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Working towards an inclusive Games



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

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

**Greater London Authority
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Foreword

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

London has a proud history of welcoming people, promoting equality and being inclusive. The London 2012 Olympic and Paralympic bid promised to use the diversity of London and the UK to reach out through sport and inspire the world with the Olympic and Paralympic ideals. A significant factor in London winning the opportunity to host the Olympic and Paralympic Games was our commitment to making a lasting impact on diverse communities and to using the power of sport to inspire change.

**We want to transform east London and
make it an inclusive, accessible and a
welcoming place to live in work in,
travel to and visit**

Our bid was also underpinned by our commitment to host 'the most accessible Games ever'. Our vision and aim for the London 2012 Olympic and Paralympic Games is to ensure that an accessible and inclusive Games is delivered and to leave a lasting legacy of opportunity and a better quality of life for those currently living in one of the most deprived areas of our famous city.

We want to transform east London and make it an inclusive, accessible and a welcoming place to live and work, travel



to and visit. We hope that the Olympic and Paralympic Games will help set new standards in access for disabled people, and not just for the delivery of the London Games in 2012. We will also set new standards for accessible housing and lifetime neighbourhoods that offer all citizens the best possible chance of health, wellbeing, and social, economic and civic engagement. These standards will be adopted elsewhere, alongside new standards for integrating equality and diversity into the Olympics and Paralympic Programme that can be used by future host cities of the Games.

A lot of innovative projects have already been delivered on the equality, diversity and inclusion agenda – not

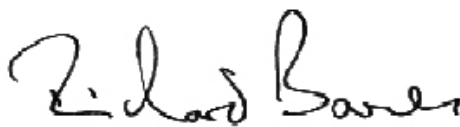
just in London, but also across the UK as a whole and stretching around the world. The Olympic and Paralympic programme is providing opportunities for people in the boroughs hosting the Games to increase their skills and take up employment. While communities across the country can be part of the Cultural Olympiad, participating in cultural activities linked to the Games that will reflect and celebrate the diverse communities that make up London and the UK. The Games will provide sporting opportunities to 20 million young people by 2012 around the world through its international Inspiration Programme, which is already operating in ten countries worldwide.

There is still a lot to do in the run up to 2012 to make it a fantastic event that east Londoners and people across the UK and the world can be inspired by.

I am proud to be Chair of the London 2012 Equality and Diversity Forum. This report gives a flavour of the equality, diversity and inclusion work that has been undertaken in the last financial year by Forum members – the Greater London Authority (GLA), the Olympic Delivery Authority (ODA), the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), the Government Olympic Executive (GOE) and the London

Development Agency (LDA) – in our collective endeavour to achieve our aspirations.

While much has been achieved in the last year, we are aware of how much still needs to be done. We look forward to reporting to you next year on our progress.



Richard Barnes

Deputy Mayor of London

Executive Summary

This publication is the first in a series of annual reports by the London 2012 Equality and Diversity Forum. The reports aim to present all of the achievements of the organisations represented at this Forum in one document. This edition covers activity from the financial year April 2008 – March 2009.

While recognising the related but different objectives of the organisations that comprise the London 2012 Equality and Diversity Forum, there are five elements that capture what London 2012 aims to achieve in the area of equality, diversity and inclusion. These publications will report on each of these, explaining what we aim to achieve, how we intend to measure progress and how the programmes we have put in place are making it happen.

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of equality, diversity and inclusion.

These publications will report on

each of these

This annual report does not aim to set out new initiatives or announcements, as each of the organisations has done this already or will do so in due course; instead, it is the one place where London 2012 can report on its annual collective achievements around equality, diversity and inclusion, and on how it aims to meet the challenges ahead.

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

London 2012 is committed to ensuring that the opportunities provided by the Games are spread as widely and as fairly as possible. We will do this by supporting a range of programmes that assist businesses across the UK to reap the rewards of hosting the Games in London.

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 is available to all. We will continue to support the innovative and successful programmes we have put in place to encourage people from diverse backgrounds to be involved in the London 2012 Games; be that by working on the Olympic Park or becoming a volunteer.

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

London 2012 aspires to be the most accessible Games ever. We want to build the Olympic Park as a model for inclusivity and accessibility and use the power of the Games to inspire lasting change. This includes triggering improvements in accessibility to transport, accommodation and visitor attractions across the capital, as well as making real improvements in the accessibility of the public realm.

4 Communities – including impact on local people, especially in the five Host Boroughs, but also London and UK-wide

The five Host Boroughs make up some of the most diverse areas in the country. London 2012 is committed to ensuring 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 that have experienced discrimination or social exclusion. We also want the four-year cultural festival that accompanies the Games to touch and reflect the diverse communities across the UK.

5 Participants – including the Equality Standard for Sport, and impact on levels of participation in sport for currently 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. We will do this by raising awareness in and broadening the appeal of the Games.

Introduction

The London 2012 Equality and Diversity Forum ('the Forum') has been established as the primary vehicle through which the main Olympic bodies and stakeholder organisations are able to work jointly to champion and monitor progress made to deliver national and regional equality commitments for the Games.

The Forum is committed to making London 2012 'everyone's Games'. This means working hard to ensure that the London 2012 Olympic Games and Paralympic Games ('the Games') are open to as diverse a range of people and communities as possible, and that everyone is able to benefit from the wealth of opportunities that the Games bring.

The result must be a genuinely inclusive Games, where each of the venues is accessible and open to all; where the social and economic benefits are spread across 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 Forum is committed to making progress across the entire Games programme. We will review and report on our progress against the key performance criteria set out in each chapter.

The London 2012 Equality and Diversity Forum

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

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

- the **Olympic Delivery Authority (ODA)** is the public body responsible for building the venues 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.

Other partners and stakeholders on the Forum include:

- the **Deputy Mayor of London** chairs the London 2012 Equality and Diversity Forum, and the **GLA** is responsible for ensuring the Games leaves a lasting and positive legacy for Londoners

- the UK government, represented by the **Government Olympic Executive (GOE)**, 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 the Regional Development Agency for London and is helping Londoners to benefit from the many potential long-term Olympic legacy opportunities. The LDA is focusing its investments on programmes that will deliver access to employment and skills, business benefits and greater sport participation while using the creative cultural activity linked to the Games to drive the growth of the London economy. The LDA has also been the interim legacy client and during 2008-09 has led the development of the Legacy Masterplan Framework (LMF) for the Olympic Park
- the **Equality and Human Rights Commission (EHRC)** also sits on the Forum as a 'critical friend'.

A new member will shortly be joining the Forum:

The **Olympic Park Legacy Company (OPLC)**, is the public sector, not-for-profit company, set up in 2009, responsible for the long term planning, development, management and maintenance of the Olympic Park and its facilities after the London 2012 Games. The Company is focused on creating a lasting legacy from the London 2012 Games by developing the Park to become, in time, a new and prosperous metropolitan area of the city.

In Scotland, the Scottish government and its wide-range of public, private and third sector partners have developed a plan setting out the legacy ambitions for the whole of Scotland from the Commonwealth Games in Glasgow in 2014 and other major events such as the London 2012 Olympic Games and Paralympic Games. Published in September 2009, that plan – a games legacy for Scotland – was developed on the five key underpinning principles, of which ensuring equality and enabling diversity are two. A games legacy for Scotland will be reviewed annually and progress reported biannually, including activity around addressing and embedding these five principles.



London 2012 Olympic and Paralympic Games: Opportunities for engagement with the Hindu business community.
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1 Businesses

Our commitment

The London 2012 Equality and Diversity Forum is committed to ensuring the economic opportunities provided by the Games are spread as widely and as fairly as possible. In order to maximise the lasting impact of the Games it is necessary to ensure that all businesses, particularly small- and medium-sized enterprises (SME) and minority-owned businesses are able to compete for Games-related opportunities.

In total London 2012 expects to procure £6 billion worth of contracts, generating tens of thousands of supply chain opportunities. The LDA developed CompeteFor, an online procurement tool to ensure that opportunities are accessible to all, and the process of selection is transparent and fair. In addition, we are providing targeted business support to thousands of businesses across the UK, giving them the skills and information they need, not only to win London 2012 contracts, but also to ensure they are in the best possible shape to compete for wider public procurement opportunities. Over 30,000 businesses have received support to date.

**Economic benefits from
London 2012 will be felt
across the board, and that real
opportunities are provided for
diverse-owned local businesses**

Our commitment to opening opportunities to all, and supporting those businesses that need help, is ensuring that the economic benefits from London 2012 will be felt across the board, and that real opportunities are provided for diverse-owned local businesses and SME's across the UK, as illustrated by the recently published Business benefits map, which can be found at

www.london2012.com/news/publications/pdf/building-for-2012.pdf

Key indicators of performance

- increase the number of diverse-led businesses gaining access to London 2012 business opportunities
- as of March 2009, across the UK, eight per cent of businesses registered on CompeteFor were BAME owned, 18 per cent were female owned, one per cent was owned by disabled people, and one per cent owned by members of the lesbian, gay, bisexual and trans (LGBT) communities
- as of March 2009, within London, 17 per cent of registered businesses were BAME owned, 21 per cent female owned, two per cent owned by disabled people, and two per cent by members of the LGBT communities.

Our programmes

We have established a number of key programmes to help spread the economic benefits of the Games far and wide, to businesses large and small:

CompeteFor

CompeteFor is the electronic brokerage service established to match buyers and suppliers. It is a key component of the London 2012 Business Network. All businesses are eligible to register on CompeteFor, and once registered can access the huge range of business opportunities related to the Games.

Link or Diversity Works for London (DWfL). This helps ensure they are fit to compete, not only for London 2012 opportunities, but also for wider annual public procurement contracts.

Over 2,900 opportunities have been placed on CompeteFor to date, with the number growing all the time. With other projects, such as the Westfield Development in Stratford City and Crossrail beginning to place opportunities on the site, the benefits of this portal will be felt well beyond the 2012 project.

CompeteFor measures its progress in successfully opening up Games-related opportunities to a wide range of businesses. At the end of March 2009, 64,190 businesses had registered with CompeteFor, 20,459 of which are London based.

'Direct contracts are the tip of the iceberg and there are still golden opportunities up for grabs through the UK-wide supply chains. Companies should sign up to our 'business dating agency' – CompeteFor, to be part of a unique opportunity to showcase UK plc to the world.'

ODA Chairman John Armitt

When a company submits its business profile on CompeteFor, a simple test is run to see if it meets business readiness criteria that include having an equal opportunities policy. This ensures those who win Games-related contracts are committed to equal opportunities. Businesses without equality and diversity policies, or lacking other vital capacity, are signposted to business support services, such as Business

Case Study

Access to opportunity

Arc Theatre, a SME owned by a woman, was commissioned by the ODA to develop and deliver an educational theatre programme for schoolchildren aged 9-11 aimed at keeping themselves safe in and around the Olympic Park in Stratford. The theatre company based in Barking was awarded the contract through CompeteFor, a web-based procurement tool used by London 2012 to advertise their supply chain opportunities.

Arc Theatre is a professional theatre company and social enterprise with over 25 years experience. It specialises in creating high impact drama and theatre-based learning tools for both public and private sector clients. Arc also works on community-based projects engaging with young people on a variety of themes from drugs awareness, through to careers choices, gender and relationships.

Artistic Director, Carole Pluckrose, was told about CompeteFor at a business event hosted by the London Business Network and the London Borough of Barking and Dagenham. Based in east London for over 20 years, Carole was keen to do work in relation to the Games, with a particular interest in arts-based opportunities generated by the Cultural Olympiad.

Carole registered on CompeteFor and to her delight soon discovered that there were a number of arts-based contracts her company could bid for. 'I was highly surprised to see an educational theatre-based contract on the website from the ODA, which I knew was responsible for the construction work in east London. This was refreshing – if unusual'.

The registration process took Carole 20 minutes, which included creating a business profile that allowed her to bid for multiple contracts quickly and easily. Since registering, Arc has applied for several opportunities, including project funding from the Arts Council as part of their 2012 Cultural Skills Fund.

Carole says CompeteFor has benefits for and appeals to small businesses. 'It's useful to be alerted by email of opportunities that match my profile. It also has a good search tool and saves our information so we don't have to re-enter it every time we apply for a contract. This makes pre-qualifying questionnaires so much quicker to fill out. We may not win every contract but at least we are in the game.'



London 2012 Olympic and Paralympic Games: Opportunities for engagement with the Hindu business community.
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London 2012 Business Network

The London 2012 Business Network (LBN) was established to ensure that companies from across the UK have access to contracts in London 2012's supply chains, as well as the support they might need to compete to win those contracts. The LDA funds the LBN to offer a programme of outreach activity: raising awareness of CompeteFor and giving guidance on how organisations can register and apply for opportunities.

In the year to April 2009 in London, LBN offered over 1,438 businesses targeted advice and support. Of these 22 per cent were BAME majority owned, 21 per cent were majority owned by women, and four per cent were majority owned by disabled people.

Additional business outreach and business workshops

The ODA's Equalities and Inclusion team, in conjunction with LOCOG, undertakes a range of business outreach activity in the local community, in particular with business support organisations, such as the LDA-funded projects East London Business Place and Supply London, to raise awareness of Games-related business opportunities. For example, in September 2008, the ODA held a workshop with minority-owned businesses in partnership with the government. Over 200 businesses attended this event, which was aimed at dispelling the myth that only large businesses can benefit from London 2012 opportunities; further similar events are planned for the future. Also,

‘meeting of minds’ events took place that targeted the five Host Boroughs (Hackney, Tower Hamlets, Newham, Waltham Forest and Greenwich), providing opportunities to increase the awareness of principal contractors about potential to diversify the supply chain.

The government has run a series of London 2012 business workshops across the country targeting minority-owned and managed businesses; eight procurement events targeted at diverse businesses have been held. In total more than 800 people attended and gave satisfaction ratings of over 70 per cent.

Social enterprises

Winning with Social Enterprise is a national project funded by the government and is a partnership between Social Enterprise London and the Social Enterprise Coalition. The project aims to optimise the involvement of social enterprises across England in the development, delivery and legacy of the Games. Key elements include providing information to social enterprises about Games-related business opportunities and CompeteFor through its London 2012 Information Hub, and 2012 network for BAME entrepreneurs.

In the year to April 2009 in London,

LBN offered over 1,438 businesses

targeted advice and support.

LOCOG's Diversity and Inclusion Business Charter

LOCOG has recently published its Diversity and Inclusion Business Charter. This sets out the key ways in which LOCOG will build diversity and inclusion into all of its procurement activity and that of its principal contractors and suppliers. It sets out LOCOG's three specific procurement objectives for diversity and inclusion, which are to:

- publicise its own business opportunities to a truly diverse range of suppliers
- ensure that organisations to whom it awards business seek to publicise related opportunities to a diverse range of suppliers
- ensure that organisations to whom it awards contracts share its aims for diversity and inclusion and improve, or further improve, their own performance in diversity and inclusion.

The charter outlines LOCOG's procurement values and at its heart will be 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.'**

LOCOG is adopting not only a supplier diversity policy, but also supplier monitoring in an effort to ensure that diversity is valued throughout its supply chains.

Diversity Works for London

Diversity Works for London (DWfL) is funded and run by the LDA and endorsed by the GLA. DWfL engages with businesses to produce a step change in their diversity practices, enabling them to harness the benefits of a diverse workforce, marketplace and supplier base and provide all Londoners with equal life chances. DWfL is a key centre of diversity expertise for London's businesses, and seeks to continue to provide them with good practice standards and support on all aspects of diversity to enhance their business performance and improve their diversity practices.

LOCOG is the first organisation in the UK to attain the Gold Standard award from DWfL and will continue to lead in finding new and innovative ways to raise standards. LOCOG will now ask its own suppliers to undertake the DWfL online assessment and thus contribute to a legacy of diversity within its supply chain. Once the Games have finished, many organisations that have contributed will see the benefits of spreading diversity throughout their businesses.

Looking ahead

As we move closer to 2012 the majority of procurement opportunities related to the Games will shift from being ODA business – preparing the Park and building the venues – to opportunities to provide LOCOG and its suppliers with the goods and services they need to stage the world's biggest sporting festival.

LOCOG's vision is to set new standards for industry best practice in the area of procurement, using the power of the Games to inspire change. LOCOG's suppliers will play a key role in helping to deliver the Games. That is why they are already taking steps to proactively encourage diversity within the London 2012 supply chain and to ensure that the benefits of the Games are shared with a truly diverse range of businesses from London and across the UK. LOCOG will also face the challenge of encouraging its suppliers – some of whom may only be contracted for six weeks – to complete the online assessment for DWfL.

The LDA will continue to develop CompeteFor on behalf of the 2012 partners and Regional Development Agencies. The team will continue to encourage diverse and small businesses to register on the service, improving functionality all the time, and expand the number of public sector authorities using the portal as a fair and transparent mechanism through which to place contracts.

'The LDA is proud to be working with a range of partners to ensure London and its diverse communities benefit from the London 2012 Games opportunities - through access to employment and skills, business benefits, greater sport participation and creative cultural activity – now and in the years to come.'

Geoff Newton, Director of Olympic Opportunity, London Development Agency



[REDACTED]

2 Workforce

Our commitment

All of the organisations working on the Games are committed to best practice in recruitment, and to developing a diverse workforce, ensuring opportunity and training is available to all of London's different communities, and more widely across the UK.

Thirty thousand people will have worked on the build of the Olympic Park and Village by the time of the opening ceremony, along with a volunteer workforce of up to 70,000 and contracted workforce of up to 100,000 during August and September 2012. The Games offer a significant boost to the economy and a vast array of employment opportunities, providing employees and volunteers with the skills and work experience that can then be put to good use throughout their careers.

Ensuring our workforce reflects the diversity of the local community, and provides opportunities to a wide spectrum of society, is a key part of our promise for London 2012.

We have put in place a number of initiatives to ensure we meet this commitment. Local job brokerage services are now well established, and are matching local people to jobs. Training initiatives, including apprenticeship schemes, are responding directly to forecast skills needs. Specific projects are also funded where evidence shows need. These are already helping people to make a start in the

construction industry, including women, BAME and disabled people.

Key indicators of performance

Maximise the diversity of the London 2012 workforce, including volunteers, and increase the employment support we provide to all sections of society:

- as of April 2009, 4,101 people were working for contractors on the Olympic Park. Of that total workforce, 13 per cent were BAME people, five per cent were women (nationally, women make up just two per cent of the manual trades workforce), and one per cent disabled people
- at the end of March 2009, of the ODA's directly employed workforce of 242, thirteen per cent were BAME people, 49 per cent were women and five per cent were disabled people. Of the 250 directly employed by LOCOG, 13 per cent were BAME people, 50 per cent were women and five per cent were disabled people
- in 2008-09 the London Employer Accord gave employment support to 852 people. Of those, 58 per cent were BAME people, 35 per cent were women, and nine per cent were disabled people. The Construction Accord delivered employment support for 1,175 people – against a target of 150. Of those 71 per cent were BAME individuals, 19 per cent were women and 11 per cent were disabled people.

Case Study

Building a career

Catherine Neary is a first year Plumbing Apprentice taking part in the London 2012 Apprenticeship programme. The programme has allowed her to add practical experience towards achieving her qualification of NVQ Level 2.



Catherine is being offered the chance to see how a major construction site operates by getting involved in the temporary plumbing requirements from running pipe work to connecting to existing water supplies and lagging. For Catherine, college has dominated her life for the last two years while studying for her City & Guilds 6129 as well as working part-time in retail.

CoNEL (College of North East London) provide entry onto the City & Guilds training programme. After completing work experience in an office and then with a plumber, Catherine realised she would be much happier with a career which involved working with her hands. She decided to look at the options available and went along to a college open day.

The Olympic connection was made possible by the ODA Women's Project team when they visited CoNEL to talk about the manual trades available to women on the Olympic site. Catherine signed up straight away and waited to hear from the team for the next job opportunity. The Women's Project team matched Catherine's details to the apprenticeship places available and Catherine was called in for interview.

Catherine was impressed with just how simple the process was and said, 'So far the experience has been a good one but I'm still learning. I know now that I want to be a plumber and need my qualification to get on. I know that I am training for a very good job and this experience on site is great for my CV'.

Our programmes

Over the past year the LDA and ODA have worked together to establish and invest in a plethora of programmes that support Londoners through job brokerage and training opportunities. Due to the current stage of the 2012 Programme, many of these projects have focused on the construction industry.

Jobs and training in the run up to the Games

Equality and Human Rights Commission (EHRC) research has established that some of the biggest barriers to minority groups accessing construction jobs are around access to training, placement opportunities and the availability of vacancies. By focusing on widening access to opportunities, providing training and working closely with local diverse communities, interventions have been developed which tackle those barriers. Some examples of the successful programmes in the past year include the following:

The London 2012 'Jobs, Skills, Futures' brokerage works in partnership with the main contractors on the Olympic Park to identify job vacancies as they arise, in order to ensure that they are made available to local people. Vacancies are offered exclusively and equally to each of the five Host Boroughs' employment brokerage services for a period of 48 hours. If, after 48 hours the vacancies

are not filled, they are then made available to job brokerage services across London for a further 48 hours via Relay London Jobs, and the LDA funded pan-London Job Brokerage network. Following the initial four-day period the Jobcentre Plus network offers the opportunities locally.

Some 2,500 local residents have received employment support through the Five Host Boroughs Brokerage Network.

The London Employer Accord provides an integrated recruitment and training offer for employers, giving them trained staff in a cost-effective way, while helping disadvantaged Londoners into work. Candidates receive tailored training and are guaranteed an interview by the respective employers.

The target is to support at least 5,000 people into jobs by 2012. The accord uses the 'hook' of the Games to engage with employers but has longer-term application, tapping into corporate responsibility programmes. This approach forms the basis of a longer-term offer to employers and will make an important contribution to tackling unemployment in London.

The Construction Employer Accord funds site-based coordinators who work closely with contractors and staff to keep people in work and promote training within the construction

industry. The coordinators (funded by the LDA and National Skills Academies) promote recruitment and training services to the main and sub-contractors, this includes encouragement to use graduates from the on-site training schools. The ODA employs coordinators on the Park site, and similar roles are being put in place on other sites across London. The approach is to move people from site to site across London to ensure continuity of work in an industry that has the potential for fragmented and short-term work periods. It is anticipated that the initiative will last beyond 2012. Of the 4,101 people employed on the Olympic Park in April 2009, 411 were appointed through these coordinators.

There are currently 398 trainees, apprentices and people in work placements working on the Olympic Park

The Construction Employer Accord includes the **Women into Construction project** (described in more detail below) and **Newco**, a project funded specifically to support disabled people into construction.

In 2008-09 the Construction Accord delivered employment support to 1,175 people – against a target of 150. Of these, 71 per cent were BAME individuals, 19 per cent were women and 11 per cent were disabled people.

Local Employment and Training Framework (Five Host Boroughs)

Over 1,800 people have received construction training in the five Host Boroughs in the year since April 2008, including over 300 at Eton Manor Training School and 700 people at the Construction College of East London. In total 58 per cent of the beneficiaries were BAME, 16 per cent were women and four per cent were disabled people.

In January 2009 the Prime Minister announced the ODA's commitment to create an additional 250 **apprenticeships** on the Olympic Park and Village, bringing the total number to 350. To achieve this, the ODA will mandate that apprentices make up three per cent of project workforce for the remaining £500 million worth of contracts that are yet to be awarded. This exceeds the industry average for London and the South East.

This increases the ODA's overall target for trainees, apprentices and work placements to 2,250. There are currently 398 trainees, apprentices and people in work placements working on the Olympic Park. Of these, 63 are apprentices – 12 of whom are from the five Host Boroughs.

As work on the Olympic Park increases, so does the need for highly skilled workers. The **National Skills Academy for Construction (NSAfc)** has been set up on the Park site to help meet this

demand. Funded by ConstructionSkills, the Learning and Skills Council (LSC) and LDA, the academy provides training to help people get the skills they need to gain work on the Park and in the wider construction industry.

A new regional training hub at **Thames House** opened in April 2009. It will provide thousands of construction training opportunities for Londoners and will complement the work of the Plant Training Centre (see below). Thames House is the first of three training schools planned for opening this year which will provide a combined total of up to 20,000 training places over the next five years and will link Londoners to employment opportunities stemming from the Olympic Park and Village, Olympic legacy and Thames Gateway regeneration projects.

The Plant Training Centre has moved from the Olympic Park to the Royal Docks. The new site provides five acres of training ground, doubling the previous capacity and extending training to residents across London.

The school delivers a range of plant training, primarily to meet the needs of the contractors and sub-contractors on the Park site. Up until now, this training has included heavy equipment. However, given the requirements of the Olympic site, it is likely that training in heavier equipment will decrease and the need for, and provision of, small plant

training including horticulture will increase. The larger site will allow training to be extended to benefit other developments such as Crossrail.

Since its launch in February 2008, 469 people have graduated following construction training through the Plant Training Centre. Of those, 228 have since secured jobs through the jobs brokerage service and many others found work via other channels. Eight per cent of graduates are female.

Set up in March 2008, the Women into Construction project aims to place 50 women per year into trades on the Olympic Park site, including driving and security as well as construction roles.

The programme is already having positive effects. There is a 'Women on Site' forum, designed to provide opportunities for women to increase their profile and share experiences, and there have been 'speed networking' events bringing female job seekers and main contractors together. Thirty women are currently training on site, and a new Passenger Carrying Vehicle training scheme has begun with a year on work placement to follow completion of the training. There are at present 217 women working for the contractors on the Olympic Park. To date, 50 of these have come through the Women's Project, 15 per cent of whom are employed in manual trades.

In February 2009, the ODA introduced a training programme – **Data Infrastructure Installation**. Five women have passed the assessment for this course. Data installation specialists will be required to install CCTV, IT infrastructure, building management systems and other networks across the Olympic Park site. These skills will also be in high demand on other major projects to be built in and around London in the future such as Crossrail. This training has been designed to provide people with a starting point for a potential career in engineering.

During the last six months, the ODA has also arranged a series of separate taster days for women and disabled people. These events – brokered with Jobcentre Plus, the five Host Boroughs unit, and specialist employment agencies – provide a hands-on introduction to the construction industry. The sessions offer people valuable opportunities to get a sense of what it might be like to work on site through using plant equipment such as 360 diggers and 35-tonne dumper trucks at the Plant Training Centre. Following the taster events, participants can sign up for relevant training programmes and are then helped into employment.

Training linked to volunteering opportunities: Personal Best

It is an ambition of the London 2012 Equality and Diversity Forum, and the organisations that comprise it, to ensure that everyone has the chance to volunteer at the Games, including those from communities that may traditionally be under-represented. The Personal Best programme uses the opportunity of volunteering for the Games, to help people – particularly those furthest from the labour market – to develop basic skills for work. Personal Best provides participants with the valuable transferable skills needed to apply to volunteer at the Games, compete in the job market and to volunteer at other events. LOCOG has committed to recruiting up to ten per cent of their Games-time volunteer workforce from the Personal Best programme.

In London the programme is led by the LDA in partnership with the LSC, JobCentre Plus and LOCOG. So far, 836 participants from 22 different London boroughs have completed the Personal Best volunteer programme. Building on the success of this initiative in London, it is now being offered to other regions of England, the South East and North East being the first to launch earlier this year.

Case Study

A springboard for success

‘It was the right time but I was worried because I wanted to go into IT and I hadn’t had any formal training.’ So said Sarah Osmamaj, though her fears and lack of experience didn’t stop her. She visited her local employment agency and they told her about a programme that seemed to match her needs.



Sarah Osmamaj. © LDA

‘From the beginning, Personal Best was a perfect fit. I learnt and did many things; meeting and socialising with other people who wanted to better themselves and who enjoyed learning, and testing and understanding my skills. I put my best into the course!’

Her proudest moment since joining Personal Best has been the volunteering opportunities. ‘Volunteering has opened so many doors for me’, Sarah said. And it offers flexibility of time, which suits my childcare needs.’

**‘Volunteering has opened
so many doors for me’**

Sarah is happy with the support she’s had from her former tutor and advisor, who managed to get her volunteering work in IT. She also gained administration and office experience at two charities, which has greatly improved her CV to help her find paid work in the future.

Sarah is pleased by how much she has gained from her six weeks in Personal Best. ‘My friends and family have seen the changes in me. The PB course brought out the best in me and improved my self-confidence as well as opening up doors into training and employment. It’s fun so I’d recommend it to anyone!’

Games-time opportunities

Up to 6,000 paid staff, up to 70,000 volunteers, and about 100,000 contractors will work for LOCOG in the lead up to and during the Games in 2012. To create the most diverse and inclusive workforce possible, LOCOG is intervening from both the demand side and supply side in its market for labour, as well as launching specific outreach programmes for potential employees from a number of diverse backgrounds.

LOCOG has launched a number of specific recruitment outreach initiatives:

- **>attitude** over age is LOCOG's recruitment outreach programme for older and younger people and was launched by The Zimmers rock group in February.
- It works in partnership with TAEN (The Age and Employment Network), Employers Forum for Age, Job Centre Plus and other older people's groups to actively seek older candidates, as well as Connexions and the Prince's Trust to engage often disadvantaged younger people.
- Its buddying scheme enables its most experienced and its youngest employees to exchange ideas – matching the best of experience with the best of creativity. All new school leavers in the next wave of LOCOG's Get Ahead programme will be assigned an older buddy to help transfer knowledge and experience within LOCOG.
- It will now use the Age Positive and Age Aware marks – working in partnership with the Employers Forum on Age and DWP/Jobcentre Plus to demonstrate its commitment to being an employer of choice for people of all ages.
- LOCOG's recruitment outreach programme for disabled people – **>access now** – was launched on International Disabled Persons' Day, 3 December 2008. LOCOG has achieved the Positive about Disabled People 'Two Ticks' Mark and other awards and uses these in its recruitment communications. It guarantees an interview for every disabled candidate that meets the person specification for a job; it is advised by Remploy, the Royal National Institute for the Blind (RNIB), the Royal National Institute for the Deaf (RNID), the National Autistic Society, Jobcentre Plus and other disability organisations; and it benchmarks both the sources of disabled candidates and the internal hiring records of its departments.
- It has hosted a series of **recruitment evenings** to invite talented candidates from different diversity strands to visit LOCOG HQ and meet the team. The key message behind these events was to underline that

London 2012 wants to find the most diverse talent possible to come and join the team.

- Diversity Week (8-12 March 2009) included two recruitment events, one each for LGBT and BAME candidates. Specialist recruitment agencies and networks were approached to provide talented candidates from each of the diversity strands. These candidates were given the opportunity to meet the heads of functional areas and members of the HR team to discuss present and future roles at London 2012.

LDA and LOCOG will work together in sufficient time to identify and train potential new members of staff, and give opportunities to local people

Looking ahead

Collectively we have put in place some innovative and successful programmes to encourage people from diverse backgrounds into work on the Olympic site. As we move into a new phase of delivery, our focus shifts to the skills needed to help finish the venues and accommodation, and to help stage the Games. We must learn lessons from our approach to training and recruitment so far.

Going forward, work is already underway to map and understand what the skills requirements will be. LDA and LOCOG will work together in sufficient time to identify and train potential new members of staff, and give opportunities to local people, many previously unemployed, and those who will need training and support to access jobs. Specifically, we will focus on the following areas:

- Forecasting future skills needs, and identifying and training staff in those sectors that will be in high demand
- Development of LOCOG's Employment and Skills Strategy, including a new forecasting review, building on the success of the Games-time forecasting and labour market intelligence function within the ODA. This document, which will not be formally published but has been presented to LOCOG's key stakeholders and the five Host Boroughs, commits LOCOG to:

offer employment opportunities for individuals to participate in the development and delivery of the London 2012 Games based on our Workforce Plan; initiatives on providing employment opportunities, skills development, youth development and enabling legacy; provide employment opportunities to local people; specific programmes that develop the skills required; and to work with its sponsors who are providing Games-time resource to join up its approach.

- Furthering LOCOG's recruitment outreach programme for BAME, LGBT and older people. LOCOG will also develop a series of recruitment action plans to ensure inclusion of target groups in the volunteer workforce for both Games. The volunteer programme will ensure that the numbers of people applying for a role will exceed our Games-time targets for each strand of diversity.
- Working with partner organisations including the five Host Boroughs, Relay London Jobs, Adecco, and Job Centre Plus to ensure that disabled candidates are put forward for jobs, and that the process offers no barriers to application and selection.
- Learning from the construction phase, and ensuring lessons are applied to Games-time recruitment including embedding the findings

of LOCOG and LDA commissioned research to map the barriers diversity groups may experience in terms of participation in the directly employed, contractor or volunteer workforce, with a particular focus on disabled people.

Recruitment Action Plans (RAPs)

Experience to date across many organisations and previous organising committees suggests there is a challenge in attracting target groups to be part of the workforce, either as paid staff or as volunteers. The LOCOG Diversity and Inclusion team has developed a series of RAPs to address these supply side challenges.

The RAPs engage organisations across every diversity strand and encourage them to formulate action plans on how they will deliver candidates to apply for LOCOG opportunities. LOCOG provides support, guidance and templates to help third sector organisations interact with the organising committee and energise their members/networks to register for the London 2012 Paid Staff and Volunteer programme.

These RAPs allow LOCOG to have more assurance over sources and numbers of candidate applications from target groups, and to ascertain approximate levels of interest from a range of diverse communities, ensuring that there are enough pre-registrations to deliver a representative volunteer workforce in 2012.



Changing Places Programme - 1000 hours of community volunteering and counting, The London 2012 'Changing Places' programme encourages volunteers to get out and transform their local area - improving the negative parts, celebrating the good. © LOCOG 2009

Volunteering

The London 2012 volunteer recruitment campaign will be officially launched in the summer of 2010 and presents a number of immediate challenges.

London 2012 will have an allocation of approximately 30,000 specialist volunteer roles (medical, legal etc). The volunteer recruitment process has been designed so that each candidate's skills and knowledge can be utilised to enhance the Games. The RAPs (see above) feed directly into the volunteer programme recruitment process.

The Mayor has also announced plans for a Host City Volunteer scheme to complement the corps of volunteers

working in LOCOG venues. This will supplement London's existing visitor support services by posting people in key parts of London – at airports, on the transport network, at visitor attractions – to provide information and support to the many thousands of people in London for the Games. As with the LOCOG volunteer scheme, equality and diversity will be a key driver both in the recruitment of Host City Volunteers and in the training they receive.



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3 Service Delivery

Our commitment

London 2012 aspires to be the most accessible Games ever. We want to use the power of the Games to inspire change and leave a sustainable legacy for London and the UK. The job of building the venues and infrastructure that will be used during the Games, and by the local communities after the Games, represents a unique opportunity to deliver a built environment that is a model of inclusivity and accessibility.

The Games must bring about that change, not only in the Olympic Park venues, but to inspire wider change across London – triggering improvements in accessibility to transport, accommodation and visitor attractions across the capital, as well as making real improvements in the accessibility of the public realm.

London 2012 recognises that delivering an inclusive Games is about everybody. Through inclusive design, London 2012 aims to ensure that everybody will experience integrated service provision, a positive and inclusive attitude, unrestricted movement and access to ensure confidence and independence and choice and dignity. Inclusive design improves everybody's experience and delivers value for money, as well as meeting legislative requirements.

Key indicators of performance

Provide an improved experience for people of all backgrounds:

- An LDA study, looking at the current state of London's transport, accommodation, visitor attractions and other key elements of the visitor experience, will soon provide a baseline measure of London's perceived accessibility. It will also provide a set of quantitative measures of accessibility as at 2009, for example number of accessible hotel rooms, number of step-free underground stations etc, so that progress can be monitored effectively.
- Through the Legacy Masterplan Framework and the Strategic Regeneration Framework, we will ensure legacy plans for the Olympic Park and Venues give full consideration to equality and inclusion issues. We will identify measures of success during 2010 and report on them in the next annual report.

Our programmes

The Forum has brought together the organisations responsible for utilising the strategic and technical expertise necessary to meet the challenge of delivering an inclusive and accessible Games. These organisations have put in place strategies and structures to deliver pragmatic outcomes over the next three years:

Inclusive Design Strategy and standards

The ODA published its Inclusive Design Strategy in June 2008. It sets out the framework for how the Olympic Park will be designed and constructed to be inclusive for people of all cultures, faiths and ages, and accessible to all disabled people. Publication of the strategy and the standards – which have been informed by disabled people – has been incorporated into the planning process, so that the design of the venues and facilities takes account of the full range of users – from athletes to families, from disabled people to people managing the Park. We are determined that these accessibility standards will be applied across the three stages of development of the Olympic Park – ie preparing for the Games, during the Games, and after the Games.

Building on this strategy the ODA has:

- established a Built Environment Access Panel (BEAP) involving disabled people as users and experts,

reviewing designs prior to planning applications

- received a commendation at the Mayor of London's planning awards in February 2009 for its inclusive design strategy and standards.

Accessible London

The London 2012 Games are a great opportunity to show the world what we mean by an inclusive and accessible city – improving access and information to ensure everyone can enjoy the attractions that London has to offer.

LOCOG has recruited Accessibility and Inclusion Managers to focus on the internal accessibility requirements of London 2012 venues, and internal accessibility needs at LOCOG. LOCOG has developed a high quality access standard to ensure delivery of an accessible and inclusive Games.

The aim is to ensure an inclusive experience for all target groups, and indeed the entire general public as far as practicably possible. To this end, LOCOG has also recruited an External Access Coordinator and the Diversity and Inclusion team is working on a number of initiatives to coordinate stakeholders to help others make London as accessible as possible as the host city. Programmes centred on arrivals and departures, accessible hotel rooms and transport are three areas where the needs of disabled visitors are being analysed and enhanced.

The internal and external work should result in:

- high quality access to all 134 venues
- accessible services for all client groups
- a legacy of accessible facilities and social regeneration for the benefit of disabled people in particular
- an inclusive end-to-end customer experience for the Games.

My City, My London survey

The Mayor has published the results of a major survey, commissioned in partnership with Direct Enquiries and the Nationwide Access Register, aimed at discovering how London can be made more accessible and inclusive in the run up to the London 2012 Olympic Games and Paralympic Games. This study gathered direct accounts from disabled and deaf Londoners, as well as parents with young children and older people. The survey was the first major consultation asking Londoners and visitors about their experiences of the capital and asks questions about the attractions people would most like to visit but cannot because they are inaccessible, and what practical changes hoteliers could implement to make accommodation more accessible.

This survey is to be supplemented by a detailed LDA study looking at the current state of London's transport, accommodation, visitor attractions

and other key elements of the visitor experience. The report on that study, to be published in January 2010, will take account of the findings of the 'My City, My London' consumer research and provide a baseline measure of London's perceived accessibility. It will also provide a set of quantitative measures of accessibility in 2009, for example the number of accessible hotel rooms and the number of step-free underground stations etc, so that progress can be monitored effectively. Finally, the report will highlight areas where further investment is likely to have greatest impact; recommend action to be taken by the GLA family and propose an organisational structure for the monitoring of future progress.

The LDA has produced a new online guide to over 1,349 accessible hotel rooms in the capital

Accommodation

The LDA has produced a new online guide to over 1,349 accessible hotel rooms in the capital. The guide, based on an independent audit of every hotel, describes the visit from arrival by public transport or car to reception, the restaurant, other public areas and the rooms and bathrooms. The guide notes services such as low level counters, hearing induction loops, facilities for visually impaired people and the provision of adjoining rooms for carers. It also includes a series of photographs

for individual routes through each hotel, showing for example how to get from the car park to reception or from there to the rooms or restaurant. Alongside the photographs are details of surfaces, distance, light levels, signage and door widths. The guide can be searched by area, postcode or hotel name, as well as by specific facilities and services.

To complement this work, LOCOG is instituting a hotel benchmarking system based on accessibility to encourage hotels to improve their accessibility for Games-time visitors.

Transport

Access to London's transport is improving, with significant upgrades to infrastructure, stations, and information in recent years:

- all of London's bus fleet is low-floor and wheelchair accessible and has audio/visual announcements. Bus stations have also been improved
- disabled people benefit from the London Freedom Pass which provides free travel 24 hours a day on all Transport for London's services
- all of London's Thames piers are wheelchair accessible
- black cabs are all wheelchair accessible and more Private Hire Vehicles are wheelchair accessible

- street environments have been improved with more accessible crossings
- train stock on London Overground is being upgraded and trains on the District Line have been upgraded to include specific wheelchair spaces
- audio/visual announcements have been improved
- station refurbishments include more help points, seating and step-free access – including the £774 million upgrade of the Kings Cross St Pancras western ticket hall and a £100 million Wembley Park station upgrade
- docklands Light Railway is the UK's first fully step-free railway – and has been extended to both City Airport and Woolwich Arsenal
- new London Overground rolling stock to be in operation this year with improved accessibility features. Many stations are accessible.

In addition to these continuing upgrades across London's transport network, the ODA has published an Accessible Transport Strategy for London 2012, setting out priorities for improving accessible transport provision in London. The ODA's strategy focuses on:

- establishing a games network of accessible transport



The first ODA funded new DLR carriage. © ODA

- providing a range of services to blue badge holders
- LOCOG providing a games mobility service at all venues
- integrating complementary transport services into London 2012 transport planning
- researching accessible transport requirements
- ensuring access facilities are in good working order
- LOCOG will be ensuring that Games' family vehicles are accessible
- providing high quality real-time information in a variety of formats.

In addition the ODA is:

- investing more than £100 million to boost accessibility and capacity at Stratford Regional Station
- co-funding 22 of 55 new DLR rail cars, which are more spacious and comfortable than the previous design. The extra cars will allow the DLR to operate three-car instead of two-car services across the majority of its network
- working with London Underground to bring forward development at two stations to improve accessibility: Southfields – which will serve the tennis at Wimbledon, and Green Park Station, which will serve central London cultural events and London 2012 Games sports venues.

Legacy planning

To date, The LDA has been responsible for what is left in the Park after the Games are over. It has taken responsibility for the development of the Legacy Masterplan Framework (LMF) so far. The 'preferred option' of the plans for the Olympic Park in legacy mode was published for consultation at the end of 2008. Throughout early 2009 public consultation was undertaken on the plans. An equality impact assessment was also carried out. This included holding sessions to discuss the plans with equalities groups, older people, faith groups, women, LGBT communities and BAME representatives. A continuing programme of engagement with younger people was also undertaken.

The Legacy Company has made a commitment to building upon the ODA's inclusive design standards for the Park's legacy.

We will use this knowledge to encourage other UK cities with sporting venues to investigate and resolve key challenges in the end-to-end experience of Paralympians and disabled spectators

Looking ahead

London 2012 will possibly see the greatest number ever of disabled people coming together in one place and considerable work needs to be done to ensure that London is ready to provide an inclusive and accessible experience.

The London 2012 family will investigate the end-to-end experience of Paralympians, disabled spectators and disabled visitors during Games-time in London to understand how it can be inclusive and positive from start to finish. There are many stages involved in the full experience: planning a visit, arriving, staying in and getting around London by the different modes of transport, visiting restaurants and tourist attractions, travel to and from the venues and around the built environment.

By looking at the end-to-end experience, we will identify how all of these services and facilities work together and where the most critical challenges lie. We will use this knowledge to encourage other UK cities with sporting venues to investigate and resolve key challenges in the end-to-end experience of Paralympians and disabled spectators.

Business delivery

The challenge of staging an Olympic Games and Paralympic Games, the world's biggest event, is enormous. Building diversity and inclusion into every aspect of business delivery is deeply complex and demanding. The

key challenge going forward is to amass as much support as possible ensuring a positive legacy from staging the most diverse Games ever in 2012 and setting new standards for inclusion.

Tourism

A high proportion of the economic benefit of the Games will come from tourism. The latest research forecasts that additional tourist turnover from 2007-17 is likely to be in a range up to £2.9 billion – with £2.1 billion the central estimate. The DCMS Accessible Tourism Stakeholders Forum, of which both the LDA and LOCOG are members, is working towards improving tourism services for disabled people. Winning: A tourism strategy for 2012 and beyond is the action plan for the period between 2007 and 2013. This strategy is a statement of intent on the part of the government and the industry and includes plans for real changes in the industry's response to disability issues.

The City at Games-time

While the London 2012 Games will be centred in the Olympic Park in east London, staging it will require the involvement of the whole city. We are determined that we will provide an inspirational, citywide experience for everyone participating in the Games in London and maximise the opportunities for a long-term legacy from staging the Games in London.

Part of the challenge will be to ensure that the experience in the summer of

2012 is something that everyone can participate in, whether as a paid or unpaid worker, or as one of the many millions of Londoners and visitors.

Through the GLA's City Operations programme, the Mayor will lead the coordination of a range of celebratory activities taking place outside formal Games venues in 2012, including live sites, road races and the torch relays, as well as a whole range of 'fringe' activity in London's world-class cultural venues, squares and parks. This programme will showcase to maximum effect the cultural, linguistic, culinary and sporting diversity on which London thrives, and which makes London a natural host for this most international of events.

Legacy

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. It is the first organisation of its type in the world, and will have an important role in ensuring the venues and parklands deliver for their local community, as well as offering opportunities to bring business to the area. The legacy plans are unique as they offer the opportunity to shape a new piece of city with up to 15,000 new homes. Developing the infrastructure that attracts new communities and enables cohesion and diversity will be an important part of that role. The Legacy Company took over the successful work of the LDA in late 2009.



[REDACTED]

4 Communities

Our commitment

The Games are being held in one of the most diverse areas in the country. The five Host Boroughs contain 22 per cent of London's total BAME population, including almost two thirds of London's Bangladeshi community, almost a third of London's Pakistani community, and a quarter of London's African population. Over a quarter of Host Borough residents were born outside the EU, and 110 different languages are spoken in Tower Hamlets alone. In Newham, BAME communities make up 61 per cent of the borough's population.

While this diversity is one of the area's greatest strengths, it also brings with it specific challenges in ensuring that all members of the local community are able to engage in the Olympic work programme. Diverse communities have traditionally been under-represented, or have experienced discrimination or social exclusion. All of the organisations represented at the London 2012 Equality and Diversity Forum are working to ensure that there are no barriers to full participation in the planning and delivery of the London 2012 Games and the long-term legacy. Although each of the organisations has responded individually, all have adopted a targeted approach to community engagement – ensuring that the Games meet the aspirations of the UK's and London's diverse communities.

Our aspirations go beyond Games-time. We are determined that the Games

will improve the quality of life for local residents and the diverse communities of east London. The Olympic Park will be a blueprint for sustainable development, and provide a vibrant new community with world-class housing, health, education and leisure provision, servicing the needs of the local communities for generations to come.

We also want to engage communities across the UK. The Cultural Olympiad, and the programmes that underpin it, is a key part of the Games and will provide opportunities for communities across Britain to take part in cultural events to celebrate the Olympic and Paralympic spirit long before the sporting competition kicks off in 2012.

Key indicators of performance

Increase engagement with London's communities, and with people across the UK, on the planning and preparation for the Games:

- Across the UK, interest in the Games has increased from 67 per cent in 2007 to 73 per cent in 2008 – and to 83 per cent in London in 2008. The 2009 survey will also provide data on the views of BAME and disabled people and will be available by early 2010.
- 20,000 people have been on Park tours in 2008-09 and 8,500 people have been consulted on the long-term legacy plans for the Olympic Park and surrounding area.

Our programmes

Community engagement and involvement in planning for Games-time

In developing our plans for the Games we have undertaken targeted community outreach programmes ensuring that all local people's voices are heard. All the London 2012 partners have put in place significant community engagement programmes – some examples of these are given below.

The ODA established a **London 2012 Inclusion Group** – ensuring that diverse communities are consulted with on the ODA's programme, and serving as a public forum for delivering the public sector duties.

The ODA's Community Relations team has undertaken a range of activities designed to involve young people in the preparations for the Games:

- children from 500 schools were invited to design their own dream velodrome
- 450 students submitted designs for display on the hoarding that surrounds the Olympic Park
- 20 students took part in a pilot scheme as ambassadors for the construction programme
- 15 students from the National Mentoring Consortium – representing disabled, black, Asian and minority

ethnic communities – are mentored by the ODA – including mentee of the year 2009.

The ODA is currently operating five **Olympic Park bus tours** a day. 20,000 people have taken part over the last 18 months, and a probable further 20,000 in 2009/10. This has been expanded to provide evening and weekend tours.

The ODA's View Tube '**Activity Centre**' is situated on the Greenway. This centre, being run by Leaside Regeneration, will act as a fully accessible space that people can visit to find out more about the Park as it is being developed, and will include a viewing gallery. It is anticipated that the facility will be operational by the end of 2009.

In 2008, 3,000 people visited the Olympic Park as part of the **Open House programme**, 50 per cent more than in 2007.

Twice a year the ODA hosts an event for 45 individuals from across the Host Boroughs. This **Olympic Park Engagement Network (OPEN)** comprises faith groups, businesses, community and voluntary sector representatives, and local residents living closest to the Olympic Park. These members of the local community have the opportunity to meet the senior management of the ODA and the delivery partner to discuss the construction programme.



Open House 2008. © ODA

The LOCOG 2012 Community Relations team's activities include the **London 2012 Forum** that holds meetings on a quarterly basis to liaise with the local communities of London on the work of the organising committee.

Significant work has been done on the London 2012 website to ensure that the diversity and inclusion message is clearly portrayed. In May, the LOCOG recruitment portal was completely redesigned to be as accessible as possible and ensure that everyone has the opportunity to get involved with the Games.

The GLA has led a programme of engagement with London's diverse communities, ensuring London 2012 meets the specific cultural and religious needs of these communities. This work includes ongoing dialogue with the More Than Gold group, representing the UK Christian community; exploring necessary provision for visitors and staff observing Ramadan during Games-time; and a continuing programme of meetings, events, receptions, and conferences with London's communities – from business events with the Asian/Hindu and Turkish communities to engagement events with older people, and deaf and disabled Londoners.

'I am fully committed to making the London 2012 Olympic and Paralympic Games the most accessible Games ever. I use accessible in its broadest sense – so all our diverse communities can access the many opportunities the Games provide.'

The London 2012 Games are a once in lifetime opportunity to inspire the whole of the country and also make a significant difference to the lives of all Londoners in the lead up to, during and after the Games. This publication is a medium by which we can monitor progress and demonstrate how everyone will benefit.'

Mayor of London, Boris Johnson

The government has set up a unique **social networking site** that brings together a group of 100 'social connectors' chosen from the five Host Boroughs. The 'social connectors' are representative of the boroughs in terms of sex, age, socio-economic status, ethnicity, disability and religion. The purpose of the project is to find out from individuals living in the boroughs their thoughts on the Olympic project and its impact on their lives. It will also explore their hopes for the future of the area past 2012.

The individuals have been picked because of their unique standing in the community, rather than through formal roles such as being a council

member. They will communicate mostly via a closed social networking site where they will discuss topics relevant to the London 2012 Games and the regeneration of the area.

Tessa Jowell, as Minister for the Olympics and Paralympics, will also use the site to discuss topics with them and gather their thoughts on issues affecting them. There will also be the opportunity for other interested stakeholders to hold webcasts and gather views from the group.

Community engagement and legacy planning

All the Olympic stakeholders recognise that the active participation of local communities in developing the vision for the Olympic Park site after the Games is crucial to the successful creation of sustainable communities on and surrounding the site in legacy. This needs to be closely aligned with the broader London 2012 community engagement programme, including the formal town planning consultation process.

The LDA has been leading the community engagement work programme for the legacy plans for the Park to date. During Summer 2008, the LDA held a programme of events across the four fringe boroughs and wider London to seek local people's views on the legacy plans for the Olympic Park. Material used included information boards and a 3D master-

planning game. The programme engaged nearly 3,000 people.

Further large-scale public consultation was undertaken by the LDA earlier this year around the preferred set of legacy plans. Events included:

- partner and technical workshops
- nine community workshops (one in each Host Borough and five topic-based events)
- 12 public roadshows (two in each Host Borough and four pan-London events)
- a youth programme
- outreach and equalities workshops
- web-based and written consultation.

The Olympic Park Legacy Company has been established to deliver a diverse dynamic community which is well connected with its neighbours and acts as a catalyst for economic regeneration of the Lower Lee Valley and east London. This vision will be implemented over the next 25 years and the Company will continue to engage with local communities as this works continues.

So far over 8,500 people have been involved in helping to inform the legacy plans through a range of meetings, roadshows, events, workshops, lecture

series, research studies, focus groups, presentations and outreach work.

This includes over 1,800 young people through the LDA's youth programme. To date this programme has covered school visits and workshops, residential courses, film productions, university lectures and debates as well as a dedicated Legacy Now Youth Panel of 25 young people aged 14–19 from the five Host Boroughs. Members are engaged in a range of activities including meeting planners and architects, visits to the Olympic Park, reviewing designs and plans, work experience placements and creative projects.

The latest legacy information is available on the Legacy Now website, www.legacynow.co.uk, which has received well over 10,000 visitors.



The Big Chair Dance, part of the Capital Age Festival and Big Dance. © Capital Age Festival

Culture and the community

It is an aspiration of the Forum to use the London 2012 Games to increase participation in cultural, voluntary and community projects across the UK – in all our communities. Launched in September 2008, the Cultural Olympiad is the four year cultural programme that celebrates the spirit of the Olympic and Paralympic Games and which aims to give people from across the UK

opportunities to be part of the Games. Open Weekend was launched in 2008, when over 650 events across the UK were held in celebration. 'Open Weekend 2009' took place in July this year with over 700 events across the country. Additionally two of the major national projects have been launched and over 100 Cultural Olympiad Projects have been awarded the Inspire Mark (see below). Further information on the Cultural Olympiad can be found below and at: www.london2012.com/get-involved/cultural-olympiad/index.php

The Cultural Olympiad aims to give people from all communities the opportunity to be part of cultural activity linked to the London 2012 Games. These will reflect and celebrate the diverse communities that make up London and the UK. The Cultural Olympiad also intends to encapsulate the widest possible range of culture: from the arts, museums and galleries, to the historic and built environment; to libraries and archives; to moving and digital images; from the biggest institutions to the smallest community groups across the UK.

So far, there have been well over a thousand opportunities to get involved. Two of the major projects have been launched: 'Artists Taking the Lead', which has received over 2,000 applications from artists across the UK to get involved, and 'Stories of the World' which explores stories through the eyes of diverse cultures now living in the UK.

In addition to major projects, over 100 Cultural Olympiad projects from across the nations and regions have been awarded the Inspire Mark. These projects give people from a wide range of communities a further opportunity to get involved. For example, a 'festival of light' project which demonstrated how different cultures in east London celebrate light through traditional festivals, and 'One Night Only', a dance project using disabled and non-disabled dancers. 'Open Weekend 2009' included: Norwich Pride, a celebration from the local LGBT community; an event showcasing Indian classical music in London; and a workshop for intercultural music artists working with a mixed group of young dancers and musicians in Portsmouth.

The Cultural Olympiad aims to give people from all communities the opportunity to be part of cultural activity linked to the London 2012 Games.

All of the Cultural Olympiad projects are intended to be open to the diverse communities that make up the UK, including projects focusing on specific communities. For example, 'Unlimited', a major project that launched in late 2009, aims to be the UK's largest ever celebration of arts and disability culture and sport.

The **London 2012 Inspire Programme** aims to drive participation and a wider legacy across the UK through harnessing the public excitement and publicity generated from the Games. It brings together high quality non-commercial projects and events which reflect the Olympic and Paralympic values and legacy objectives, providing them with marketing support and access to the 'Inspire Mark', part of the London 2012 brand family. It aims to provide 90 per cent of the UK population with the opportunity to participate in Inspire projects making the Games something that everyone can genuinely be a part of.

Driving participation is a key aim of the Inspire Programme, and projects applying to join the programme must demonstrate that they reflect the Olympic and Paralympic values. Projects already in the programme are committed to involving diverse communities, and reaching groups that do not traditionally participate in such initiatives. Throughout the programme, the portfolio of projects will also be continually measured against diversity and inclusion measures. The Northern Ireland Primary Schools' Five Star Disability Sports Challenge is a good example of how the Inspire Mark is engaging diverse communities in London 2012.

Case Study

Inspiration from disability sport

The Five Star Disability Sports Challenge aims to increase children's awareness and understanding of disability sport, raise understanding of diversity and encourage more disabled and non-disabled young people to become active in sport.

Led by Disability Sports Northern Ireland, it allows disabled sports people, including local Paralympic champions,

to visit Northern Ireland's primary schools and give a presentation on disability sport. Older schoolchildren also have the opportunity to participate in Paralympic sports such as wheelchair racing and curling. The project aims to involve at least 65 schools in Northern Ireland over three and a half years, allowing 13,650 children to participate in the programme.

In March 2008, the Mayor announced the LDA's 2012 Games London Cultural Skills Fund: a fund of £1.4 million providing grants of up to £50,000 for community-based cultural projects that engage communities in a broad range of arts and cultural activities and provide pathways to skills, training and employment for participants.

Successful awardees so far include: the Young Vic providing free intensive training courses to help 100 young people develop skills in directing, acting and technical production; Graeae Theatre Company, a leading disability theatre company; East Potential, a social regeneration charity working to benefit communities in east London and Essex, providing media skills courses to around 70 young people across six east London boroughs; and Cockpit Arts providing ten people not in education, employment or training (NEETs) with business and skills training in designing fashion, jewellery and interior products.

In 2008, the LDA initiated four pilot projects as part of its **Cultural Legacy programme**. These are aimed at enabling London's residents and businesses to access socio-economic opportunities through Games-related cultural and creative activity, in the run up to, during, and after the Games. Some of the pilots will run to March 2010, and include:

- an 'artist's commission' where an artist will lead a creative engagement process with diverse local community groups around the Olympic Park to encourage their ownership of the Olympic Park development and regeneration
- providing funding for a Cultural Coordinator post within the five Host Boroughs unit to help accelerate the CREATE Festival, and ensure culture plays a strong role in the delivery of the long-term regeneration plans for the local area.

Looking ahead

Creating sustainable, prosperous and cohesive communities fully integrated into surrounding areas

We are committed to involving the local communities in developing plans for the Park site after the London 2012 Games. These are the people who know best what works and what does not work in a particular area. Local people need to feel a sense of ownership in their neighbourhoods if they are to be successful. All the Host Boroughs are represented on the Olympic Park Regeneration steering group, which oversees development of the legacy vision. The government, Legacy Company, the LDA and others are working closely to develop a robust strategy for community engagement.

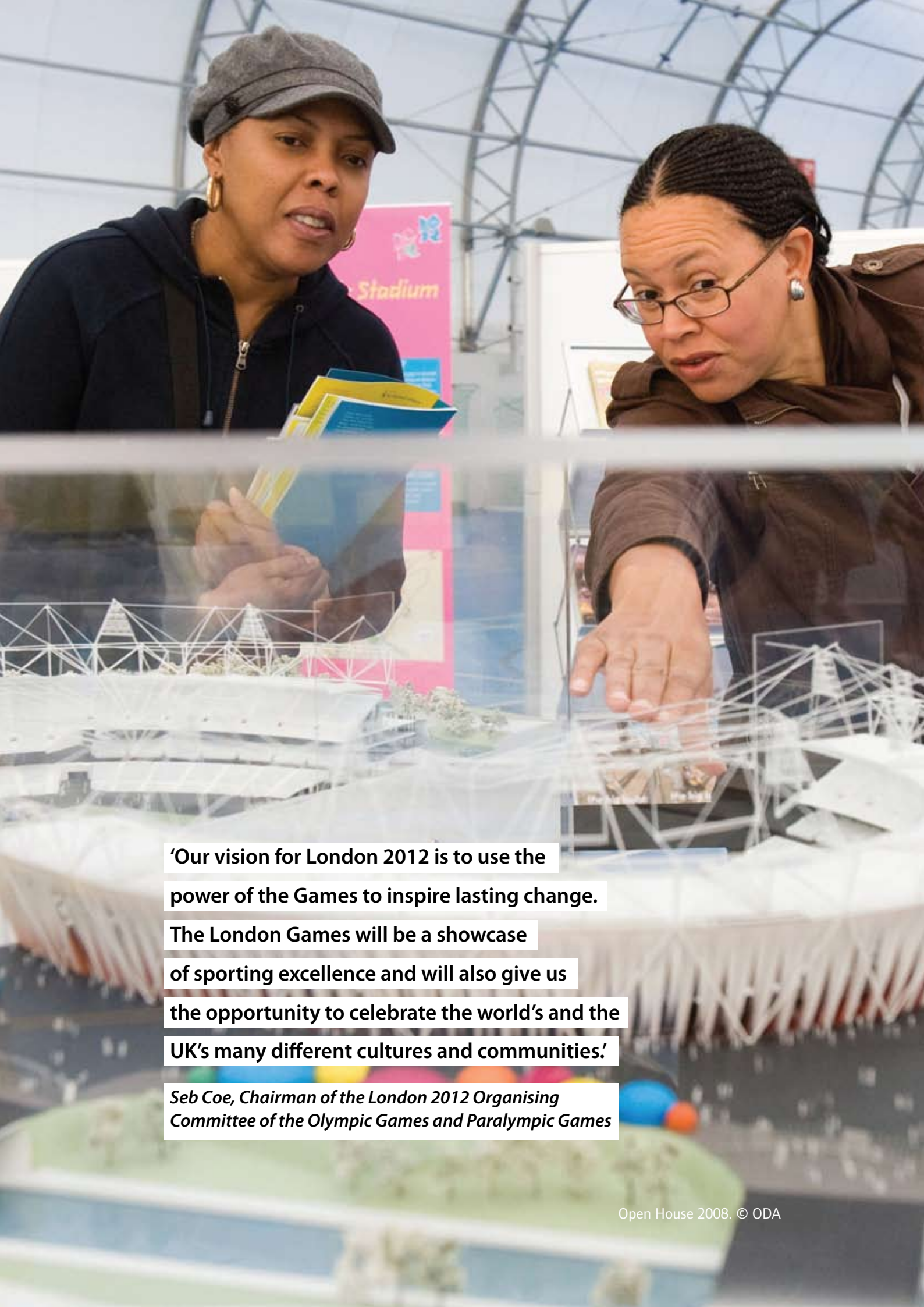
Crime, security, police presence

Our vision of a safe, secure and resilient Games will be delivered through a single integrated security programme that brings together the public, private and voluntary sectors. A range of organisations, including the police and other emergency services and the ODA and LOCOG, will work together to build an effective security operation.

A police presence (Olympic Safety and Security Unit) will be established ahead of, and after, the Games at the Olympic Park to discuss common issues and concerns around crime and security.

Communications will play an important role in shaping public confidence, in building an understanding of and compliance with specific security measures. Community engagement will be important in east London and beyond, including with hard-to-reach groups, to ensure that communities are informed and have an opportunity to voice their opinions.

This will ensure that the Games are memorable for capturing the imagination of young people around the world and leaving a lasting legacy; and enabling athletes to compete, officials and service providers to do their jobs, and spectators to enjoy the experience.



'Our vision for London 2012 is to use the power of the Games to inspire lasting change. The London Games will be a showcase of sporting excellence and will also give us the opportunity to celebrate the world's and the UK's many different cultures and communities.'

Seb Coe, Chairman of the London 2012 Organising Committee of the Olympic Games and Paralympic Games

5 Participants

Our commitment

London 2012 aims to inspire young people worldwide. We want to get more women, disabled and BAME people actively involved in sport by raising awareness, and broadening the appeal of the Games. To complement this, we also want our partners to train more young people in sports volunteering, coaching and other related skills.

**We want to get more women,
disabled and BAME people
actively involved in sport by
raising awareness**

Our promise in Singapore, when London won the right to host the Games, was to inspire the youth of the world to choose sport. We have a number of ambitious programmes in place to do just that. The **International Inspiration Programme** is now operating in eight countries worldwide after five more countries were added to the programme in November 2008. It will provide sporting opportunities to 12 million young people by 2012. The LDA funded London Summer and Winter of Sport campaigns – encouraging people to try out new sports in the capital, or through the range of government programmes supporting school, community and elite sport – is backed by sustained, record levels of investment – and reaching out to more people than ever before.

Key indicators of performance

Provide enhanced sporting opportunities for minority groups, women and disabled people:

- In 2007-08, 6.85 million adults (16.5 per cent of the population aged 16 and over) participated in sport three times a week for 30 minutes at moderate intensity – up from 6.3 million adults (15.5 per cent) in 2005-06.
- Over this period, participation among females increased from 2.57 million (12.3 per cent) to 2.81 million (13.2 per cent), and participation among those with disabilities from 565,200 (8.8 per cent) to 587,500 (9.1 per cent).

Our programmes

We have designed programmes for increasing participation in five distinct areas – sport for young people; community sport; disability sport; international inspiration; and for coaches and officials – while the aim of the Equality Standard for Sport is to monitor and evaluate sporting organisations' commitment to equality. The following programmes showcase what is taking place across England:

Sport for young people

The **Physical Education and Sport Strategy for Young People (PESSYP)** is about making sport a natural part of every young person's life in and out of school. To achieve this we are creating a world-leading system

that offers five hours of PE and sport each week for all young people. This will include at least two hours of high quality curriculum PE and a further three hours of sport outside school time for all five to 16-year-olds per week. For 16 to 19 year-olds we will offer three hours of sports opportunities per week. PESSYP will receive at least £783 million of government funding over the period 2008-09 to 2010-11.

Equality is at the heart of the PESSYP programme and we are determined that the offer of five hours will be accessible and available to all young people regardless of ability, background or location. To achieve this, the government has identified traditionally under-represented and hard to reach groups and developed a number of initiatives specifically targeted to appeal to them. For example:

Sport Unlimited is a £36 million programme designed to encourage young people to take part in sports that interest them outside school. This programme recognises, for example, that girls and boys may be attracted to different sports and offers a wide variety of activities and less traditional sports opportunities like dance, fitness and cheerleading to get them involved.

The **Youth Sport Trust** organises an annual four-day residential camp held at Loughborough University for approximately 300 young people, and is a key part of the volunteering and sports

leadership pathway. The camp focuses on growing and deploying young leaders, supporting them to learn and understand their strengths and weaknesses and develop skills to take back to their schools and communities. The Youth Sports Trust is working to widen participation at this camp. As a result, participants in 2008 and 2009 have come from a broad mix of socio-economic, cultural and ethnic backgrounds, and had a range of differing abilities – including a number of young wheelchair users and young people who had never volunteered previously.

Disability sport

PESSYP will deliver a new network of 450 multi-sport clubs for young people with disabilities and special educational needs supported by continuing professional development for teachers. These clubs will be ‘open access’ and will focus on providing high quality coaching in a variety of sports – but particularly Paralympic sports.

Sport England is working with UK Sport, Youth Sport Trust, the British Paralympic Association and Sports Coach UK, to develop ‘**Playground to Podium**’; the national strategy for the identification, development and support of disabled players and athletes. Playground to Podium describes a framework which aims to provide high quality participation and competitive opportunities for both adult and young disabled people, allowing the most talented to progress.



StopGAP Dance Company present 'Tracking', an arts and sports collaboration at the 2009 Liberty Festival, Trafalgar Square. © Stephen McLaren

Competitive opportunities against the Playground to Podium framework were delivered from January 2009 to enhance existing player pathways and provide increased opportunities for sporting talent to be recognised and developed. So far, 21 county athlete assessment development centres have been run out of a possible 31, with the remaining ten to be run before Christmas 2009. Over a thousand young people have attended these days.

The government has also funded and worked closely with the British Paralympic Association to develop a school education site (www.abilityvsability.co.uk) to develop materials for schools to support whole school improvement through PE. The programme has been made available to all school sport partnerships.

In Beijing 3,951 athletes from 146 countries represented the largest Paralympic Games to ever be staged – an opportunity for thousands of disabled people to gather together, and celebrate elite sporting achievement. In London we hope that celebration of disability sport will be bigger and better than ever, with the organising committee taking an integrated approach to both the Olympic Games and the Paralympic Games for the very first time.

Around £30 million of public funding was provided through UK Sport's World Class Performance Programme to support our Paralympic athletes prepare for and compete in the Beijing Paralympics. The GB Team consisted of 206 athletes, winning 102 medals and finishing second in the medal

table. Funding for London 2012 will be around £47 million, with the target to finish second in the medal table and winning more medals in more sports.

Sport England has, for the first time, invested in Paralympic sports (Boccia, Goalball, wheelchair basketball and wheelchair rugby) through the National Governing Body Whole Sports Plans, in the funding round for 2009-13.

In addition, the government recognises the once in a lifetime potential of the London 2012 Olympic and Paralympic Games, as part of a decade of sport, to inspire individuals to make a commitment to physical activity. This will help deliver a lasting legacy for the Games, which will contribute to the government's Legacy Action Plan target for two million adults more active by 2012.

Be Active, Be Healthy, published by the Department of Health in February 2009, establishes a new framework for the delivery of physical activity aligned with sport for the period leading up to the London 2012 Olympic Games and Paralympic Games and beyond. It also sets out new ideas for local authorities and NHS Primary Care Trusts (PCTs) to help determine and respond to the needs of their local populations, providing and encouraging more physical activity, which will benefit individuals and communities.

Be Active, Be Healthy recognises that disabled people are one of the

groups at particular risk of physical inactivity. The recently established Physical Activity Alliance is developing its business plan and will be looking at disability issues across the physical activity agenda in order to broker sector-wide engagement with disability organisations. This will help assess the impact of national physical activity initiatives for disabled people and consider what further action might be needed.

Community sport

With the London 2012 Games as a focal point, the government is committed to developing a world-leading community sport system that will ensure a substantial and growing number of people across the community play sport. As part of measuring progress towards this ambition, Sport England has committed to an increase of one million people playing regular sport, as part of the wider government commitment to get two million people more active by 2012.

Sport England has instituted a system of assessment and accreditation to reduce inequalities in sport and has provided significant investment to its equality partners, as well as directly investing, for the first time, in specific disability sports.

In April 2009, the government launched a multi-million pound programme to offer free swimming to young and old people. Inspired by the Games, it reflects

our ambition to get people more active across the UK. The programme includes free swimming for under-16s/over-60s and funding for pool modernisation. The programme will also support initiatives such as free lessons for adults who cannot swim, and free swimming coordinators who will help drive the programme across the wider community. At present, almost 200 councils have offered free swimming to those under 16, while 260 are offering free swimming to people over-60.

To ensure equality of opportunity in community sport, Sport England has three national equality partners: Sporting Equals, The Women's Sport and Fitness Foundation and the English Federation of Disability Sport. They receive funding to encourage participation by groups traditionally under-represented in sport.

Play Sport London is a programme that seeks to increase individual participation in sport and physical activity. Through the summer and winter programmes, thousands of Londoners have had the opportunity – often their first – to try new and different activities.

The programme has been running for four years, with increased investment and management provided by the LDA over the past two years. Local and specialist sports clubs have helped to deliver almost 400 events and projects. The programme set equalities

targets from the early stages, but it became clear that, whilst the overall reach of the programme was good and beneficiary numbers high, the diversity of participants was not always as good as it could be.

In 2008-09 the programme achieved 43 per cent participation by women and girls, 49 per cent participation by individuals from BAME communities, and 19 per cent participation by disabled people.

Big Dance is a biennial celebration of dance in all its styles and forms that aims to get as many people taking part in – and watching – dance as possible. Big Dance began in July 2006 and will happen every two years through to 2012, offering an open invitation to everyone to encounter an unparalleled citywide celebration of dance. Those who are under-represented in culture and physical activity will be targeted and it is hoped that 1.2 million people will have been involved in Big Dance by 2012.

Big Dance has contributed significantly to the wellbeing of Londoners and has enabled and encouraged hundreds of new partnerships across the capital. In 2008, half a million people took part in Big Dance 2008 with more than 300 events and promotions at locations throughout London. The Big Dance 2008 illustrated the capacity of a dance project to mobilise thousands of people of all ages in a spectacular performance.

Case Study

Towards world-class performance

UK Sport supports 238 Paralympic athletes through their World Class Performance Programme (WCPP), providing them with financial assistance to support their coaching, training and competition, and medical and scientific services, as well as access to the very best facilities in the UK in order to maximise their talent, and deliver sporting success at the very highest level.

Since 1999, nine-time Paralympic champion Lee Pearson has been supported by the WCPP. He has received funding that allowed him to prepare for the specific demands of each Paralympic Games. With the 2008 equestrian events taking place in Hong Kong, as well as the

programme's usual focus on tailored packages of support for each athlete, the key was to help both horse and rider prepare for the relatively oppressive climatic conditions.

The equestrian programme was able to use a test event in Hong Kong to gather as much information as possible in terms of how both horse and rider reacted to the heat and humidity. This ensured that pre-Games preparations had the team in the best possible shape at the start line.

The detailed preparation plans paid off handsomely with the team delivering ten Paralympic medals (exceeding their target of seven), with Lee Pearson contributing three Gold medals to the tally.

International Inspiration

International Inspiration is a project which aims to deliver on the 'Singapore Vision' – the promise made by the London 2012 bid team to 'reach young people all around the world and connect them to the inspirational power of the Games so they are inspired to choose sport.'

The programme aims to use the power of sport to improve the lives of millions of children and young people of all abilities, in schools and communities across the world – particularly in developing countries – through the power of high quality and inclusive physical education, sport and play.

Around 1.25 million children and young people now have opportunities to take part in high quality, inclusive PE, sport and play – with over a quarter of a million regularly taking part. Over 50,000 teachers, coaches, community leaders and young sports leaders have been trained in the first five countries – Azerbaijan, Brazil, India, Palau and Zambia.

In the coming years, International Inspiration programme will reach 12 million children in 20 countries. The programme is already changing the lives of young people in eight countries – Azerbaijan, Brazil, Bangladesh, India, Mozambique, Palau and Zambia – with work beginning in South Africa and Trinidad and Tobago and plans underway for initiatives in Malaysia, Nigeria and Ghana.

International Inspiration is not only having an impact overseas, it is also opening up opportunities all over the UK with active links between schools and the five first phase countries – looking at PE and sport in particular, but also offering opportunities to explore each other's cultures.

Coaches and officials

As part of PESSYP, the government is investing £5 million into the **Recruit into Coaching** scheme. This will see 10,000 new volunteer coaches recruited from the 70 most deprived areas in England, giving priority to 16–25 year olds out of work and out of the



The Recruit in Coaching Scheme will see 10,000 new volunteer coaches recruited from the 70 most deprived areas in England.
© Sport England

education system. This scheme will bring coaching skills to a new audience and broaden the net from which new coaches are recruited. We also hope that the experience of coaching will give people access to suitable qualifications, and may help some find a route into paid employment.

The recruiting into coaching scheme will also help build stronger communities – getting adults involved in sporting activities in their local area; making them role models for young people and encouraging them into sport.

Official Sports is a bursary-training programme designed to enable new groups of people to train to be sports technical officials ahead of the Games. This has the dual positive impact of ensuring London has enough

adjudicators during the Games, and supporting people to retrain in a growing area.

The Official Sports programme has high equalities targets to attract new groups into training as technical officials. At the end of March 2009 the programme had

The Official Sports programme has high equalities targets to attract new groups into training as technical officials

granted 102 sports bursaries: 70 per cent of the recipients were BAME individuals, 56 per cent were women, and nine per cent were taken by disabled people.

The Equality Standard for Sport

The Equality Standard for Sport ('the standard') is a framework and vehicle for widening access. It increases the participation and involvement in sport and physical activity by under-represented individuals, groups and communities, especially women and girls, ethnic minority groups and disabled people. The Standard is a planning tool that, through assessment and verification, helps monitor and evaluate sporting organisations' progress towards equality. The standard is achieved in four stages – foundation, preliminary, intermediate and advanced.

Sport England and UK Sport have both achieved Preliminary Level, and all 49

County Sport Partnerships (CSPs) have achieved Foundation Level.

Implementation of the Equality Standard is a requirement of all governing bodies in receipt of public funds through UK Sport and Sport England. This requirement reflects a commitment to equality, widening access and improving sports governance. In addition, the Equality Standard is one of the means by which UK Sport and Sport England demonstrate they are meeting current equality duties as public authorities. In March 2009, LOCOG achieved the foundation level demonstrating its commitment to diversity and equality through a comprehensive and detailed action plan. Looking ahead, LOCOG aspires to be the first sporting organisation in the UK to achieve the advanced level of the standard, thereby underscoring its importance and motivating other UK sporting organisations to follow suit. LOCOG will now start benchmarking Olympic and Paralympic National Governing Bodies in the run up to the London Games in 2012.

Looking ahead

Inspiring and enabling disabled people through the London 2012 Games

The Games, in particular the London 2012 Paralympic Games, is a once in a lifetime opportunity to change society's perceptions of disabled people and to inspire and enable disabled people to have the same opportunities and choices as non-disabled people. The London 2012 family wants the Games to be a catalyst for change and to lead to a much greater participation by disabled people in sport, in leisure and in business. Work will focus on aligning existing initiatives to the Games and creating new initiatives across government to increase participation; to change perceptions; and provide more inclusive services and facilities.

Increased sporting participation

While good progress has been made on encouraging opportunities for all, more will be done to reach hard to reach groups, including:

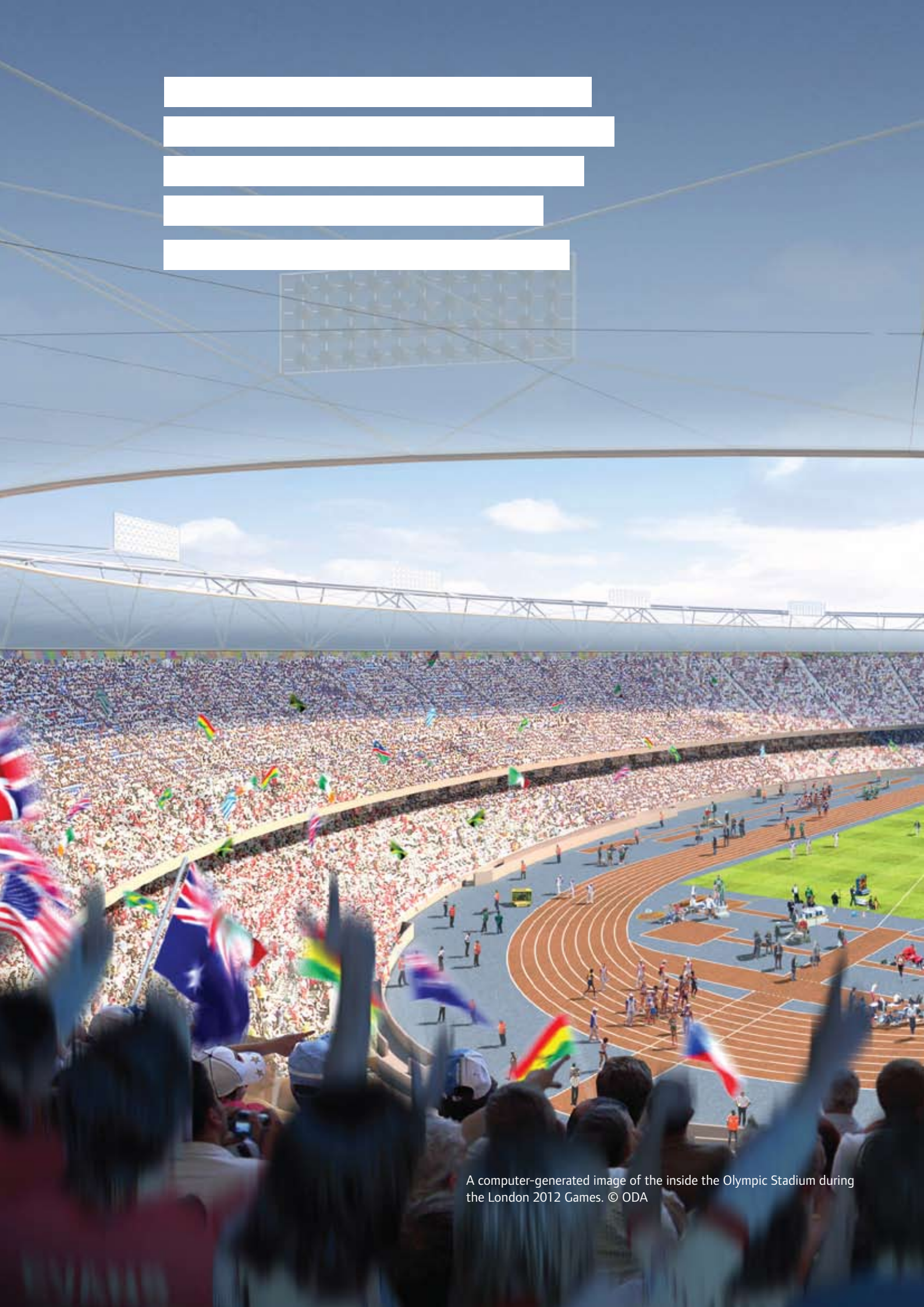
- The new London Community Sports Board will establish a target for increasing participation among disabled people in London, integrating people with disabilities into mainstream provision where possible. Where integration is neither possible nor desirable the Mayor has established separate schemes to encourage more disabled people into sport. The Panathlon Challenge, which

focuses only on the most profoundly disabled children and young people in special schools, is a good example of the sort of scheme that is providing new opportunities for disabled young people.

- Recognising the varied interests of London's diverse communities, the Mayor will look to fund alternative and less traditional sporting activities, such as dance, skateboarding and Bicycle Motocross (BMX) across the capital – encouraging more people into sport.

Improving elite achievement in Paralympic sport

We know we need to do more to ensure that talented, disabled, young athletes are given every opportunity to fulfil their potential. The Playground to Podium framework supports the identification, development and support of disabled players and athletes. The challenge over the coming years is to build the framework and talent pathway for these young people focusing on the transition points between PE and school sport, school sport and community sport and community sport through to elite performance environments including providing more competitive opportunities so sporting talent can be recognised and developed – particularly for disabled athletes.



A computer-generated image of the inside the Olympic Stadium during the London 2012 Games. © ODA

Conclusion

This publication has highlighted the wide range of programmes being developed and delivered by the organisations that are members of the Forum, to:

- ensure that the business opportunities provided by the Games are spread as widely as possible;
- follow best practice when it comes to recruiting and developing a diverse workforce and ensure that opportunity and training is available to all;
- ensure that London 2012 is the most accessible Games ever;
- secure the fullest participation of communities within the five Host Boroughs, across London and across the UK in the planning and delivery of the Games and the cultural festival that accompanies it; and
- get more women, disabled people and BAME people involved in sport and physical activity.

We have identified at the start of each of the five chapters of this report some key indicators of performance against which we will track progress in future reports. In 2010, the report will also identify some new indicators of performance, and report on the progress of some new initiatives that are developed as the focus of London 2012 shifts from the building to the staging of the Games.

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 the world through the diversity of London and the UK, with the Olympic and Paralympic ideals.

The Olympic Charter and Paralympic Constitution strongly oppose any form of discrimination but more than that, they seek to create a way of life that 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 Ltd. ('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 improve 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. Government Olympic Executive ('GOE')/ Department for Culture, Media and Sport ('DCMS')
 - f. Equality and Human Rights Commission
 - g. 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.

Other formats and languages

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

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Chinese

如果需要您母語版本的此文件，
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Vietnamese

Nếu bạn muốn có văn bản tài liệu này bằng ngôn ngữ của mình, hãy liên hệ theo số điện thoại hoặc địa chỉ dưới đây.

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος εγγράφου στη δική σας γλώσσα, παρακαλείστε να επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυδρομικά στην παρακάτω διεύθυνση.

Turkish

Bu belgenin kendi dilinizde hazırlanmış bir nüshasını edinmek için, lütfen aşağıdaki telefon numarasını arayınız veya adrese başvurunuz.

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Hindi

यदि आप इस दस्तावेज की प्रति अपनी भाषा में चाहते हैं, तो कृपया निम्नलिखित नंबर पर फोन करें अथवा नीचे दिये गये पते पर संपर्क करें

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি (কপি) চান, তা হলে নীচের ফোন নম্বরে বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى الاتصال برقم الهاتف أو مراسلة العنوان أدناه

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

