare people for this challenge by offering training and volunteer opportunities in the lead-up to 2012 and beyond. The Personal Best programme has a firm commitment to equality and diversity and ensures

that participants from disadvantaged backgrounds are well-represented.

Legacy Company approach to Employment

The Legacy Company recognises the business benefits of attracting a workforce which reflects the diversity of the host boroughs. This is a key priority within the Equality and Inclusion Policy and monitoring shows the Company is already achieving well against this goal. The Legacy Company is also developing a socio-economic policy which sets out a wider approach to ensuring local diverse residents can access jobs on the Park after the games. The Socio Economic policy will be published in 2011/12.

Key indicators of performance

'The ODA has shown exemplary performance in implementing its equality and diversity objectives. This is most evident by its achievements around benchmarks for minority and local employment. In some cases, these targets have been exceeded; in areas where they haven't, we think that the ODA has done all it can.'

Commission for a Sustainable London

The ODA has already exceeded its challenging commitment of 350 apprentices working on the Olympic Build programme.

The London Ambassadors Scheme has successfully registered 33,728 people. The target at the launch of the programme was 25,000.

The registration phase of the scheme achieved the following:

- 40.5 per cent are aged between 18-25, with the next highest age band being 26-35 (18.2 per cent)
- of the 33,728 people registered, 61.4 per cent are female and 37.2 per cent male
- 58.4 per cent of registrants are white, with the next highest ethnicity being Asian (23.7 per cent)
- 1.9 per cent have declared that they have a disability.

In March 2011, 6,034 people were working for contractors on the Olympic Park. Of that total, 21 per cent were BAME people (the majority of whom were local residents), four per cent were women (nationally, women make up between one and two per cent of the manual trades workforce) – 1.1 per cent were disabled people.

LOCOG continues to make progress across all diversity strands. Currently



Exceeding the target of 350, a photo-shoot of some the apprentices on the Park in February 2011 © ODA

LOCOG staff members that identify as either female, under 30 or disabled, deaf or having a long-term health condition are on or above the target zones for 2012. LOCOG has still to reach its target zones for 2012 for ethnicity, over 50s and sexual orientation and have launched specific programme designed to assist these areas:

Figures for the current financial year up to the end of December 2010, show that for the Personal Best programme, a total of 1,164 people received employment support. Of these people, 47 per cent were from a BAME

background, 41 per cent were female and seven per cent were disabled.

Of those directly employed by the Legacy Company, 59 per cent are women and 37 per cent men. Three per cent preferred not to say. Fifteen per cent identified as BAME, 80 per cent as white, with five per cent preferring not to say. For LGB, the figures are eight per cent LGB, 84 per cent heterosexual and eight per cent preferred not to say. Five per cent declared themselves to have a disability, 93 per cent are non-disabled, with three per cent preferring not to say.

Looking ahead

Currently at its peak of just over 12,000 people working on the Olympic Park and Athletes' Village, the ODA's contractors' workforce will reduce significantly during 2011 as the venues and facilities are finished and handed over to LOCOG for testing.

There will continue to be substantial build on the Athletes' Village and further work towards a diverse workforce. The ODA will be working on an important Learning Legacy project, which will document the lessons of delivering this unique initiative so that other organisations and sectors can build on its success.

In 2011-12 the Legacy Company will:

- publish its final Socio-Economic policy
- establish an apprenticeship programme
- train all its staff on equality and inclusion.

Amirah Gajja an electrical design engineer on the Athletes' Village © ODA



3 Service delivery

Our commitment

All client facing Games-time operations across all functions will be as inclusive as possible.

LOCOG will ensure that diversity and inclusion flows throughout the organisation to make the Games 'Everyone's London 2012', by helping to:

- deliver inclusive Games services across all strands of equality
- embed diversity and inclusion within and across all functional areas
- do this at minimal additional cost or cost reduction.

Our programmes

22 inclusive projects

LOCOG has identified 22 signature projects which tangibly deliver inclusion:

- 1 Ceremonies
- 2 Cultural Olympiad
- 3 Ticketing
- 4 Sports presentation
- 5 The LOAF (LOCOG Overlay Access File)
- 6 Games mobility service and Games family transport
- 7 Diverse food, inclusive catering
- 8 Event services information provision
- 9 Paralympic inclusive environment (PIE)
- 10 Inclusion mark
- 11 Welcome and screening
- 12 Websites
- 13 Live sites
- 14 Athlete guide
- 15 Volunteer programme that showcases diversity
- 16 Paid workforce
- 17 Contractor workforce
- 18 Uniforms
- 19 Equality standard for sport
- 20 Diversity and inclusion business charter and diversity gold standard
- 21 OGKM Knowledge transfer (Olympic Games Knowledge Management)
- 22 Get Set and international Inspiration.

These 22 projects were identified as the core service delivery projects that can help London to deliver on the diversity and inclusion promise.

LOCOG has created an analytical communication tool that headlines successes, identifies challenges, and leaves behind a lasting record of London 2012's diversity and inclusion work.

Ready for London 2012

The GLA has established the City Operations Accessibility for Visitors project (led by the LDA), which is guided by a steering group of disability specialists and by a panel of representatives of disability organisations in London. The project will address access issues, aim to provide an inclusive service to all visitors and coordinate the provision of visitor information regarding accessible facilities and services

During 2010/11, key activities have included:

- commissioning of architectural advice on how to improve pedestrian and wheelchair accessibility along the South Bank
- establishment of baseline measures of London's accessibility which can be used to monitor our progress in coming years. Key examples are: 1,349 audited accessible hotel rooms (Direct Enquiries Dec 2009); 4,327 blue badge car parking spaces for public use (Public Information Exchange Mar 2010); 58 step-free stations on London Underground (TfL Jan 2010); 1,065 accessible public toilets (Public Information Exchange Mar 2010); 859 known accessible restaurants (DisabledGo Jan 2010)
- securing sponsorship and defining the content for a new website which will provide details on accessible hotels, restaurants, attractions, theatres, cinemas and cultural venues, shopping, parks and gardens, sporting and leisure venues, toilets and parking as well as maps, transport advice and the TFL Journey Planner
- defining the specifications for further work required to improve the accessibility of London's tourist experience and confirming funding approvals.
- publication of the Open London 2010 guidebook, the first definitive guide for visitors to London with access needs. The guide contains everything required to explore and enjoy London to the full, including travel information, attractions, accessible hotels, accessible restaurants, etc.

Planned work during the coming months will include:

- provision of online guidance and business support to tourism and hospitality businesses in London
- promoting sector-specific disability equality training to London businesses, for example through the WorldHost programme
- implementing the recommended improvements to the South Bank
- commissioning accessibility audits of selected pedestrian hotspots, engaging
- working with boroughs and local 'Business Improvement Districts' to help deliver these improvements;
- planning support for disabled visitors to the 2012 Games as part of the London Ambassadors volunteer scheme.

The GLA City Operations team is a key partner in the work of the London 2012 Access & Inclusion Group (AIIG) which is a cross-organisational working party designed to monitor progress of all the participating organisations against our shared accessibility objectives. This group is focusing on the delivery of eight key elements:

- Visitor information
- Ticketing information
- River route improvements
- Customer service training
- Transition from Olympic Games to Paralympic Games
- Transport
- Demand/capacity forecasting
- Integration with regions outside London

During 2010/11 the AIIG has met to establish its priorities, share information, and plan its future. It has also made progress on joint approaches to sponsors. Xavier Gonzalez, the Chief Executive of the International Paralympic Committee, attended the AIIG's November 2010 meeting and noted that good progress is being made towards hosting an accessible Paralympic Games.

Visitor experience

The success of the Olympic Games and Paralympic Games is not just about the events themselves – but the whole visitor experience from arrival to departure. London 2012's City Operations programme is responsible for the 2012-related work required in the capital outside the Games venues. This work is partly about ensuring



smooth and efficient operations to support the Games and to keep London clean, safe and moving. But it also aims to provide an outstanding experience across London – in particular, in the centre of London which contains many of London’s top attractions and will be the focus for many visitors. London Ambassadors will provide information and assistance to all visitors. The aim is to recruit at least ten per cent of volunteers from the Personal Best training scheme. Selected volunteers should have a range of skills including fluency in other languages and experience in working with disabled people. Training for volunteers will include modules on disability awareness.

Live Sites (showing Games action on large screens and providing other entertainment) and all celebrations of the Games will be accessible to all. Events will showcase the cultural, linguistic and sporting diversity that London is known for across the world. Accessibility improvements will be delivered as part of the City Operations work, in particular at key locations and through providing comprehensive and relevant information.

Case Study

Time Out

Time Out Guides (London, licensee) www.timeout.com/london - addressing accessibility for all through its books and guides.

What is Time Out's involvement?

Time Out, an official LOCOG licensee, has always used teams of local writers to create its books and guides. Its reviews are completely independent so no influence is allowed on coverage or content. Time Out Guides will be producing a series of books and guides relating to the Games, one of which will be a guide focusing on Paralympic sport.

Time Out Guides will address accessibility through its books and guides. A specific example of this is a focused publication, written in typical Time Out style, but with an emphasis on accessibility and inclusion. The aim is to inspire visitors to experience as much as possible during their stay in London. The guide will also be aimed at Londoners. It will list what to do and where to do it, how to get around, and will consider facilities in restaurants, shops, attractions and public transport. There will also be a section on how to get involved in sport, with a specific focus on Paralympic sports.

'Ever since its launch in 1968, Time Out has had a proud record of diversity and inclusion. We pioneered the coverage of gay and lesbian listings in our magazine, and our Eating & Drinking guides have always included accessibility information. We intend to do even more for our London 2012 publications and, indeed, in 2011 we will be publishing our first ever guide for people facing accessibility challenges in London. With the Paralympic Games coming to London in 2012, this is a great chance to produce a detailed and inspirational guide to help everyone make the most of our wonderful, but at times frustrating, city.'

*Peter Fiennes, Managing Director,
Time Out Guides*

Assuring accessibility

The ODA has been able to achieve new standards of accessibility by rigorously monitoring the progress of the venue and infrastructure design teams throughout the Big Build phase. The ODA's principal access officers and equality and inclusion managers have collaborated with the different project teams by undertaking venue inspections, for example on the Stadium, the Velodrome and the Aquatics Centre. They have also produced conformance reports which sign off a venue's compliance with the inclusive design standards.

This unique method of working provides assurance that the Olympic Park will offer a high level of accessibility and inclusion to disabled people, people of all ages and families with children - as well as the athletes, officials and tourists who will be visiting the Park. The ODA is on track to set a benchmark for future facilities and hopes to inspire others to design accessibility and inclusion into public venues.

Built Environment Access Panel and Access and Inclusion Forum

An important aspect of the Inclusive Design Strategy and Standards, has been the setting up of two groups to advise the ODA during the design and planning stages.

The Built Environment Access Panel (BEAP) is a formal body that works with the ODA to ensure compliance with the standards and to offer technical assurance from the perspective of disabled people.

The Access and Inclusion Forum (AIF) is a consultation group of disabled people from London boroughs and stakeholder groups.

These two groups have been important in supporting the ODA to deliver inclusive and accessible venues and parkland that meets the needs of a variety of people and a range of uses. For example, the BEAP's feedback resulted in revisions to the original design of the decking across the Park. This means a much more comfortable experience for wheelchair users, people with limited mobility and older people.

Another innovation, achieved through planning requirements, was the design and selection of a brand new type of accessible and dignified pool lift for the Aquatics Centre. This included consultation with BEAP members, who were part of the competition assessment process. From 2011/12 the Legacy Company will take over the Built Environment Access Panel. This will enable the capacity and experience the panel has gained to be retained and applied to the legacy communities developments and the Southbank accessibility improvements.

Accessible transport

Following the updated accessible transport plan 'Move', published in 2010, good progress has been made on the planning and programming of accessible transport. With demand forecasting and capacity work complete, the ODA has progressed plans for individual venues and modes of transport. Physical infrastructure improvements have been agreed across the various rail networks.

The accessible transport team have carried out engagement activity with the Disabled Persons' Transport Advisory Committee (DPTAC), its rail group, Transport for London's Independent Disability Advisory Group and LOCOG's Disability Forum on the Olympic Route Network and wider disability issues.

The LOCOG Overlay Access File (LOAF)

In Singapore, LOCOG promised to deliver the most inclusive Games possible. To do this, it has developed the LOCOG Overlay Access File (LOAF), a common set of access and inclusion standards, to be applied to 'temporary overlay' across all Games venues.

London 2012 will use a wide variety of sporting venues, each presenting different challenges in terms of overlay. LOCOG's task is to ensure consistent access provision and a great Games experience for each client group across all venues, including:

- permanent purpose built venues
- temporary venues
- established venues
- established locations with changed use.

The LOAF gives practical, clear direction. It incorporates appropriate elements of existing standards, the emerging IPC Technical Manual on Accessibility, previous Games experience and some new thinking to help deliver accessible overlay.

The Legacy Company's inclusive design strategy

Illustrative map of the Park in legacy



Designing, building and managing the venues, parklands and neighbourhoods that will emerge around Queen Elizabeth Olympic Park after the Games brings a unique opportunity: the chance for the Legacy Company to create inclusive and sustainable communities on one of the largest development sites in the UK.

Rarely in a major world city does a single public sector organisation have the long-term capacity to transform such a large area - homes, schools, health facilities, retail and commercial units, parklands, world class sports venues, visitor attractions and events and community spaces - on a site already designed with accessibility in mind for the Olympic and Paralympic Games.

The challenge is to create wholly inclusive neighbourhoods that work for a diverse population; sustainable neighbourhoods and communities that meet the needs of society in the 21st century.

In February 2011, the Legacy Company's board sub-committee responsible for communities endorsed a draft inclusive design strategy for consultation. The strategy supports the Legacy Company's communities development policy, to be published in its final form in the summer of 2011.

The inclusive design strategy commits the Legacy Company to:

- embed the five principles of inclusive design
- develop good practice on inclusive design as it develops across the Park
- produce high quality, comprehensive design and access statements for all planning applications and will require development partners to do the same
- establish a consultative inclusive design panel
- design a mechanism to ensure developers and partners follow the principles of the strategy
- maintain a client-side resource to provide a consistent approach across the development, and to provide technical inclusive design advice to Legacy Company colleagues
- commit to an ongoing programme of outreach and engagement which includes and involves diverse communities
- report progress on the delivery of the strategy annually to its board.

Engaging with communities is a very important aspect of the Legacy Company's role. As it finalises the plans for the Olympic Park Legacy Communities Scheme it is responding to all the comments given by the public over the past two years. It also undertook a fresh round of

engagement in February and March 2011. All of this input will shape the final planning application submitted in summer 2011.

In March 2011 the Legacy Company agreed to take over the ODA's Built Environment Access Panel. The BEAP will work jointly on the plans for legacy and the GLA's strategy to make London more accessible before the Games; particularly focussing on the Southbank improvements. This is an example of how the approach taken for Games-time, will leave a lasting legacy of inclusion.

Accessible Tourism Stakeholders Forum

The work of the Accessible Tourism Stakeholders Forum for the 2012 Games continues to support the tourism industry to provide better services for disabled tourists.

Recent activities include:

- the publication of two templates setting out the key skills and knowledge required by managers and staff to meet the needs of disabled customers. These are now available from People 1st. These standards have been built into a new disability training module within the Welcome Host training programme, which People 1st has developed with assistance from the forum's disability experts.
- a revised business case, 'At your service', published and circulated to tourism businesses by VisitEngland in January 2011 which contains a clear route for businesses to follow to help them become accessible.

Appointment of Paralympics Advisor

The GLA appointed Margaret Hickish as the Advisor on the Paralympic Games in November 2010. Margaret is also seconded to LOCOG for two days per week as the External Accessibility Manager. This arrangement allows the GLA and LOCOG to have a joined up approach to accessibility and the Paralympic Games in London and beyond.

Key performance indicators

Information about transport is being improved with two accessible maps: one showing rail stations where staff will be able to offer assistance and one showing which stations have step-free access and assistance available.

LOCOG's commercial programme has progressed over the past 12 months, with 40 commercial sponsors now on board, raising over £650 million. There are also 36 licensees manufacturing and selling over 10,000 pieces of London 2012 merchandise.

Inclusive London – a web-based portal – was launched in early March 2011 to offer disabled visitors information that will help them to make informed

decisions about applying for tickets for the Olympic and Paralympic Games.

www.inclusivelondon.com

Looking ahead

The ODA has built firm foundations through its Inclusive Design Strategy and Standards. 2011 is a crucial year, as LOCOG seeks to build on those foundations and take the delivery of service to the next level. The sporting venues and facilities have set new standards of inclusion and are well on the way to delivering a truly inclusive and accessible Games.

In the next year, LOCOG will drive the 22 inclusion projects through to completion. Its established monitoring system will accurately catalogue the progress of each project and report each project's progress to the relevant management committee at LOCOG.

Following studies and early design work, the GLA will start accessibility improvements on the South Bank. These improvements will include

removing barriers such as kerbs and poor surfaces, improving seating and signage, in addition to a number of more major improvements. This will support disabled people to access the arts and cultural facilities along the South Bank with greater ease.

Over the coming year the Legacy Company will be finalising and submitting the Legacy Communities Scheme planning application and maximising the positive impact BEAP can have on the legacy development.

Jack Budd, London 2012 apprentice landscaper
working on the Olympic Stadium © ODA





4 Communities

Our commitment

There will be no barriers to anyone enjoying and benefitting from the Games, its long-term legacy and the cultural events that accompany it. The host boroughs cover some of the most cosmopolitan areas of the country, so this will include communities that have traditionally been under-represented and experienced discrimination or social exclusion.

Our programmes

'The summer of 2012 is a unique opportunity for London, when the world will come to our city and we want them to have a really awesome experience. The capital will be literally bursting with hundreds of thousands of visitors. Many will be here to watch the Games and many more will come to experience the electric atmosphere of the world's best big city. In addition to the sporting spectacular, we are planning a feast of entertainment and events with something for everyone, as you would expect from the world's most diverse city. We therefore need to guarantee our guests

the warmest of welcomes and help them navigate around this huge metropolis. London's ambassadors will have a vital role to play but in 2012 I want every Londoner to feel they too can be ambassadors for the capital during this special period in our history. And I want our visitors to return home having had the time of their lives.'

Boris Johnson, Mayor of London

Get Set

Over 17,000 schools and colleges are now registered with Get Set. They are using the web resources (www.london2012.com/getset) and taking part in activity linked to key London 2012 milestones.

Get Set is London 2012's official education programme. Launched in September 2008, it encourages schools and colleges across the UK to learn about and live the Olympic and Paralympic Values and to celebrate key London 2012 milestones.

All schools/colleges that are taking part in activity linked to the Olympic and Paralympic Values can access rewards and recognition from London 2012, by joining the Get Set network. These rewards include tours of the Olympic Park, visits from Olympic and

Paralympic athletes and participation in special London 2012 events. They will also be first in line to access tickets to the Olympic and Paralympic Games through the London 2012 Ticketshare initiative. There are currently more than 2000 members of the Get Set network

Every school and college in the network receives a plaque featuring the London 2012 education logo for display in their reception area, a certificate from London 2012 Organising Committee Chair, Seb Coe, and a version of the logo for use on their website and letterhead.

Curwen Primary School, in Plaistow, Newham joined the Get Set network in April 2010. The school has used a variety of different projects to learn about the history of the Paralympic Games, its athletes, the Paralympic Values and the wider theme of disability, using dance, poetry, music and art. They have also established their own Paralympic sports club, with boccia, goalball, sitting volleyball and wheelchair basketball offered to students.

Focusing on the Paralympic Games has helped pupils to learn about disability. In the words of Akira: 'I think the Paralympic Games are inspirational to young disabled people because it shows no matter who you are you can achieve your sporting goal.'

Curwen Primary School is not the only school to have used the Paralympic Games to learn about disability. In the summer of 2010, London 2012 commissioned Nielsen to conduct research into the impact of Get Set. One of the major benefits resulting from the programme and identified by teachers and pupils was a greater understanding of disabled people. One student said: 'I gained a lot from this experience. I feel that now I appreciate my life a lot more and I have learned about different people's levels and abilities. I am more aware that there are many different needs in the community.'

One of Hackney Community College's Get Set initiatives focuses on encouraging female students, and female pupils at local schools, to take an interest in construction. The college has run a 'Women into Construction' event and developed a role model project inspired by the London 2012 Games, through which young women on construction courses at the college visit local schools to discuss their aspirations and ambitions. Over the last year, the college has seen a marked increase in the number of young women applying for construction courses.

In September 2011, a new strand will be added to the programme called 'Get Set goes global'. Schools and colleges 'adopt' and follow teams, along with



Great Britain, in the lead-up to the Olympic and Paralympic Games.

LOCOG encourages those schools, colleges and pupils with existing links with other countries, whether through partner schools around the world or through wider community links, to embrace and celebrate these through the programme.

The London 2012 Inspire programme

'We have only one chance to seize the spirit of the Games and deliver what we promised: a generation inspired.'

Saleha Williams, London 2012 Inspire Programme Manager

The vision of the Inspire programme is to use the power of the Games to enable projects to own and build a lasting legacy; a legacy that matters to them in their local area, owned and delivered by them.

By being awarded the Inspire mark, projects and participants are able to connect to the Games and use their values and spirit to deliver lasting change. Projects must demonstrate inclusion and diversity to be eligible to join the programme. They must show how they will signpost participants to other community projects which inspire lasting change, including after the Games have been delivered.

Over 1,200 projects have been awarded the prestigious London 2012 Inspire mark, using the spirit of the London 2012 Olympic and Paralympic Games to inspire millions of people across every nation and region of the UK. Some examples include;

Street Games Legacy Leaders aims to build, develop and sustain a network of grassroots projects in disadvantaged communities that help more young people to access sport. It aims to enable one million young people living in deprived areas to access sport by 2012.

Operating in the most deprived areas in the UK, the programme aims to ensure that the inspirational power of the Games is felt at grassroots level and that young people have the opportunity to take part in sport regardless of their social background or where they live.

Street Games Legacy Leaders is based on the concept of doorstep sport – sport delivered to young people where, when and how they want it. This can range from five-a-side football or basketball on a housing estate, to handball sessions in the local community centre. Coaches and young volunteers are recruited from among the young people the projects seek to engage.

Over three years and across 31 boroughs, deafPLUS32 will provide training conducted in British Sign Language (BSL) to 32 Deaf individuals

so that they can become volunteers at the Olympic and Paralympic Games. The project will also support drama workshops, training and performances organised by Deafinitely Theatre, aimed at celebrating the Cultural Olympiad.

Parasport is a partnership between Paralympics GB and financial services firm Deloitte. It is a wide-ranging online programme designed to inspire, inform, educate and signpost disabled people to high-quality sporting opportunities.

An online wizard allows disabled people to input the impairment they have and the system then directs them to sports suitable to them. Users can view pages on the sports and contact each sports body and the person who will be able to deal with their disability questions directly.

The website also provides news, stories, event listings, blogs, features, organisation listings and a postcode generated 'Find a club' facility. This allows users to enter their postcode and select a five, ten, 20 or 50 mile radius to search for high quality clubs local to them.

Parasport currently gets an average 30,000 users each month visiting its website. The site promotes opportunities, events and club data provided by over 40 national governing bodies of sport, 49 county sports partnerships and over 100 disability specific and non-disability specific organisations.

LOCOG community relations

LOCOG's advocacy and engagement programme goes from strength to strength with an increasing number of community groups and representatives engaged through regular meetings, discussion forums and consultations.

London 2012 Forum members have contributed their ideas to Torch Relay, City Operations, Security, Games Makers and the Cultural Olympiad. Community engagement groups have been actively involved in promoting ticketing and employment and procurement opportunities within London's diverse communities, including the Chinese, south Asian, Irish, black, Ibero-American communities - as well as the nine recognised faith communities.

LOCOG has attended many community events, ranging from regional celebrations such as Chinese New Year to local events such as the Stratford Spring Festival.

Throughout the UK

The London 2012 Nations and Regions Group (NRG) is responsible for ensuring that the whole of the UK makes the most of the Games. The group is run jointly by LOCOG and the Department for Culture, Media and Sport. The group has representatives from each of the nine English regions as well as the nations of Wales, Scotland and Northern Ireland.

Every month, senior officials from London 2012 visit communities the length and breadth of the UK helping engage people with the Games, seeing (and sometimes take part in) the huge range of activity that is already taking place inspired by the Games.

Thousands of people will take part in cultural activities inspired by London 2012 through the Cultural Olympiad; hundreds of thousands more will take part in volunteering, educational, sporting, business and sustainable Inspire projects; more than 650 facilities across the UK are in with a chance of having an Olympic or Paralympic team train at their venue pre-Games (over 70 agreements have already been signed); the Games are creating £6 billion worth of business opportunities that business all around the UK have the opportunity to benefit from; and thousands of people are being recruited to be Games-time volunteers from all over the UK, both as part of the Games-maker programme, and as local volunteers in towns and cities hosting Games inspired events.

GLA community receptions

Since July 2010, the GLA has organised a series of receptions at City Hall. These events have given representatives of local businesses, community and voluntary sector bodies across London the opportunity to meet the Mayor, Deputy Mayor and senior Mayoral Advisors.



Recycled Teenagers auditioning for Sky 1's Got to Dance

London 2012 representatives are also invited to attend and meet community figures. This programme will continue into 2012, and these events have been used to disseminate key information on issues such as volunteering. By the time the programme is complete, over 2000 Londoners will have attended one of the Mayor's community receptions.

Between December 2010 and May 2011 the community relations team organised an intense series of 'community conversations' for the Mayor in the seven London boroughs with the most incidences of serious youth violence. Events were held in Brent, Croydon, Hackney, Haringey, Lambeth, Southwark and Waltham Forest.

Positive engagement with local leaders and residents in the six host boroughs has continued through dedicated meetings, LOCOG presence at local events and through enabling local people to enjoy a visit to the Olympic Park.

Recycled Teenagers

Legacy Trust UK helps communities across the country build a lasting legacy from the London 2012 Olympic and Paralympic Games.

Carl Campbell Dance Company's Recycled Teenagers (a dance group for over 50s) were featured on Sky One's 'Got to Dance' as a result of the Big

Dance event in Peckham Square, south London. The Carl Campbell Clap

Dance Challenge 2010 was funded by Legacy Trust UK through a Big Dance micro grant.

Carl commented: 'I am glad we did it. It was a challenge, trying to break down barriers - showing that dance is for everyone, young and old alike. Older people are often seen as no longer useful to society. This workshop shows that older people can be creative and active. It gives a chance to say: 'No, we are not finished - we have a lot to offer and look at us now!' Older people bring an energy and interpretation that can take your breath away.'

Supporting young people

The Mayor is leading a range of initiatives to make London a safer city for young people in advance of London 2012. He aims to provide them with the chance to make successes of their lives (particularly to boost their educational, training and employment life chances). He also wants to support those children in greatest need, including the most vulnerable and disadvantaged young Londoners and their families.

This includes offering more work placements and apprenticeships and improving access to them; promoting social mobility; and tackling inequality through jobs and better economic outcomes. The Mayor hosted the London Schools and the Black Child Conference in 2009. There has also been a dedicated programme of

consultation and engagement with children and young people.

The Young Londoners' Fund is providing £5 million for 11 voluntary sector youth projects across the capital (on top of £14 million distributed to the boroughs through the Mayor's Youth Offer). The aim is to provide positive opportunities for the most disadvantaged young Londoners.

The Peer Outreach Workers Team is a group of 40 young people aged between 15 and 25 years old. The team delivers work on behalf of the GLA and for the benefit of young Londoners, as casual workers for the ODA. They lead on high-profile work, including alcohol misuse and community safety issues, improving boroughs' engagement with disabled young people and researching ways for NHS services to be more young people-friendly and accessible.

The children and young people that the GLA peer outreach workers engage with locally through their projects are disproportionately drawn from BAME backgrounds, especially in more targeted work with children in care, young offenders and on health services.

The Children and Young People's Unit and Peer Outreach Workers Team worked with the Metropolitan Police Service and the Football Foundation to establish a Londonwide Kickz Youth Board. This is made up of young people

who attend Kickz activities at all major football clubs in London. Similar engagement structures were set up for Transport for London, London Fire Brigade, Safer London Foundation, British Transport Police and the London Serious Youth Violence Board.

Legacy Company School programme

Run in partnership with Westfield, this project targeted four secondary schools on the fringes of the Park as part of ongoing engagement. The programme consisted of an assembly; three workshops focused on local democracy, regeneration and community. Pupils also visited the Olympic Park and Westfield Stratford City, and canvassed their local communities for their opinions. Pupils worked with Legacy Company and Westfield staff to develop their own business plans for a series of potential community events in the Queen Elizabeth Olympic Park or Westfield. Each school held a mini competition internally to select its strongest event proposal. In February 2011, the winning class from each of the four participating schools presented their ideas to an expert panel with Lammas School being awarded as overall winner.

The Legacy Company also visits other local primary and secondary schools (outside of the nominated four) via ongoing workshops, parents' evenings, staff briefing sessions and assemblies.

Community outreach

The Legacy Company regularly attends and presents at local housing association residents meetings, ODA/ LOCOG quarterly neighbourhood forums, local community group meetings.

Changing Places

The Changing Places Programme, of which the Legacy Company is a funding partner and management group member, aims to involve local people in helping to improve aspects of their local environment and create a stronger sense of place and ownership.

Changing Places targets local neighbourhoods surrounding the park, by practically engaging residents in a variety of tangible activities with immediate visible benefits. The projects include graffiti removal, rubbish collection, river clean ups, and other local and practical projects that can bring the local community together to help create long-term benefits within their areas.

The project also levers in corporate funding and support in kind (through CSR activity) to maximise positive investment in local areas. Projects are delivered through stakeholder organisations (eg Groundwork, Thames 21, London in Bloom etc) or by providing community groups with the tools to identify and organise their own local environmental improvements projects. A great deal of practical work

Case Study

community involvement in shaping the legacy plans

The long-term ambition for the Queen Elizabeth Olympic Park is to create a family-focused environment, with up to 11,000 new homes developed over the next 25 years - including the new flats being built within the Olympic Village. This will be supplemented by world class sporting venues, new schools, nurseries, health and community spaces to support these new neighbourhoods.

The Legacy Youth Panel

In December 2010 the Legacy Company recruited young people onto the Legacy Youth Panel for the third year running. This takes the total number recruited up to 65. There are currently 30 young people (aged 13-19) from the six host boroughs on the panel.

The programme is delivered by Fundamental, a local not-for-profit architecture centre based in Newham. It gives young people a voice in Olympic Legacy regeneration planning. The Legacy Company offers members a chance to learn more about regeneration, urban design and planning; to meet people they would not otherwise meet; and to shape the future of their area. In return they act as a very useful sounding board for the Legacy Company.



Through a series of monthly workshops and site visits across London, the young people explore the impacts of regeneration and consider key themes such as community, environment and infrastructure in terms of how these aspects could be developed in the Park. This information is collated in blogs, films and reports produced by the panel and passed to the relevant teams within Legacy Company and the media.

The young people benefit from skills and media training, CV development and work experience. The panel has developed a manifesto outlining its aspirations for the Park, which it shared with Government Ministers and the CEO of the Legacy Company, Andy Altman.

Members of the panel have become high-profile public advocates for the legacy and regularly appear in local papers, on radio and television.

directly with communities and local Safer Neighbourhood Teams has really started to help improve the safety and perception of many areas as well as reducing crime rates.

The Culture Diary

The Culture Diary was launched by the Mayor of London on 2 June 2010. It is a free online resource enabling the cultural sector to realise its highly ambitious, bold and creative programmes inspired by London 2012. The first of its kind, the culture diary helps organisers of any cultural event – from large-scale spectacles to smaller community activities – to plan for 2012, network with potential collaborators and identify diary clashes.

It also helps with citywide planning and will inform a marketing campaign to promote and showcase London as the world's leading centre for culture and creativity.

As an all-inclusive diary, it raises awareness of diverse organisations throughout London. A wide range of organisations have registered, including disability arts groups, ethnic minority organisations, smaller cultural organisations and religious groups. By March 2011 there were over 3,500 individual organisations and over 4,000 events logged on The Culture Diary.

The diary creates exposure for events that receive little or no media coverage. For example the tenth International

Disability Film Festival received substantial profile. Despite not running for the last few years, it is currently looking for networks and sponsors to run in 2012.

When adding events to the Culture Diary, organisers are asked to consider a range of access requirements, such as hearing loops, wheelchair charging stations and assistance dog facilities. Best practice guides are available.

Also mandatory is information on the event's target audience, which enables searches of the diary by audience type and accessibility.

Stories of the world

One of the most successful and growing cultural volunteer programmes is the Stories of the World project. This is part of the London 2012 Cultural Olympiad, a series of 300 innovative exhibitions and events hosted in 60 museums across 35 towns and cities.

Designed and created with the largest number of young people ever to have worked behind the scenes at museums, so far over 12,000 have participated in museum workshops and activities. Over 1,000 young curators have been enlisted to help shape the final exhibitions in 2011 and 2012.

The cultural volunteering audit

Led by the 2012 London Cultural Quarters, the cultural volunteering audit maps out best practice across

the cultural sector. The result will be a published guide and a five-year strategic plan. The audit, commissioned in 2011, will explore pilot projects such as volunteer trails, which could see volunteers travelling between cultural organisations to pursue their interests.

In partnership with the London Museum Hubs, a draft best practice guide on internships in the cultural sector has been published. A pilot project has been developed that offers small grants to five independent museums to improve their internship policies.

Mayor's music education partnership funding

The Mayor has provided seed-funding for six music education partnerships across London. This means £100,000 directly, with a further £140,000 leveraged from other sources. Thirteen local authority music services are working in partnership with five orchestras and one music college.

Projects will support 5,000 young musicians to continue their learning, work alongside professional musicians and perform in inspirational venues in 2012 (including the Royal Albert Hall, South Bank Centre, Hackney Empire and Wembley Stadium).

Rhythm of London: busking underground

This project encourages 16-24 year old musicians to compete to win a coveted Transport for London busking

license. One hundred performers will be shortlisted to perform on the underground busking network with ten selected to 'Busk Off' at the grand final. In 2012 the 'Mega Busk Off' will provide showcase opportunities to hundreds of talented young musicians as part of the Mayor's outdoor arts festival.

Tackling human trafficking

Lessons from previous major sporting events suggest that there could be an increase in human trafficking, particularly for sexual exploitation but also for forced labour. London 2012 is actively tackling this risk, to ensure that the Games are about athletic achievement and not the exploitation of vulnerable people.

Following a roundtable event in 2009 organised by the GLA and the EHRC, a network was set up to prevent and respond to human trafficking ahead of London 2012. The network was formally launched on 15 March 2010 and is currently meeting twice a year.

As well as preventing an increase in human trafficking, the project aims to increase awareness of the issue; develop an improved response for victims; and a model of good prevention practice that could be shared with other major cities hosting future sporting events.

The coordination group consists of the GLA, EHRC, Metropolitan Police Authority, Metropolitan Police Service, Home Office, Anti-Slavery International

and The Poppy Project. It has worked with the London 2012 Equality and Diversity Forum to increase awareness among the 2012 family of trafficking and its associated risk with major sporting events. Links have been made with representatives of the Home Office Olympic Security Directorate, LOCOG and the City Operations Team.

Safety and security

In March 2011, Baroness Neville-Jones approved v5.0 of the London 2012 Olympic and Paralympic Safety and Security Concept of Operations (CONOPS) setting out how the security operation will be delivered in line with the Olympic and Paralympic Safety and Security Strategy. The CONOPS is a living document and will be refreshed regularly in the lead-up to the Games.

An Equality Impact Assessment (EIA) of the CONOPS was conducted by the Olympic and Paralympic Security Directorate to assess whether implementation of the security operation complied with the public sector equality duties. Feedback from consultees was that the CONOPS met the requirements of existing legislation and that much valuable work was already underway on equality and diversity issues. However, there were areas where further research was needed on potential equality impacts or issues which the development of specific projects needed to take into account.

The Olympic and Paralympic Security Directorate will review the EIA as a whole at six monthly intervals to ensure that progress on delivery is informed and matched by progress on equality and diversity.

London 2012's sustainability agenda

When London bid to host the 2012 Games, it made a radical proposal to the International Olympic Committee:- It wasn't just going to put on the biggest sporting event in the world, it was going to hold the most sustainable Olympic and Paralympic Games possible, leaving a legacy long after the Games have finished.

London 2012 wants to have a lasting influence on the way people think and behave...in short, a Games that can change lives. It pledged to reach young people throughout the world, encouraging them to take up sport and live more active and healthy lifestyles. To do this the 2012 family has raised the bar. These Games will be compelling and distinctive, not just for the moments of sporting excellence but in all areas of the planning and staging of the event.

London 2012 believes this is its chance to lead the way; to show how, through sport, it can deliver lasting change: change in the way large scale construction projects are planned and built to respect local communities and the environment; change in the

way events are managed to include everyone and to make the best use of limited resources; and change in the way the Olympic and Paralympic movements view sustainability.

This isn't just about being green. London 2012's first task has been the transformation of one of the most neglected, polluted and deprived parts of the city. That meant creating housing and transport infrastructure that tread lightly on the environment and a new parkland, bringing real benefits to local people and the economy.

To succeed, the people helping LOCOG to put on the Games have to share its vision. That means signing up to LOCOG sustainability codes. LOCOG is working with each organisation, from construction companies and corporate partners to catering and security firms, to help them understand its goals and how these could change the way they do business – not just for the Games but in the future too.

Often this means asking suppliers to enter new territory. Before London 2012 asked, for example, no one had tried to calculate the complete carbon footprint of a Summer Games or made the lightest 80,000-seater Olympic Stadium in the world. For every decision, London 2012 has had to know what was possible, push the limit and persuade its teams to make it happen.

From the outset, London 2012 understood that the Games are fundamentally a celebration of sport. Its decisions would complement this: from the choice of stadium design to the food on offer, it would never compromise the spectacle of the greatest sporting event the world. In fact, LOCOG knew that – if it got it right – a more sustainable Games would be a better Games for everyone. And summer 2012 is just the beginning. London 2012's longer-term goal is to leave behind a valuable legacy for the local community.

Key indicators of performance

In March 2011, LOCOG celebrated its 1,000th Inspire project. Since June 2010, there has been an increase of over 100 per cent in the number of Inspire projects. In August 2009 there were fewer than 100 projects. Now there are over 1,000.

Eighty-seven per cent of projects are integrated projects with participants who are disabled and non-disabled. They include participants from a diverse range of backgrounds. Only 12 per cent are Olympic sport specific – meaning that only non-disabled people can take part. Six per cent are Paralympic specific – meaning that only disabled people can take part.

LOCOG's attendance at community events and meetings involved making contact with over 46,000 people this year - more than double last year's total.

Interim evaluation of the Young Londoners' Fund shows that grant holders are continuing to engage with the hard to reach target groups, already exceeding their disability targets and being very close to the BAME target.

Nearly 75 per cent of the Peer Outreach Workers Team are from BAME backgrounds, including migrant communities from former Eastern European countries.

Looking ahead

Leading up to Games-time, the Inspire programme will:

- continue to promote Inspire as a fully integrated, inclusive grassroots programme
- continue to deliver regional Inspire events around the country which focus on Paralympic and diverse groups' inclusion
- continue to target diverse groups across the country
- deliver a London Inspire with specific focus on Paralympic and diverse groups
- deliver the Inspire Creative Media programme, with specific focus on inclusion and diverse groups.

Plans for the Park

The Legacy Company has worked to capture the opinions of the people who will live and work in and around the Park and use its facilities. The company has reshaped its plans as much as possible, in line with points raised by local residents and has just completed a series of community road shows and workshops in east London. These events gave local people the chance to learn about the future plans for the Queen Elizabeth Olympic Park, to understand how and where their opinions have been incorporated and how to continue having their say. A full programme of the dates and venues is provided on the Legacy Company's website.

Legacy naming competition

Further to the engagement the Legacy Company has conducted with the communities closest to the Park, it has devised a competition offering the chance to help name the neighbourhoods in the future Park to the people who have helped shape it.

The Legacy Company will run this public naming competition from mid March 2011 to mid May, inviting local people and members of the public to help name a new piece of their city.





5 Participants

Our commitment

London 2012 wants to get more women, disabled people, and black, Asian and minority ethnic (BAME) people taking part in sport and physical activity. It will do this by broadening the appeal and awareness of the Olympic and Paralympic Games.

Our programmes

'We have three clear priorities for our ticketing strategy – tickets need to be affordable and accessible to as many people as possible. Tickets are an important revenue stream for us to fund the Games. Our ticketing plans have the clear aim of filling our venues to the rafters.'

Seb Coe, Chair, London 2012

'Spectators are a vital part of every Olympic Games, providing the atmosphere that inspires athletes to perform. I am confident that we will have packed stadiums and venues with the range of tickets on offer, meaning that people of all ages and budgets will have the chance to attend London

2012. Ticketshare is a fantastic initiative. Backed by our Olympic-style schools' sports competition and the London 2012 'Get Set' programme, schoolchildren from across the country will get a chance to experience the magic of the Games first hand and for free.'

Rt Hon Hugh Robertson MP, Minister for the Olympics

'One of the greatest legacies we can lever from the London Games is to see young people in the capital embrace the Olympic and Paralympic values. We want these Games to motivate them towards sporting and academic achievement and there is no better way than by watching the world's best sportsmen and women competing at the highest level.'

Boris Johnson, Mayor of London



Tickets

London 2012 is committed to creating the most diverse and inclusive Olympic and Paralympic Games possible – its vision is to use the power of the Games to inspire lasting change. Everybody, regardless of background, circumstances or disability, will have the opportunity to become a spectator at the Olympic and/or Paralympic Games.

The ticketing strategy and website break new ground in accessibility and inclusion – from ticket purchase and allocation, through to event – to ensure all disabled people have a wonderful Games experience, equivalent to non-disabled people.

There is no 'one size fits all' model. Tailored services will meet the differing needs of disabled spectators. As a result, there are a range of ticket products and services:

- Accessible seating, scattered around the new venues rather than in one single designated/segregated area.
- The cost of a wheelchair space ticket will include the cost of one companion seat next to it. (These spaces will be wider than usual to incorporate wheelchairs and mobility scooters).
- Audio description for those with a visual impairment, supported by the RNIB. Where possible they will be seated near the field-of-play to be close to the action. There will also be facilities for assistance/guide dogs.
- Screen reading or other assistive technology can be used on the ticketing website to enable visually impaired people to buy tickets like everyone else.
- For those with a hearing impairment, seats will have a direct line of sight to big screens in the venue.
- The Games Mobility Service will include wheelchair and powered scooter loan, golf buggy transfer and a guiding service.
- Blue Badge parking at all venues.
- Accessible shuttle services from key accessible train and bus stations.
- Extra accessible toilets for disabled spectators.
- A Changing Places toilet at all venues including a hoist.

- All spectator information in accessible formats.
- Audio augmentation for hearing aid users at all venues.

When people buy tickets they were able to explain their access requirements to help identify the best seat for them - for example, those involving the fewest steps for those who have a mobility impairment or an end of row seat for those who cannot bend their legs or who have a guide dog.

London 2012 Ticketshare

London Ticketshare will see many thousands of schoolchildren receiving tickets to the Games. A levy on the price of prestige hospitality packages will allow 50,000 tickets to be donated to schools in London and a further 50,000 to schools around the UK. Distribution will be via the London 2012 Get Set network and the Olympic and Paralympic style school sports competition.

LOCOG has worked with the Mayor of London and has secured a further 75,000 tickets for London. When combined with the 50,000 tickets for London from Ticketshare, this will allow one in eight London schoolchildren the opportunity to attend the Games at no cost to their school, family or the taxpayer.

How the ticketing strategy was devised

Disability stakeholders were consulted to create ticket products that meet the needs of disabled people and any other spectators with accessibility requirements.

A special 'Access Summit' workshop was held in March 2010 which brought together disabled, older and younger people. They were able to make practical suggestions about how to tailor ticketing plans to ensure maximum accessibility and inclusion.

A ticketing briefing was also held with the 'London 2012 Community Forum' in September 2010, which includes representatives from different communities.

Disability organisations involved include: AbilityNet, the access officer at Waltham Forest, Assistance Dog Access Matters, Attitude is Everything, Boccia Player, British Athletics Supporters Club, Changing Faces, Cooltan Arts, DANDA, DeafPLUS, DeafPLUS Inspiration 32, Disability Action in Waltham Forest, Disability Network Hounslow, GAD, GLA, Heart n Soul, Inclusion London, Inclusive Fitness Initiative, Map Squad, Mencap, Mobilise, MS Society, National Association of Disabled Supporters – NADS, People Consultant Diversity, People First, Reading University, RNIB, Sense, The Guide Dogs for the

Blind Association, Transport for All, UCL, UK Disabled People's Council, Vision 2020 UK, London Sports Forum for Disabled People, National Deaf Children's Society and Panathlon Challenge.

Ticketcare

If you need a carer or PA, you apply for a standard seat and any other tickets you would like. If sessions are over-subscribed we will run an automated and random selection process ('ballot') to ensure the fairest possible distribution and allocation of tickets on a session-by-session basis. If your application is successful, you can apply for an additional carer or PA ticket. You may be asked to provide relevant proof before the additional carer ticket is allocated. These tickets will be available for every session, at every venue, in every price category, subject to availability.

Once applications have been processed and payment taken from successful applicants, customers will be required to contact ticketing customer services to request an additional carer ticket free of charge. Those who are successful in the application process but, due to high demand, are not allocated a free of charge carer ticket will be offered the option of retaining their standard tickets or receiving a full refund.

Equality Standard for Sport Advanced Level

LOCOG became the first organisation in the UK to be awarded the Advanced Level of the Equality Standard for Sport in March 2011.

The award, which started in 2004, was made to recognise LOCOG's commitment to pursuing equality in its workforce and to making next year's Olympic and Paralympic Games inclusive.

The award was timely, coming as it did on the first day of LOCOG's Diversity Week. It also allowed a chance to reflect on last year's highs and reveal some of the plans for 2011.

'We are committed to making sure the London 2012 Games are as diverse and inclusive as possible. I am thrilled that our achievements show we are on our way to fulfilling our goal of leaving a lasting legacy of greater inclusion and understanding of diversity.'

*Paul Deighton
LOCOG Chief Executive Officer*

'LOCOG are to be congratulated on this significant achievement. In reaching the Advanced



LOCOG's Chief Executive Paul Deighton receives the special award from Liz Nicholls Chief Executive of UK Sport as mascots Mandeville and Wenlock look on.

Equality Standard for Sport, they have shown commitment to embedding equality throughout the organisation and all of their workstreams, which will prove fundamental to making London 2012 a truly inclusive Games.'

*Liz Nicholl
UK Sport Chief Executive Officer*

LOCOG will use the Advanced Level to further encourage national governing bodies (NGBs) to inculcate diversity and inclusion into their governance models as a way to increase participation in their sport from diverse communities.

LOCOG will be working with UK Sport to encourage all NGBs to use the Equality Standard as their planning tool regarding Equality within their organisations.

The Disability Legacy

London 2012 is committed to using the power of the Paralympic Games to change the perception of disability in the UK. Government Olympic Executive officials are working with LOCOG to consider how assets from the Paralympic Games can be redistributed to benefit disabled people in education and employment. For example:

- Sports equipment from the Paralympic Games will be distributed via the British Paralympic Association and the national governing bodies of sport to benefit disability community sport and maximise the power of the Paralympic Games to inspire disabled people to participate sport and physical activity
- Accessible technology used during the Olympic and Paralympic Games will help disabled people in education and employment.

Case Study

Be Active Be the Best Talent ID Programme – Northern Ireland

This project is using the London 2012 Olympic and Paralympic Games as a catalyst to make disabled young people attending mainstream post-primary schools in Northern Ireland more aware of the sports opportunities available, and to identify and 'channel' the most talented young people into national squads. The programme incorporates three strands: a poster campaign featuring inspirational images of local disabled athletes which have been sent to every post-primary school in Northern Ireland; a media campaign targeted at every newspaper in Northern Ireland; and a Talented Athlete Assessment Day which will assess the potential of young disabled sports people identified through the poster and media campaigns and help them access the sport of their choice.

Chris Holmes, Paralympic gold medallist and Director of Paralympic Integration for LOCOG, helped launch the project at Stormont on 9 September 2010. Chris was joined by Minister for Sport Nelson McCausland and many of Northern Ireland's most talented disabled athletes, including Paralympic Gold Medallist Michael McKillop and World Disabled Water Ski Champion Janet Gray.

Chris Holmes, Director of Paralympic Intergration for London 2012 and the Minister for Sport Nelson McCausland enjoying the company of Northern Ireland's finest disabled athletes at the launch



'As a former athlete, I know how important it is to develop and support local grassroots disability sport. Our vision has always been to inspire young people to take up sport and leave a lasting legacy and the Be Active Be the Best Talent ID Programme is key to helping us achieve this!'

Chris Holmes, Paralympic gold medallist and Director of Paralympic Integration for LOCOG



Places People Play – Sport England’s Mass Participation Legacy

Places People Play is a £135m initiative that will bring the inspiration and magic of a home Olympic Games and Paralympic Games into the heart of local communities, being delivered by Sport England in partnership with the British Olympic Association, the British Paralympic Association and with the support of LOCOG, to transform the places where people play sport, making the benefits of London 2012 visible in cities, towns and villages across the country through:

Places

- Iconic facilities - investing in regionally significant multi-sport facilities that will represent best practice for the sector.
- Inspired Facilities - modernising and extending clubs and opening up local facilities for community sport.
- Protecting Playing Fields - protecting and improving hundreds of playing fields across the country, preserving high-quality spaces for local people to play and enjoy sport.

People

Sport England will inspire people to make sport happen at the local level, embedding the Olympic and Paralympic values in grassroots sport, through:

- Sport Makers - recruiting, training and deploying 40,000 Sport Makers as the next generation of sports volunteers to organise and lead grassroots sporting activities.

Play

They will create the sporting opportunities and challenges that give everyone the chance to become part of the mass participation legacy, through:

- Gold Challenge - An independent initiative that is motivating over 100,000 adults to test themselves in multiple Olympic and Paralympic sports, and in doing so raise millions of pounds for charity.
- Sportivate - providing opportunities for teenagers and young adults up to 25 years to receive six weeks of coaching in the sport of their choice and guiding them into regular participation.

Disability legacy

Sport England are consulting disabled people and those who support them on how we can invest in tackling the barriers they face when they want to play sport and ensure that every element of the Places People Play programme works for disabled sports men and women too. (http://www.sportengland.org/about_us/places_people_play.aspx)

Whole Sports Plans

- While Sport England has not set specific targets for the national governing bodies (NGBs) of sport on increasing participation among particular groups of people, current funding levels for sports were in part assessed on the strength of their strategic plans to deliver on increased participation among women, black and minority ethnic groups, and disabled people. For the NGBs, developing sports opportunities for all harder to reach groups is not an optional extra but a vital part of what they are required to do.

Sport England National Equality Partners

- Sport England help partners such as the NGBs to deliver sporting opportunities to as many people as possible and particularly to groups who experience specific issues that may prevent them participating regularly in sport. It does this by working directly with three national funded partners: English Federation of Disability Sport (EFDS), Sporting Equals, and the Women's Sport and Fitness Foundation (WSFF), and by developing partnerships with other equality groups.
- Sport England are increasing their understanding and looking to build upon NGBs good practice in disability sport, such as Volleyball's Sitting Volleyball work and Triathlon's Paratriathlon project.
- Riding for the Disabled Association (RDA) provides weekly horse riding for children and adults in a safe, friendly environment on ponies

selected for their kind temperament, smooth paces and weight carrying ability. Provided medical consent is given, no rider is barred because of the severity of their condition. Horse riding with therapy improves physical fitness, helps achieve personal ambitions (eg, to sit on a horse for the first time) and combats social isolation (eg builds relationships) and the riders can enjoy events and competitions and develop self-confidence.

Claire, 11 years old, has Downs Syndrome. She likes being up high as she is in her wheelchair most of the time and her balance has improved. She benefits from incidental learning, such as counting, science, geography, history, reading.



II Foundation

During the bid for the Games, London 2012 promised to ‘inspire the youth of the world to choose sport’.

The International Inspiration programme delivers on this pledge – using the power of sport to transform the lives of millions of children and young people in up to 20 countries. Over ten million children and young people have been reached, five million of whom are regularly engaged in sports activities. The programme is led by the International Inspiration Foundation and coordinated by UK Sport, the British Council and UNICEF. It aims to use the power of sport to transform the lives of millions of children and young people of all abilities, in schools and communities across the world. It is particularly focused on developing countries.

This is the first time that a host country has undertaken an international legacy of this kind and this has been recognised by the formal support of the International Olympic Committee (IOC).

The programme is already changing the lives of young people in fifteen countries - Azerbaijan, Brazil, Bangladesh, Jordan, India, Indonesia, Malaysia, Mozambique, Nigeria, Pakistan, Palau, South Africa, Trinidad

and Tobago, Turkey and Zambia. In addition to the fifteen countries listed, work has begun in Tanzania.

FreeSport

FreeSport is part of the Mayor’s Playsport London sports legacy programme. It is an easily accessible fund providing grants of up to £1500 to sports clubs and other small community organisations so that they can provide free sports coaching for Londoners.

Each year around 250 organisations are supported through this programme, across two funding rounds (summer and winter), with investment totalling £400,000 per year. The activities generated as a result of the programme engage around 20,000 participants per year.

The GLA’s Inclusive Fitness Initiative

The Inclusive Fitness Initiative (IFI) has been funded by the GLA for the year 2010 -11.

Through this programme, at least 30 gyms in London will this year become accredited as fully accessible to and inclusive of disabled people – in terms of staff training, accessibility and equipment. Alongside this, more than 50 further facilities will benefit from advice and training that will help them to become more inclusive.

The levels of inclusivity required for accreditation through IFI goes far beyond basic legal requirements and it is hoped that, as the benefits of creating fully inclusive facilities begin to be realised, IFI accreditation standards will begin to become the norm across the capital.

Inclusive and Active 2

Inclusive and Active 2 is the new London strategy for increasing participation in sport among disabled people. It was produced by the Mayor in partnership with NHS London and Interactive. The strategy sets out a vision for making sport and physical activity viable life choices for disabled people.

The intention is that agencies across the sport, health and disability sectors in London work to develop bespoke action plans, setting out how they will implement the relevant requirements of Inclusive and Active 2. The strategy has been formally adopted by the London Community Sports Board, which means that any organisation receiving funding via the Mayor's Olympic Sports Legacy Programme must develop its own Inclusive and Active 2 action plan.

Within Inclusive and Active 2, there are five key themes:

- 'Changing the culture' concentrates on altering the way that society views disabled people and sport and physical activity
- 'Inclusive activity' concentrates on ensuring that there are adequate opportunities available for disabled people to be active
- 'More people, more active' concentrates on increasing the number of disabled people that view being active as a viable lifestyle choice
- 'Diversifying the sector' concentrates on disabled people volunteering and being employed within the sector
- 'Skilling the sector' concentrates on increasing knowledge about including disabled people.

Mayor's Participation Fund

In December 2010, the Mayor awarded a total of £2.2 million to 18 projects that aimed either to increase participation in sport amongst Londoners or to use sport as a means of helping to tackle social issues in London.

Each project must ensure that at least ten per cent of the participants it engages were previously inactive – ie doing no sport or physical activity at all.

In many cases the percentage is actually far higher. Sport England research shows that rates of inactivity are highest among women, older people, disabled people and BAME people.

Some examples of projects are:

- the Panathlon Challenge – a programme of coaching and competitive sport for disabled children and young people in special schools. Over the year, more than 1100 young people received a total of 787 hours of coaching. Many would be doing no sport or physical activity at all without Panathlon.
- Cricket for Change – through the Hit the Top! programme, up to 16 new cricket clubs for disabled people will be set up in London. There will also be six-week introductory cricket programmes for disabled young people in both school and club settings.
- Dare2Dance – a dance and empowerment programme for young women. This is a group that is under-represented in terms of participation in sport and physical activity. Through the innovative use of dance this project seeks to engage young women who have dropped out of sport and physical activity since leaving school.



© LOCOG

Case Study

Inclusive sport in Bexley

The London Borough of Bexley has been using the inspiration of the Olympic Games and Paralympic Games to promote inclusive sport through a range of programmes, events, clubs and opportunities.

In 2008 Bexley marked the Paralympic Handover from Beijing to London at an annual inter-borough athletics event for adults with learning difficulties, supported by the Mayor of London's Summer of Sport programme.

The event saw 150 competitors taking part in a range of disciplines before marking the time of the handover with a celebratory parade around the athletics track.

Since this time, Bexley has used the increased focus on London 2012 to both mainstream and promote disability sport:

- Boccia sessions at two of the borough's leisure centres, proved so successful that the sport became part of the weekly programme, plus in 2010 Bexley Dodgers Boccia team, comprising of young adults with Down's syndrome, won the Sport Kent Boccia League and then progressed to the Regional Finals.
- In July 2009 four members of the Bexley Down syndrome group were celebrated as they came away with

five gold medals while representing the South East Region Gymnastics squad in the National Gymnastics competition.

- In September 2009, Bexley launched 'Sporting Best' in partnership with Worldwide Olympic Partner Coca Cola Enterprises Ltd. The scheme provides funding and training opportunities for gifted and talented able bodied and disabled young athletes who compete in their sport at national and international levels.

Sporting Best has already provided support for a member of the Great Britain Paralympic Table Tennis Squad, a multiple European and World record holder in Down's Syndrome Swimming and four members of the national squad for Gymnastics and Movement for People with a Disability. Sporting Best athletes also help present the borough's annual Young People's Sports Awards, inspiring yet more other gifted and talented youngsters.

- Falcon Spartak Gymnastics Club has also been recognised for its work with disabled athletes. The club appears as a case study in Interactive's 'Club Resource Pack' as an example of good practice of a local sports club promoting inclusion. The club is also showcased along with boccia and other accessible sports at the Danson Festival – Bexley's largest annual event where much of the borough's work around London 2012 is highlighted.

Make a Splash

Make a Splash is the Mayor's programme of mobile swimming pools. The pools are deployed in schools in areas where there is a lack of permanent swimming provision. In April 2010, one of these pools was opened at Willow Dene Special School in Greenwich, providing an opportunity for all the pupils to undergo intensive swimming programmes over a period of three months.

Over the next two years, pools will be deployed in 12 further sites across London, in areas of aquatic or economic deprivation.

London 2012 Diversity Week 2011

A range of events took place in March 2011 to mark London 2012's annual Diversity Week. The week began with the 'Everyone's London 2012' conference. This focused on London 2012's work in areas such as workforce, procurement, and service delivery and the opportunities that are available for communities across the UK.

Other activities held during the week included:

- the Olympic Delivery Authority Contractor Diversity Awards 2010 to recognise and celebrate the efforts made by contractors on the Olympic Park to promote equality

- LOCOG hosted a recruitment day for the BAME community
- LOCOG hosted a meeting with LGBT groups on leaving a lasting legacy from the London 2012 Games for lesbian, gay, bisexual and trans people. Former England under-21, Aston Villa and Chelsea footballer Paul Elliott and Lou Englefield of Pride Sports spoke at the event, hosted by sustainability partner EDF Energy
- LOCOG hosted an access summit informed Deaf, hard of hearing and deafblind people how they can get involved with the Games
- LOCOG hosted meetings of the Faith Community Outreach Group and the Faith Reference Group
- LOCOG hosted a full staff engagement programme which included sports demonstration from Women's Boxing, Deaf Womens Football Team and Sitting Volleyball.

'We have always been clear –

we want London 2012 to be

**'Everyone's Games' and inspiring
change through the 2012**

Olympic and Paralympic Games.

Seb Coe, LOCOG Chair

Inclusion Pin Badge Launched –
March 2011-04-04



LOCOG has worked with the deaf and disabled community engagement groups to create a disability pin badge. The central theme of the Inclusion pin badge is the sun which represents light that can be seen and warmth that can be felt. The Inclusion pin badge was launched at LOCOG's Diversity Week and is part of a series of six celebrating diversity in terms of age, disability, gender, race, religion or belief and sexual orientation.

Lesbian, Gay, Bisexual and Transgender inclusion

LOCOG has worked hard to create an environment where LGBT people feel included and visible at all levels of the organisation, from board to reception.

LOCOG's LGBT Champion (Sue Hunt, strategy director) and the LGBT Working Group are leading the Games-time LGBT inclusion project. The aim is to bring together LGBT sports groups and national governing bodies to challenge homophobia in sport. LOCOG is contributing to LGBT inclusion in three main ways:

1 Leadership in sport

LGBT visitor information will be included in the Athletes' Guide, allowing athletes to access LGBT information in an official capacity for the first time ever.

- The London 2012 LGBT Pride pin badge will visibly demonstrate inclusion – worn by gay and straight people alike and a world first for an organising committee.
- By being the first organisation in the UK to achieve the Advanced Level of the Equality Standard for Sport (www.equalitystandard.org), LOCOG is now benchmarking governing bodies on their commitment to LGBT inclusion and encouraging them all to go for Advanced Level by Games-time.

2 Leadership in the workplace

- Recruitment outreach for LGBT people, such as dedicated recruitment evenings (an Olympic and Paralympic first) have resulted in five per cent of LOCOG's workforce identifying as LGBT.
- Proactively including transgender people in the team with an assured safe environment.
- Proactively reached out to thousands of LGBT people across the UK and encouraging them to apply for the volunteering programme.

3 Leadership in business

- LGBT businesses are a key target group of LOCOG's Business Charter and there is a mandatory online diversity assessment for all suppliers.
- Engaging sponsors in supporting LGBT inclusion through events, policy changes, and visible support.
- LOCOG regularly plays its part in stakeholder engagement and has now held several LGBT summits to support tackling homophobia and promoting inclusion for LGBT people.

The Charter for Action – Tackling Homophobia and Transphobia in Sport

On Monday 14 March 2011 the UK Government, together with major sporting bodies, launched a Charter calling for anyone and everyone with an interest or involvement in sport to unite in a common cause to tackle homophobia and transphobia in sport. LOCOG was amongst the first to sign and will encourage the National Governing Bodies (NGBs) and other sports organisations to also all sign the Charter for Action.

Britain's biggest sports are backing this government campaign to stamp out homophobia and transphobia. The Football Association, the Lawn Tennis Association, the England and Wales

Cricket Board, the Rugby Football League and the Rugby Football Union joined LOCOG in becoming the first signatories of the Charter for Action, which aims to make sport a welcoming environment for lesbian, gay, bisexual and transgender (LGBT) people.

The Charter has four points:

- Everyone should be able to participate in and enjoy sport – whoever they are and whatever their background.
- Sport is about fairness and equality, respect and dignity. Sport teaches individuals how to strive and succeed, how to cope with success and disappointment, and brings people together with a common goal.
- A commitment to making these values a reality for lesbian, gay, bisexual and transgender people. We will work together, and individually, to rid sport of homophobia and transphobia.
- Make sport a welcome place for everyone – for those participating in sport, those attending sporting events and for those working or volunteering in sports at any level. We will work with all these groups to ensure they have a voice, and to challenge unacceptable behaviour.

LGBT Work Plan

The Government Equalities Office's LGBT Action Plan delivers against Coalition aims on Equality and Sport has signed up to nine commitments: <http://www.equalities.gov.uk/pdf/action%20plan.pdf>

Change4Life Clubs and Sports Clubs

As part of the October 2010 spending review, the Government announced £6.4 million of new funding for 2011-13 to secure the future of Change4Life Sports Clubs in secondary schools and to extend the model to primary schools. This will create more opportunities for children and young people who are least active and deliver important health benefits.

There are currently seven Olympic and Paralympic sports on offer, chosen to appeal to all children and young people – particularly the least active. These are: badminton, boccia, fencing, handball, table tennis, volleyball and wheelchair basketball. Change4Life Clubs and Sports Clubs will help disabled children and young people to find an activity they enjoy and provide them with the skills to excel.

Playground to Podium

Playground to Podium entered its second year of identifying young disabled people across England and giving them greater opportunities to participate in sport. The programme is supported by Sport England, Youth Sport Trust, the English Federation

for Disability Sport and the British Paralympic Association. Last year nearly 2000 young people were able to take part in sports such as football, swimming, boccia and athletics. County sport partnerships and the national governing bodies provided club and coaching support.

The School Games

The Government is committed to reviving the culture of competitive sport in schools. To inspire children across the country and to incentivise schools to set their ambitions high, it is creating a new, inclusive School Games.

The programme will encourage all schools to have an annual Olympic and Paralympic-style school sports day. A rolling programme of leagues and tournaments will promote more competition between schools at a town or district level throughout the school year. These competitions will allow progression to county level festivals which will showcase the very best of inter-school sport, with the best young athletes competing at national finals.

The Department for Education is providing funding of £65 million over the school years 2011-13 so that secondary schools can release a PE teacher to organise competitive sports, embed good practice and train primary teachers.

The Department of Health and Sport England are investing £22 million over

the next two years (2011-13) to pay for hundreds of new School Games organisers. This will support levels of participation by primary schools, create further opportunities for those who are the least active and deliver the important health benefits associated with physical activity.

Youth Sport Trust

The Youth Sport Trust, the charity that promotes sport and physical activity in schools is receiving funding from Sport England to increase the proportion of young disabled people taking part by:

- developing multisport clubs for young disabled people based on school sites and to explore the challenges they face when transitioning from school sport to community sports clubs
- ensuring there are opportunities for young disabled people to actively volunteer in sport.

Legacy venues: procurement of operators

One of the most significant priorities for the Legacy Company in 2010-11 has been beginning the process to find operators for the legacy sports venues which encourage participation in sport. The first of these was the stadium.

The process to find a tenant for the stadium began in March 2010 when interested parties were invited to make expressions of interest. This was followed up with a formal bidding

process for the long-term stadium lease in August 2010, and the preferred bidder was recommended by the Olympic Park legacy Company in February 2011 – West Ham United with the London Borough of Newham.

In March 2011, the Mayor and the Government confirmed their support for the Legacy Company's preferred bidder. Opportunities to promote equality, inclusion and community benefit were built into the assessment process.

Throughout 2011/12 work will begin in earnest to find operators and tenants for the Aquatics Centre and Multi-Use Arena. Equality and Inclusion requirements are being embedded throughout the procurement process.

Key performance indicators

The first round of the 2010-2011 FreeSport programme achieved the following:

- Attendance by 7505 participants
- 5,004 received six or more hours of coaching, equating to 67 per cent of participants and 59 per cent of the annual target
- 2,334 (47 per cent) of participants were women
- 3,165 (63 per cent) of participants were black, Asian or minority ethnic

- 794 (16 per cent) of participants were disabled people.

Participation survey results

In 2009/10, some 6.938 million adults and young people over 16 in England (16.5 per cent of the population) participated in sport three times a week for 30 minutes at moderate intensity, showing that there has been no change in participation figures over the last year. Participation among females has declined from 2.787 million (13.1 per cent) in 2007/08 to 2.761 million (12.8 per cent), although the latest data show an increase of 34,500 since 2008/09. Sports participation among adults with a limiting disability or illness has decreased since 2007/08 by 3,300, from 594,500 (6.7 per cent) to 591,200 (6.5 per cent), although this again shows an increase in participation since last year. More encouragingly, sports participation among non-white adults has increased from 722,800 (16.1 per cent) to 786,900 (17.3 per cent), an increase of 64,100.

Demographic changes in the latest data when compared with APS 2:

- Male participation has increased by 143,400 from 20.0 per cent to 20.1 per cent (however, it has fallen by 5,700 since the last quarterly results).
- Participation among females has decreased from 2.788 million (13.1 per cent) to 2.710 million (12.5%).
- Sports participation among non-white adults has increased by 71,500, from 16.1 per cent to 17.3 per cent
- Sports participation among adults with a limiting disability / illness has decreased from 6.7 per cent to 6.5 per cent

Looking ahead

The Mayor has recently written to the 1143 schools in London not registered with the Get Set programme, encouraging them to join. The aim is to ensure that as many children as possible have the opportunity to get their hands on a ticket to the Games.

Until October 2011, the Mayor and LOCOG will be building capacity in the Get Set network, encouraging as many schools as possible to demonstrate their commitment. From October 2011, initial ticket allocations will be confirmed to schools.

Between October 2011 and January 2012, a final push will encourage any remaining London schools to join the network. In early February 2012, the final ticket allocations will be confirmed to schools.

The new School Games' national finals event in 2012 will build on the good work done by the UK School Games as a showcase for the most talented young people to compete against each other. In 2012, the best athletes will compete

on behalf of their schools – national governing bodies will lead in identifying them. The national event will have a clear link to school competitions at district and county level. Continuing this national event beyond 2012 will be a fitting legacy from the 2012 Olympic and Paralympic Games.

In 2011-12, the Legacy Company will:

- work with the operators of the legacy venues to embed equality, inclusion and accessibility
- establish opportunities to promote sport and healthy living within the programme
- continue to develop a volunteering programme.

In March 2010, 'London 2012: a legacy for disabled people' was published, which laid out the Government's plans and commitments for disabled people and how they would benefit from London 2012. An update to this plan, reinforcing the coalition government's commitment to a legacy for disabled people from London 2012, is planned for publication online in April 2011.



Appendix i

Diversity Statement

The London 2012 Olympic and Paralympic bid promised to reach out to the youth of the world through sport and to inspire them to choose sport and connect them to the Olympic and Paralympic values.

The Olympic Charter and Paralympic Constitution strongly oppose any form of discrimination but more than that, they seek to create a way of life which respects individuals, values their effort and recognises their inherent dignity.

The Games offers an unprecedented opportunity to regenerate an area of east London that suffers from severe economic inequality and social deprivation and can produce economic and social benefits across the country.

London 2012 will live those values in everything we do.

We will:

- treat everyone involved in developing and delivering London 2012 fairly and with respect
- be an exemplar of equality and diversity practice in our employment and recruitment, in the way we procure and deliver goods and services and how we communicate with our stakeholders and the public
- build the Olympic and Paralympic Park as a model for inclusivity and accessibility

- engage with representatives of the UK's and London's many diverse communities to understand their aspirations for the Games and how we can involve them in its development and delivery
- encourage people across the UK and London to take pride in working together to deliver the best Games ever
- reach out to young people across the world to inspire them with the Olympic and Paralympic ideals through encouraging participation in sport
- promote positively the diversity of London and the UK
- monitor and publish what we are doing to ensure that we are delivering on this promise.

We will know we have succeeded if:

- the UK's diverse communities take part and celebrate London 2012, and the world sees and recognises the inclusion of our diverse population
- the employment, training and business opportunities arising from the regeneration of east London are shared by all its diverse communities
- the facilities we leave in legacy are accessible and used by all

- the diverse communities of east London feel engaged with and have a sense of ownership of the delivery of the Games
- all people can take pride in what has been achieved
- young people from all communities in the UK and developing countries have greater opportunities to engage in sport and realise their potential
- other major projects use the Games as a benchmark of excellence for inclusivity both in physical design, accessibility and social impact
- future Games have equality and respect for diversity at their heart
- skills and experience are developed and sustained by individuals across our diverse communities.

Appendix ii

London 2012 Equality and Diversity Forum – Terms of Reference

Background

Following the award of the Games, the Olympic bodies – the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) and the Olympic Delivery Authority (ODA) – have been developing their equalities strategies.

The Games are of national significance and importance, offering a range of real opportunities to communities, organisations and businesses. Regionally, the Games are taking place in the most diverse city in the world. Over 300 languages are spoken in London and the Games provide a once in a lifetime opportunity to transform the life chances of Londoners and benefit the whole of the UK, by ensuring that equality and diversity are embedded in the planning, delivery and legacy benefits of the Games.

The national commitment to equality and diversity is reflected in the 2012 Olympic Diversity Statement, which was agreed by the Olympics Board Steering Group on 25 May 2007. The London 2012 Equality and Diversity Forum (the Forum) has been established as the primary vehicle through which the Olympic bodies and stakeholder organisations will work jointly to

support, champion and monitor the progress that is being made on the delivery of national and regional equality commitments and objectives for the Games.

Name

1 The group shall be called the ‘London 2012 Equality and Diversity Forum’.

Aims and objectives

2 The forum will:

- a discuss, evaluate and monitor equality and diversity matters that relate to the Games, and work to ensure that equality and diversity is effectively coordinated, integrated and promoted in the preparation, delivery and legacy of the Games and ensure that the benefits of the Games reach all parts of the community
- b provide the environment to consolidate Games related equality and diversity achievements to date, and drive these forward by providing advice, sharing examples of best practice, and identifying blockages to progress that need to be addressed.

Membership

3 Membership shall consist of senior representatives from:

- a LOCOG
- b ODA

- c Greater London Authority (GLA) (chair)
- d London Development Agency (LDA)
- e Olympic Park Legacy Company (the Legacy Company)
- f Government Olympic Executive (GOE)/Department for Culture, Media and Sport (DCMS)
- g Equality and Human Rights Commission
- h The forum may include additional second members from these organisations as required and may co-opt members where appropriate.

Accountability

- 4 The forum will report to the Olympic Board Steering Group.

Meetings

- 5 The forum will meet quarterly, supported by additional officer discussions to ensure relevant information and advice is prepared for meetings. Further organisations may be invited to attend meetings where they have expertise relevant to the agenda.

Venues

- 6 The meetings will take place at City Hall unless otherwise agreed.

Other

- 7 The forum will be serviced by a secretariat drawn from member organisations.
- 8 The terms of reference will be reviewed annually.

Appendix iii

Glossary / acronyms

EHRC	Equality and Human Rights Commission
GAD	Greenwich Association of Disabled People
GLA	Greater London Authority
GOE	Government Olympic Executive
LDA	London Development Agency
The Legacy Company	Olympic Park Legacy Company
LOCOG	London Organising Committee of the Olympic Games and Paralympic Games
ODA	Olympic Delivery Authority
PIE	Paralympic Inclusive Environment
RNIB	Royal National Institute for Blind People
UCL	University College London

