



COMMISSION FOR A  
SUSTAINABLE LONDON 2012

# Fit for purpose?

A review of Inclusion and Healthy Living across the London 2012 Programme

March 2011



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# EXECUTIVE SUMMARY

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The Annual Review 2008 signalled that a review of healthy living would be carried out. Due to the major links between the inclusion and healthy living sustainability themes and the importance of looking widely at the social determinants of health, the Commission decided to conduct the reviews together as a single exercise. The review was planned and assisted by a subgroup of Commissioners and officers from the London Health Commission.

## London 2012 commitment

The London Olympic and Paralympic Games are the first major sporting event to have broad and ambitious commitments to healthy living and inclusion. The healthy living commitments have their origin in the One Planet Olympics concept, which was developed by London 2012 with WWF and BioRegional during the bid. The London 2012 Candidature File promised more opportunities for everyone to participate in sport and physical activity with the vision of a more inclusive, more active community which would lead to a fitter society and reduced health inequalities. The London 2012 Sustainability Policy promised to use the Games as ‘a springboard for inspiring people across the country to take up sport and develop active, healthy and sustainable lifestyles’.

The Commission believes this level of commitment to healthy living and inclusion is unprecedented. To many people, it may seem obvious that staging the Olympic and Paralympic Games would herald a new era of sports participation, physical fitness and improved health. However, the evidence from past Games reveals that these links are not at all obvious and certainly not automatic. This has not deterred London 2012 nor the many agencies involved in delivering the healthy living programmes outlined in this review. As a consequence, achievements in this area should be truly groundbreaking.

## Organisation and governance

In conducting this review, the Commission has been very sensitive to the complexities involved. The Commission recognises that there are many organisations beyond the London 2012 Delivery Bodies that have a major role in realising the Games’ healthy living ambitions. The Commission in its Annual Review 2009 identified the need for greater co-ordination of the healthy living agenda across the Key Stakeholders. This remains our view. We believe that a Health Legacy board should be considered to give more focus and impetus to the healthy living agenda. Given the enhanced status of the London 2012 Sustainability Group, we believe there is now a greater opportunity for this group to exercise leadership in this area to ensure that the original ambitions around healthy living are fully realised.

## Performance and good practice

The ODA has shown exemplary performance in implementing its equality and diversity objectives. This is most evident by its achievements around benchmarks for minority and local employment. In some cases, these targets have been exceeded. In areas where they have not, we think that the ODA has done all they can. Similarly, the ODA has demonstrated exemplary practice in workforce health and safety, which will set an industry benchmark for many years to come. The

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ODA continues to achieve good performance in its employment and skills programme. There is clearly an opportunity for the ODA to promote its ways of working as a learning legacy from the Games for the construction and other industries and analyse the wider benefits of its programmes in this area in terms of healthy living and inclusion.

LOCOG's main recruitment phase has yet to come. However, its procurement procedures have set new standards of practice. It requires contractors to complete the online Diversity Works for London assessment shortly after the award of contracts. LOCOG's Diversity and Inclusion Team monitor compliance and endeavour to make suppliers achieve the Diversity Works for London Gold Standard. The Commission recognises that LOCOG faces unique challenges in ensuring targets are met and that the opportunities for corrective action are limited during Games-time. The Commission is of the view that LOCOG has done everything that can be expected to achieve these targets, but it may not achieve all of its ambitions through its supply chain. This will not be known until after the Games.

The Commission has identified the resourcing of the job brokerage service as a major risk. LOCOG requires its suppliers to recognise the importance of job opportunities for residents of the Host Boroughs as a key legacy objective, and that they and their subcontractors use its local job brokerage service. This service is highly dependent on continued LDA support for the Joint Coordination team in the Host Borough Unit. The Commission's view is that it is essential that the GLA ensures that resources are available to enable the full delivery of the outcomes of the local job brokerage service.

## **Lessons learnt**

The ODA's Inclusive Design Strategy and Standards received the Royal Town Planning Institute's 2009 Equality and Diversity Award. This achievement speaks for itself. The Commission wishes to see the ODA's approach adopted more widely in the design of future sports facilities. The Commission was impressed by the ODA's focus on inclusive public transport for spectators in our published snapshot Transport Review in 2010.

We have seen much exemplary work in the activities of LOCOG in terms of healthy living and inclusion, which has also been subject to a major international award. A particular feature is how a diversity and inclusion ethos pervades the organisation. Significantly, London 2012 is the first Games to fully integrate the Olympic and Paralympic Games. This should leave a tangible legacy for the event management industry across the UK and indeed internationally.

Promotion of sport and physical activity is a key element in delivering the commitments around healthy living. An impressive programme is Inclusive and Active 2. This programme is implemented in London but not nationally. We suggest that Sport England or its successor replicate its principles in future programmes. More specifically we suggest that all publicly funded programmes aimed at increasing sports participation and physical activity include a requirement for a proportion of the cohort to include previously inactive people.

The Commissioners have reflected on what is a sustainable sports venue. After all the exemplary Commission for a Sustainable London 2012 | Fit for purpose | March 2011

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work by both the ODA and LOCOG, this is an obvious question to ask. The guidelines for iconic sports facilities contain no reference to sustainability at all. The Commission therefore suggests some criteria for sports facilities and venues. These should reflect the ODA's Inclusive Design Standards, embed the themes and actions set out in Inclusive and Active 2, achieve BREEAM 'excellent' rating, and minimise 'whole life carbon', balancing operational and embodied CO<sub>2</sub>. We hope that after the Games in 2012, sustainable sports venues that are accessible and sustainable will become the norm in the UK.

## **Measuring success**

An important legacy for healthy living and physical activity is to be able to look back and measure success. The lack of evidence linking previous Games and health impacts attests to this. In September 2009, we held a health roundtable to discuss the desired health legacy from London 2012. The roundtable adopted the following action: 'Approach a research body to do some baseline research on the 5 boroughs and pan London on current health, well-being and physical activity – incorporating wider determinants of health such as employment, housing and education'. This baseline research has not been undertaken. Without such research, it will be difficult to evaluate the wider impact of hosting the Games on healthy living and inclusion. We sadly see this as a major lost opportunity.

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# RECOMMENDATIONS

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## The Commission's recommendations on inclusion and healthy living:

### **Recommendation 1 (from the Annual Review 2009)**

That there is greater co-ordination of the healthy living agenda across Key Stakeholders, through existing groups, or possibly by establishing a Health Legacy board as part of the legacy governance structure. (This is the responsibility of GOE and the GLA.)

### **Recommendation 2**

That the ODA continue to work with the Health and Safety Executive to develop a programme to disseminate the learning on health and safety and worker wellbeing from the construction phase of the Games and that HM Government makes this a requirement of all publicly funded projects. This should include the promotion of good practice and the effective management of risk with the aim of embedding this into the culture of other projects – both large and small.

### **Recommendation 3**

That LOCOG and the OPLC learn from the ODA's success in health and safety and adopt similar exemplary approaches to worker wellbeing. This should also apply during post-Games Transformation.

### **Recommendation 4**

That LOCOG publish its Overlay Access File in a manner accessible for other event organisers to use and to enable it to be updated as new solutions are found to accessibility issues.

### **Recommendation 5**

That LOCOG ensure that contract management processes are designed to achieve delivery of contractual commitments on accessibility and other sustainability objectives.

### **Recommendation 6**

That LOCOG establishes mechanisms to ensure that late design changes to venues during overlay and fit-out take full account of accessibility and other sustainability requirements.

### **Recommendation 7**

That LOCOG allocates operational responsibility for the areas between transport nodes and the venues – the so-called Last Mile – and promptly identify and resolve any accessibility issues. Consistent accessibility standards should apply throughout the Last Mile wherever this is located and whoever has operational responsibility for it.

### **Recommendation 8**

That LOCOG encourages existing venues that will host Olympic and Paralympic events during the London 2012 Games to implement lasting accessibility improvements.

### **Recommendation 9**

That the London 2012 Sustainability Group ensures that all healthy living commitments in the London 2012 Sustainability Plan are being actively monitored and progressed.

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**Recommendation 10**

That GOE influences DCMS to ensure that the criteria attached to public funding for iconic sports facilities and similar facilities and venues reflect the ODA's Inclusive Design Standards, embed the themes and actions set out in Inclusive and Active 2 achieve a BREEAM 'excellent' rating, minimise 'whole life carbon' balancing operational and embodied CO<sub>2</sub>, and adopt exemplary targets for equality, inclusion, employment and skills.

**Recommendation 11**

That LOCOG, the British Olympic Association and the British Paralympic Association maximise the legacy of the Get Set programme and find partners to achieve this.

# RAG Status

For a review as wide ranging as this, it is difficult to assign a RAG status, but the Commission has attempted to do so, taking into account the evidence and stage of activity for each organisation within the London 2012 programme, and the risks and threats to delivery of commitments and objectives.

The Commission uses the following criteria to assign RAG status:

<b>Red</b>	Significant concerns about performance and little evidence of recovery plan. Significant threats exist which may impact successful achievement of the Sustainable Development objectives and projected targets for the issue if not addressed in the short term.
<b>Amber</b>	Evidence not currently available in response to recommendation or some significant concerns about performance but evidence that they are being addressed is available. Threats exist which may impact successful achievement of the Sustainable Development objectives and projected targets for the issue if not addressed in the medium term.
<b>Green</b>	No significant threats to achievement of the target performance for the issue were identified.

Applying these criteria, the Commission assigns the following RAG status:

	<b>Inclusion</b>	<b>Health</b>
ODA	Green	Green
LOCOG	Green	Green
OPLC	Amber	Amber
GLA / London City Operations	Red	Green
GOE	Amber	Amber

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# INTRODUCTION

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## 1. Aims of this review

- 1.1 The Commission published its first governance review in November 2007 and subsequent Annual Reviews of sustainability governance and performance across the London 2012 programme in May 2009 and May 2010<sup>1</sup>. These set out a programme of thematic reviews that the Commission would carry out as part of our assurance of the Games. One of these scheduled reviews was to assure the healthy living commitments relating to the Games and legacy. A later review was intended to cover inclusion.
- 1.2 As we planned the review with a subgroup of Commissioners and London Health Commission officers, it was clear that many aspects of inclusion would be covered as part of the healthy living review since health outcomes are heavily dependent on social inequalities, as evidenced by the 'Strategic Review of Health Inequalities in England Post-2010', the Marmot Review, published in February 2010<sup>2</sup>. Consequently, in order to approach these topics holistically and consistently with the social determinants of health, the Commission decided to cover these two strands of the London 2012 Sustainability Policy in a single review.
- 1.3 Inclusion and healthy living are topics that cut across a wide range of plans and programmes. While they have been covered in part by previous Commission reviews, such as skills and employment, design and food, the cross-cutting nature of the issues mean that they require a specific review to fully address them.
- 1.4 The Commission has previously considered inclusion and healthy living issues in a number of ways. In April 2009, the Chair of the Commission presented the findings from the 2008 Annual Review to the London Health Commission. In September 2009, the two Commissions jointly hosted a round table to discuss the desired health legacy from hosting the Games in London in 2012.
- 1.5 The aims of the current review of inclusion and healthy living are:
- To explore the finding from the Commission's 2009 Annual Review that there is not a joined up approach to the Healthy Living strand of the London 2012 Sustainability Policy;
  - To produce a high level map of activity relating to healthy living and inclusion to cover who is doing what and what outcomes are expected;
  - To assess activity of key stakeholders and related bodies to maximise the health and inclusion opportunities arising from the Games, in particular to identify the role of London 2012 in preventing ill health and supporting healthy lifestyles; and
  - To ensure any recommendations link to other aspects of sustainability and legacy.
- 1.6 The review focuses on healthy living and inclusion across the main phases of the Games. The Commission will revisit this topic as part of its post-Games assessment of the impacts

1 [www.cslondon.org/publications/?category=1](http://www.cslondon.org/publications/?category=1)

2 [www.marmotreview.org](http://www.marmotreview.org)

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of the London 2012 Programme to provide assurance of the outcomes that were achieved.

## **2. Commitment to achieving sustainable development through inclusion and healthy living**

- 2.1 The London 2012 Sustainability Plan, published in November 2007 and re-issued in 2009, sets out how London placed sustainability at the heart of its bid for the 2012 Games and confirms that this remains central to the vision for 2012. This plan builds on the Sustainability Policy formally agreed by the Olympic Board in June 2006. It further expands on the commitments set out in 'Towards a One Planet Olympics' developed by the London 2012 bid company, WWF and BioRegional during the bid. The original commitments to inclusion and healthy living are clearly enunciated in the London 2012 Candidature File.
- 2.2 London 2012's vision is to use the power of the Games to inspire lasting change. In relation to this, the following table summarises the major strategic commitments relating to inclusion and healthy living. Further more detailed commitments are included in the relevant section of this review.

### **London 2012 Candidate File (2005)<sup>3</sup>**

Sport was at the heart of London's bid to host the Games and four main themes underpinned the vision for the Games in London:

- Delivering the experience of a lifetime for athletes.
- Leaving a legacy for sport in Britain... inspire a new generation of youth to greater sporting activity... provide facilities and services for elite athletes as well as encouraging participation in sport.
- Benefiting the community through regeneration... bringing communities together and acting as a catalyst for profound social and economic change... a model of social inclusion... more opportunities for everyone to participate in sport and physical activity... a more inclusive, more active community, leading to a fitter society and reducing health inequalities.
- Supporting the IOC and the Olympic Movement.

### **Towards a One Planet Olympics (2005)<sup>4</sup>**

Equity and Fair Trade: Create a sense of community. Provide accessible, inclusive and affordable facilities and services.

At Games-time:

- Fully-accessible facilities for all.
- Equity and Fair Trade an integral element of Procurement and Management Systems.
- Affordable ticketing and accommodation.

3 London 2012 Bid Company (2005) Candidate File [www.london2012.com/about-us/publications/index.php?pubType=Candidate+File&sort=date&keyword=&pubcode=&x=22&y=11](http://www.london2012.com/about-us/publications/index.php?pubType=Candidate+File&sort=date&keyword=&pubcode=&x=22&y=11)

4 London 2012 Bid Company (2005) Towards a One Planet Olympics [www.bioregional.com/files/publications/One-planet-olympics-2005.pdf](http://www.bioregional.com/files/publications/One-planet-olympics-2005.pdf)

- Commitment to ethical business transactions.

In Legacy:

- High proportion of affordable housing.
- Mixed-use development to create sense of community.
- Opportunities for local employment and education.
- 'Green' business hub.
- Fair trade community status achieved.

Health and Happiness: Promote health and wellbeing. Establish long-term management and support strategies.

At Games-time:

- Extensive public and stakeholder consultation.
- Programme to promote the health benefits of sport and exercise.
- Healthy internal and external environments in the Olympic Park.
- Safe and secure facilities and environments provided.
- Facilities for worship and spiritual development.

In Legacy:

- Healthy internal environments in homes and other facilities.
- Improved air quality, visual amenity and soundscape.
- Community facilities to provide healthcare, vocational training and other support structures.
- Legacy community management and support structures to facilitate long-term sustainable living.

## London 2012 Sustainability Policy (2006)<sup>5</sup>

Inclusion theme:

We aim to host the most inclusive Games by promoting access, celebrating diversity, and facilitating the physical, economic and social regeneration of the Lower Lea Valley and surrounding communities. This will be supported by the provision of new infrastructure and facilities, employment, training and education opportunities. Communities across the rest of London and the UK will be encouraged to identify and take full advantage of direct and indirect opportunities arising from the Games.

Healthy Living theme:

We will use the Games as a springboard for inspiring people across the country to take up sport and develop active, healthy and sustainable lifestyles.

The London 2012 Sustainability Policy published in 2006 stated the aim to deliver against its commitments through, amongst other things:

- The celebration of our cultural diversity and the creation of a legacy for sport, the environment and the local, national and global community.

5 London 2012 (2006) London 2012 Sustainability Policy [www.london2012.com/publications/london-2012-sustainability-policy.php](http://www.london2012.com/publications/london-2012-sustainability-policy.php)

- The development of thriving communities in and around the Olympic Park site in East London with new economic, educational, health, sporting and cultural opportunities, set within an ecological parkland...
- A renaissance of sport in the UK, engaging young people in participatory sport.
- An increased UK-wide public awareness of the benefits of sport, exercise and healthy living, and the links between the wellbeing of individuals and that of the planet.
- Development of active citizenship and respect for communities and environment across the UK.
- The development of tools and know-how for delivering future sustainable Games and spreading the benefits worldwide.

### **London 2012 Sustainability Plan 2nd Edition (December 2009)<sup>6</sup>**

The Sustainability Policy was taken forward in the London 2012 Sustainability Plan 2007 and which was updated and amended as the London 2012 Sustainability Plan 2009 (2nd Edition). The Sustainability Plan 2009 contains the following priority areas for action:

London 2012 and the London 2012 stakeholders are committed to maximising the health benefits that the Games programme will bring – to spectators, to workers on site, to the whole UK. Key areas for action are:

- Health and safety.
- Remediation of contaminated land and cleaning polluted waterways.
- Air quality.
- Sustainable food.
- Sport participation and physical activity.
- Legacy facilities for community and elite sport and culture.

London 2012 and the London 2012 stakeholders have identified the following priority areas in relation to inclusion:

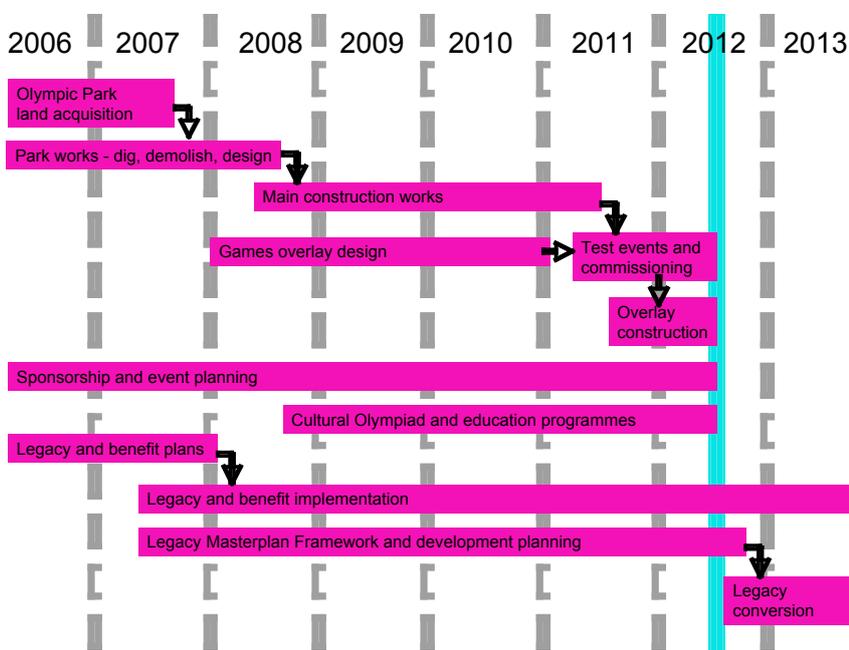
- Ensuring that the opportunities provided by the Games are spread as widely and as fairly as possible across the UK.
- Promoting supplier diversity and maximising opportunities for local and UK minority-owned businesses and social enterprises to benefit.
- Recruiting and developing a diverse workforce and ensuring that opportunity and training are available to all.
- Ensuring communities from the six strands of diversity (disabled people and non-disabled people, young and old, men and women, every race, every sexual orientation, gender identity and belief) are people involved in sport.
- Inspiring, engaging and involving people and communities across the UK in preparations for the Games, and communities around the Olympic Park in developing legacy plans.

6 London 2012 (2009) London 2012 Sustainability Plan (2nd Edition) [www.london2012.com/documents/locog-publications/london-2012-sustainability-plan.pdf](http://www.london2012.com/documents/locog-publications/london-2012-sustainability-plan.pdf)

- Creating excellent architecture and urban design, based on inclusive design principles, in the Olympic Park.
- Achieving an equalities step-change in construction sector employment.
- Showcasing and celebrating the UK's diversity, multiculturalism and tolerance through the Cultural Olympiad and the Games.
- Integrating the Olympic and Paralympic Games, providing the same quality of experience for all participants and spectators.
- Using the Olympic Park legacy to create sustainable, prosperous and cohesive new communities, fully integrated into surrounding areas.

### 3. Timeline

3.1 Key stakeholders have been working closely together since the beginning of 2006. The diagram shows the programme from the commencement of land acquisition to the legacy conversion. The London 2012 Key Stakeholders are at different stages of the project cycle. The ODA is nearing the end of the main phase of construction. LOCOG is developing its operational plans for the Games, engaging with sponsors and working on venue design and overlay, and has ramped up procurement of licensees and contractors in key operational areas.



### 4. Scope and structure of the review

4.1 For the purposes of this review, the Key Stakeholders are the Olympic Delivery Authority (ODA), the London Organising Committee for the Olympic Games and Paralympic Games

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(LOCOG), the Greater London Authority (GLA), the Government Olympic Executive (GOE), the Olympic Park Legacy Company (OPLC) and the London Development Agency (LDA).

- 4.2 This review firstly sets out the context for inclusion and healthy living across the London 2012 Programme. Given the change in the Government in May 2010, there are certain material changes in Government policy that relate both to the overall Olympic legacy programme and public health policy as it relates to England. In conducting this review, the Commission has had regard to the social determinants of health in a consistent manner with the recent Marmot Review (discussed in full in the next section).
- 4.3 The scope of this review is necessarily broader than other more operationally focussed reviews. Both inclusion and healthy living were identified as wider benefits to the people of the UK from hosting the London 2012 Games. This is reflected in the commitments identified in section two and is also recognised in the Olympic and Paralympic Programme Objectives signed off by the Olympic Board in March 2006. Strategic Objective 3 states: 'To maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in East London'. This goal is translated into two sub-objectives. Sub-objective 3.1.4 is held by the Government and is to 'maximise social benefits, including in health, education and volunteering of hosting the Games'. Similarly, sub-objective 3.2.4 is held by the Mayor of London and is to 'maximise social benefits to Londoners, including in health, education and volunteering of hosting the Games'.
- 4.4 This review will first address governance issues around inclusion and healthy living. Then the main themes will be considered organised around the three major phases of the Games – preparation, staging and legacy. Given that many of the themes cut across these phases, the programme-wide themes will be addressed first. For each theme, the key activities for each London 2012 Key Stakeholder will be summarised.
- 4.5 The review then provides findings for each topic and recommendations as appropriate. These recommendations can be distinguished between assurance findings and contextual findings as follows:
- Assurance findings cover performance by the key delivery bodies, ODA, LOCOG, OPLC and include recommendations and a RAG status.
  - Contextual findings cover performance by other bodies contributing to the inclusion and healthy living agenda, but does not include recommendations or a RAG status.
- 4.6 The appendices contain the methodology, a list of interviewees and a summary of the status of past recommendations relating to inclusion and healthy living.

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## 5. Setting the context for inclusion and healthy living

### The Marmot Review 2010

- 5.1 A major milestone in the development of the evidence base for public health in England is 'Fair Society, Healthy Lives'<sup>7</sup>, otherwise known as the Marmot Review, which was published in February 2010. This comprehensive study set out the findings from a twelve month independent strategic review into health inequalities in England. Its findings are relevant to other parts of the UK. Better health is linked to better social and economic conditions. These are often described as the social determinants of health and include equal access to opportunities, employment and development of skills, a healthy environment with access to green space, access to safe and healthy food, clean air and water and access to healthcare.
- 5.2 The Marmot Review found that the human cost of health inequalities in England is enormous – '2.5 million years of life potentially lost to health inequalities by those dying prematurely each year in England'. As the report states, improvements in health could be achieved 'by giving more people the life chances currently enjoyed by the few' and these benefits would be wider than the lives saved. The Commission agrees with Marmot's assertion that 'health inequalities that could be avoided by reasonable means are unfair. Putting them right is a matter of social justice'.
- 5.3 The Marmot Review sets out six policy objectives:
- Give every child the best start in life,
  - Enable all children, young people and adults to maximise their capabilities and have control over their lives,
  - Create fair employment and good work for all,
  - Ensure healthy standard of living for all,
  - Create and develop healthy and sustainable places and communities,
  - Strengthen the role and impact of ill health prevention.
- 5.4 These objectives are well beyond the scope of the Commission's work or of the commitments currently made in relation to inclusion and healthy living across the London 2012 programme but elements are relevant. Significantly, Marmot's understanding about the complex relationships between the social determinants of health and health outcomes and inclusion are consistent with the London 2012 Sustainability Plan.

### Coalition Government public health policy

- 5.5 The change of Government in May 2010 represents a major change in the sustainable development policy landscape. In July 2010, the Secretary of State Andrew Lansley MP confirmed that he intends to 'build on' the findings of the Marmot Review and the six policy objectives contained therein<sup>8</sup>.

<sup>7</sup> [www.marmot-review.org.uk/](http://www.marmot-review.org.uk/)

<sup>8</sup> A. Lansley, Speech to the UK Faculty of Public Health's Annual Conference, 7 July 2010.

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- 5.6 The key document setting the scene for health policy for the current Parliament is the Health White Paper, 'Equity and Excellence: Liberating the NHS', presented to Parliament in July 2010<sup>9</sup>. This makes some important commitments to health service reconfiguration and reform, many of which will require primary legislation. In November 2010, the Public Health White Paper, 'Healthy Lives, Healthy People: Our Strategy for Public Health in England', was published<sup>10</sup>. The aim of the White Paper is to encourage greater local empowerment, with the most significant aspect of the new approach being the transfer of public health responsibilities from the NHS to local government together with a new public health service – Public Health England – based within the Department of Health.
- 5.7 Two new initiatives were announced in the White Paper. The first is an 'Olympic and Paralympic-style' school sports competition, the School Games, to be offered to all schools from 2012, building on the existing Change4Life clubs in schools. Secondly, DCMS will administer a £100 million Mass Participation and Community Sport Games legacy programme. This is designed to improve community sports facilities, improve and protect playing fields for community use, provide opportunities for sports volunteers and leaders, and deliver an open programme of personal challenge. In addition, in November 2010, the Minister for Sport and the Olympics launched the £135 million lottery-funded Places People Play initiative.

### **The Mayor of London and health responsibilities**

- 5.8 The Greater London Authority Act 1999 sets out the powers of the GLA. It explicitly states that in the exercise of its powers and functions the GLA should 'promote improvements in the health of persons in Greater London' and also 'contribute towards the achievement of sustainable development in the United Kingdom' (s.30(5)). Under the Greater London Authority Act 2007, the Mayor of London is required to develop and publish a strategy for tackling health inequalities facing London. The strategy is required to identify major health issues where there are health inequalities between persons living in London, specify priorities for reducing these inequalities, and describe roles for organisations implementing the strategy.
- 5.9 The Mayor published the first London Health Inequalities Strategy in April 2010<sup>11</sup>. It was prepared alongside the Marmot Review and provides the framework of action over the next 20 years, with refreshes every four years. The Mayor's strategic objectives relating to reducing health inequalities are:
- Empowering individuals and communities,
  - Equitable access to high quality health and social care services,
  - Addressing income inequality and health,
  - Promoting health, work and well-being, and
  - Transforming London's housing, neighbourhoods and public spaces into healthy places.

9 [www.dh.gov.uk/en/Healthcare/LiberatingtheNHS/index.htm](http://www.dh.gov.uk/en/Healthcare/LiberatingtheNHS/index.htm)

10 [www.dh.gov.uk/en/Publichealth/Healthyliveshealthypeople/index.htm](http://www.dh.gov.uk/en/Publichealth/Healthyliveshealthypeople/index.htm)

11 [www.london.gov.uk/who-runs-london/mayor/publications/health/health-inequalities-strategy](http://www.london.gov.uk/who-runs-london/mayor/publications/health/health-inequalities-strategy)

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- 5.10 Alongside the strategy, the Mayor published a Delivery Plan with a shorter timescale than the strategy. This 'First Steps to Delivery' plan sets out the agreed priority actions to 2012 against the thirty high-level commitments from the strategy. The second of the high level commitments is to 'motivate and enable Londoners to adopt healthier behaviours and engage in life-long learning'. The so-called 'first step' is to 'ensure Olympics and Paralympics legacy plans embed sustainable action to incentivise and support healthier behaviours'. This action explicitly identifies a number of related strategies, including those of partners, such as NHS Go London, Inclusive and Active 2, and the ODA Inclusive Design Strategy.

### Host Boroughs

- 5.11 Since the Olympic bidding stage the East London Host Boroughs have been working together to make sure that their communities benefit from the opportunities and investment that the Olympics are bringing to the area<sup>12</sup>.
- 5.12 In November 2009, the Strategic Regeneration Framework for the Olympic Host Boroughs was published<sup>13</sup>. In it the Host Boroughs outline an Olympic legacy vision, which goes beyond the Olympic Park and is based on the theme of 'convergence'. The aim is that within 20 years, the communities who host the 2012 Olympic and Paralympic Games will enjoy the same social and economic chances as their neighbours across London. Improving life expectancy is one of the key indicators to achieving convergence. The framework identifies seven outcomes that need to be tackled to address deprivation and meet the convergence objective. Amongst these are: improving educational attainment, skills and raising aspirations; reducing worklessness, benefit dependency and child poverty; enhancing health and wellbeing; and, maximising the sports legacy and increasing participation.

### Pre-bid Health Impact Assessment

- 5.13 In 2004, prior to London winning the bid to host the Games, the London Health Commission and the London Development Agency commissioned a 'Rapid Health Impact Assessment of the Proposed London Olympic Games and their Legacy (HIA)'<sup>14</sup>. This compared the potential health impacts of hosting the Games with a 'no Games scenario', particularly focussed on the regeneration proposals for the Lower Lea Valley. The key finding was that the Games and their legacy would provide greater net benefits to health than the scenario of proceeding with the current regeneration plans. Both scenarios identified very similar benefits in their respective construction phases, but with the Olympics there were likely to be greater benefits to local communities arising from increased employment and income opportunities, greater physical activity and enhanced community cohesion.

12 The East London Host Boroughs are Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest; Barking and Dagenham is designated as an Olympic Gateway Borough.

13 [www.towerhamlets.nhs.uk/about-us/olympic-legacy/](http://www.towerhamlets.nhs.uk/about-us/olympic-legacy/)

14 London Health Commission and London Development Agency (2004) Rapid Health Impact Assessment of the Proposed London Olympic Games and Their Legacy [www.londonhealth.gov.uk/PDF/Olympic\\_HIA.pdf](http://www.londonhealth.gov.uk/PDF/Olympic_HIA.pdf)

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- 5.14 The HIA reviewed the literature and available evidence surrounding the link between hosting a Games and increased participation in physical activity and sport by the host population. It was recognised that major sporting events such as the Olympic Games provide a powerful platform to promote and positively influence lifestyle, behaviour and culture. One of the findings was that the strength of such messages and their ability to influence and secure healthier living during the Olympics is dependent upon the action taken by host nations to promote and nurture such benefit, and also to take a more responsible attitude to international sponsorship. The review pointed to the potential for the Olympics to contribute to improve physical and mental health in the host nation. However, they found little conclusive research or evidence that attributed increased sports uptake and physical activity to the Olympics or any other major sporting event. The study did state that the Games do bring a number of health opportunities including increased sports awareness and increased provision of sporting facilities.
- 5.15 The HIA recommended a number of national level actions to capitalise on the wide health benefit opportunities arising from the Games. These included a series of national information and engagement programmes both to develop Olympic interest and to promote improvement to a range of health determinants. It also recommended the development of a ‘national health legacy organisation team’ to coordinate such programmes and to sustain health benefits beyond 2012.

### **Evidence to support linking the Games and physical activity**

- 5.16 The London 2012 Games are the first to have a stated aim to increase participation in sport and physical activity and improve health. It is often quoted that “no previous Olympic Games has raised participation levels in sport and physical activity”. However, no previous Games have set objectives or strategies towards raising physical activity or participation in sport. A systematic review of the evidence base for consideration of the physical activity, sport and health development potential of the Olympic Games and other major sporting events was commissioned by the Department of Health regional physical activity leads in 2008<sup>15</sup>. As past Games have not specifically planned for such a legacy, or collected information relating to it, the study considered that the evidence base was relatively weak in this regard.
- 5.17 The review also looked at other areas, such as tourism and volunteering, which have successfully achieved a legacy from previous Olympic and Paralympic Games by engaging communities and changing behaviours. It recommended two different strategies for how the lessons could be applied to sport and physical activity programmes. Firstly, through what it termed a ‘demonstration effect’, current or lapsed sports participants could

15 Department of Health (2009) A Systematic Review of the Evidence Base for Developing a Physical Activity and Health Legacy from the London 2012 Olympic and Paralympic Games [www.canterbury.ac.uk/social-applied-sciences/sport-science-tourism-and-leisure/SPEAR/Projects/Olympic%20Health%20Legacies.aspx](http://www.canterbury.ac.uk/social-applied-sciences/sport-science-tourism-and-leisure/SPEAR/Projects/Olympic%20Health%20Legacies.aspx)

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be targeted with the aim of increasing both participation and the frequency of activity. Secondly, through a 'festival effect', sedentary or people contemplating becoming more physically active could be targeted using the once-in-a-lifetime celebration as a hook through locally owned, community-based and culturally relevant events. All programmes should be robustly evaluated in order to establish a benchmark for the evaluation of future Olympic and Paralympic Games, and other major events.

- 5.18 These recommendations led to the Department of Health regional physical activity leads commissioning an Active Celebration Toolkit during 2010, which is available for anyone to use to develop physical activity programmes<sup>16</sup>.

### **Olympic Games Impact Study**

- 5.19 The IOC requires host cities to undertake an Olympic Games Impact Study covering around 120 indicators. The IOC's aim is to develop a database of information common to each Games as well as host-specific information collected over a period of eleven years from being awarded host city status. The indicators cover environmental, social and economic criteria and are mostly generic and high level. Consequently, it is difficult to see how the impact of the Games can be disaggregated from other factors influencing specific indicators. Methodologically, it will not be possible from these indicators to claim the Games have induced positive social or health impacts; however, it may be possible to deduce the Games have not done any harm, which would severely limit the potential of the exercise.
- 5.20 In addition, GOE is leading a 'Meta-Evaluation of the Impacts and Legacy of the London 2012 Olympic Games and Paralympic Games'. The pre-Games phase of the evaluation appears to be a summation of planned or existing evaluations. As it stands, it is difficult to see how this methodology will directly assist the Government in assessing the extent to which the sustainability policy around healthy living will have been a success. Without a longitudinal impact study in the Host Boroughs and across London and the UK, it will be difficult to evaluate the wider impact of hosting the Games on health and inclusion.

16 Department of Health (2010) [www.canterbury.ac.uk/social-applied-sciences/sport-science-tourism-and-leisure/SPEAR/Projects/Active%20Celebration.aspx](http://www.canterbury.ac.uk/social-applied-sciences/sport-science-tourism-and-leisure/SPEAR/Projects/Active%20Celebration.aspx)

# GOVERNANCE

## 6. Governance process for inclusion and health

6.1 Healthy living and inclusion are broad cross-cutting themes. Consequently, their achievement involves a wide range of organisations and agencies. All Key Stakeholders have some role in delivering health and inclusion outcomes. These arise from specific Games and legacy commitments but also from statutory responsibilities, for example under health and safety legislation and equalities legislation. This complexity is reflected in the governance arrangement for healthy living and inclusion and the Commission has taken this into account in framing the recommendations arising from this review.

## 7. The Olympic Delivery Authority

7.1 The ODA is responsible for one of the largest and most complex construction programmes in the country, with tight financial and time constraints and complex internal interdependencies. The workforce of the three major Stratford-based construction projects (Olympic Park, Olympic Village, and Stratford City) is expected to peak at around 16,000 in 2010. The ODA is also responsible for construction at off-site venues including Eton Dorney, Lee Valley White Water Centre and Weymouth.

7.2 Key documents relating to inclusion and healthy living:

<b>January 2007</b>	ODA Sustainable Development Strategy <sup>a</sup>
<b>July 2007</b>	ODA Equality and Diversity Strategy <sup>b</sup>
<b>June 2008</b>	ODA Inclusive Design Strategy <sup>c</sup>
<b>June 2008</b>	ODA Inclusive Design Standards <sup>d</sup>
<b>July 2008</b>	ODA Community Commitments <sup>e</sup>
<b>March 2009</b>	ODA Integrated Equality Scheme 2009-2012 <sup>f</sup>
<b>September 2009</b>	ODA Integrated Equality Scheme Summary <sup>g</sup>
<b>March 2010</b>	ODA Design and Construction Health Safety and Environment Standard
<b>September 2010</b>	ODA Health & Safety and Park Health Annual Report <sup>h</sup>
	ODA Equality Impact Assessments – Employment and Skills <sup>i</sup>
<b>Through to 2010</b>	ODA Equality Impact Assessments – all projects

<b>December 2009</b>	Transport Plan – Second Edition consultation draft <sup>i</sup>
<b>May 2008</b>	Accessible Transport Strategy <sup>k</sup>
<p>a <a href="http://www.london2012.com/documents/oda-publications/oda-sustainable-development-strategy-full-version.pdf">www.london2012.com/documents/oda-publications/oda-sustainable-development-strategy-full-version.pdf</a></p> <p>b <a href="http://www.london2012.com/documents/oda-equality-and-diversity/equality-and-diversity-strategy.pdf">www.london2012.com/documents/oda-equality-and-diversity/equality-and-diversity-strategy.pdf</a></p> <p>c <a href="http://www.london2012.com/documents/oda-publications/inclusive-design-strategy.pdf">www.london2012.com/documents/oda-publications/inclusive-design-strategy.pdf</a></p> <p>d <a href="http://www.london2012.com/documents/oda-publications/inclusive-design-standards.pdf">www.london2012.com/documents/oda-publications/inclusive-design-standards.pdf</a></p> <p>e <a href="http://www.london2012.com/documents/oda-equality-and-diversity/community-commitments.pdf">www.london2012.com/documents/oda-equality-and-diversity/community-commitments.pdf</a></p> <p>f <a href="http://www.london2012.com/documents/oda-equality-and-diversity/london-2012-integrated-equality-scheme-2009-2012.pdf">www.london2012.com/documents/oda-equality-and-diversity/london-2012-integrated-equality-scheme-2009-2012.pdf</a></p> <p>g <a href="http://www.london2012.com/documents/imported/integrated-equality-scheme-summary-accessible.pdf">www.london2012.com/documents/imported/integrated-equality-scheme-summary-accessible.pdf</a></p> <p>h <a href="http://www.london2012.com/documents/oda-publications/hs-park-health-annual-report-2010-final-low-res-2-.pdf">www.london2012.com/documents/oda-publications/hs-park-health-annual-report-2010-final-low-res-2-.pdf</a></p> <p>i <a href="http://www.london2012.com/documents/eqia/oda-employment-and-skills-eqia.pdf">www.london2012.com/documents/eqia/oda-employment-and-skills-eqia.pdf</a></p> <p>j <a href="http://www.london2012.com/making-it-happen/transport/transport-plan.php">www.london2012.com/making-it-happen/transport/transport-plan.php</a></p> <p>k <a href="http://www.london2012.com/making-it-happen/transport/accessible-transport.php">www.london2012.com/making-it-happen/transport/accessible-transport.php</a></p>	

7.3 ODA core responsibilities around inclusion and health relate to health and safety of the workforce and equalities obligations. In addition, there are commitments around employment and skills, air quality, education and outreach, inclusive design, accessibility and transport.

## 8. London Organising Committee of the Olympic and Paralympic Games

8.1 LOCOG, is the organisation responsible for the staging of the Games, for the provision of temporary venues and sites, for the temporary overlay at existing and new venues and for the official live sites. It is recognised as the official organising committee by the International Olympic Committee (IOC) and International Paralympic Committee (IPC). Overall, London 2012 has set an aspiration of a truly sustainable Games, to create a lasting legacy, and to deliver an excellent client experience. The overall vision is to use the power of the Games to ‘inspire lasting change’.

8.2 Key documents relating to inclusion and healthy living are:

<b>2005</b>	Towards a One Planet Olympics <sup>a</sup>
<b>February 2008</b>	LOCOG Diversity and Inclusion Strategy ‘Open’ <sup>b</sup>
<b>September 2009</b>	LOCOG Diversity and Inclusion Business Charter <sup>c</sup>
<b>December 2009</b>	‘Towards a One Planet 2012’: London 2012 Sustainability Plan (second edition) <sup>d</sup>
<b>December 2009</b>	Sustainable Sourcing Code (second edition) <sup>e</sup>
<b>December 2009</b>	‘For Starters’: London 2012 Food Vision <sup>f</sup>

<b>September 2010</b>	LOCOG Employment and Skills Strategy ‘Opportunities’ <sup>9</sup>
<b>Forthcoming</b>	London 2012 Sustainable Food for All
a <a href="http://assets.panda.org/downloads/opl_olympics_brochure.pdf">http://assets.panda.org/downloads/opl_olympics_brochure.pdf</a> b <a href="http://www.london2012.com/documents/locog-publications/open-diversity-and-inclusion-strategy-document.pdf">www.london2012.com/documents/locog-publications/open-diversity-and-inclusion-strategy-document.pdf</a> c <a href="http://www.london2012.com/documents/business/diversity-and-inclusion-business-charter.pdf">www.london2012.com/documents/business/diversity-and-inclusion-business-charter.pdf</a> d <a href="http://www.london2012.com/documents/locog-publications/london-2012-sustainability-plan.pdf">www.london2012.com/documents/locog-publications/london-2012-sustainability-plan.pdf</a> e <a href="http://www.london2012.com/documents/locog-publications/sustainable-sourcing-code.pdf">www.london2012.com/documents/locog-publications/sustainable-sourcing-code.pdf</a> f <a href="http://www.london2012.com/documents/locog-publications/food-vision.pdf">www.london2012.com/documents/locog-publications/food-vision.pdf</a> g <a href="http://www.london2012.com/documents/locog-hr/2012-employmentskills-2-web1-2-.pdf">www.london2012.com/documents/locog-hr/2012-employmentskills-2-web1-2-.pdf</a>	

- 8.3 LOCOG is dealing with a range of partners and contractors from various sectors. LOCOG will ramp up its direct workforce from just over 800 in late 2010 to 6,000 in 2012 together with 70,000 volunteers and a contractor workforce of around 100,000. In effect, LOCOG spends several years planning for a short intense period of activity. LOCOG has addressed its supply chain in a positive way and its contract management system will go live in April 2011. It faces unique challenges in ensuring targets are met and the opportunities for corrective action are limited during Games-time. As indicated in the CSL Review of LOCOG Procurement, LOCOG has put in place numerous measures to ensure compliance and to remedy situations of non-compliance. The Commission is of the view that LOCOG has done everything that can be expected to achieve these targets, but it may not achieve all of its ambitions through its supply chain.
- 8.4 LOCOG is very clear that everything they do is about staging inspirational Games, which will drive sports participation – using the power of the Games to excite young people and get them to choose sport. They do this through careful association with the London 2012 brand. LOCOG emphasises that policy responsibility for driving sports participation rests with the Mayor of London and HM Government. The role of LOCOG is complementary in enabling and providing support.
- 8.5 The following are examples of LOCOG putting this understanding of its governance role in terms of the London 2012 healthy living commitments into practice. The Inspire Mark uses the London 2012 brand to help drive legacy projects, with over 800 projects already being awarded the Inspire Mark. The London 2012 ‘Get Set’ Education programme brings the Olympic and Paralympic values to over 2 million young children in the UK. In addition, sponsors are delivering a range of ‘activation programmes’. (Sponsor activation programmes are on the ground activities that extend a sponsor’s association with an event beyond the media messaging.) These include Lloyds TSB (Local Heroes / National School Sports Week); Adidas (outdoor gym / ‘AdiZones’); Deloitte (boosting ParaSport); VISA (Team 2012); GE (providing medical equipment in the Homerton Hospital in Newham) and BT (supporting the Live Site network of 18 screens across the UK).

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8.6 LOCOG's core commitments around inclusion and healthy living relate to diversity and inclusion, employment and skills, education and outreach, accessibility, active travel, food and drink, and low emission venues specifically to address air quality.

## **9. Department for Culture, Media and Sport**

9.1 With the election of a new Government in May 2010, many of the plans and policies of the previous government have been superseded. The implications of the Spending Review 2010 have not worked themselves fully through the delivery structures. Over the next twelve months, the new Government's policies and priorities will be established and these could have the potential to materially affect the sustainability context of the London 2012 Games.

9.2 In November 2010, the Government set out the legacy sport programme, Places People Play. This £135 million lottery-funded initiative will bring the sporting legacy to life in communities across the country, delivering on London 2012's Singapore promise to inspire a new generation to play sport. It is being delivered by Sport England, in partnership with the British Olympic Association and the British Paralympic Association with the backing of LOCOG and the London 2012 Inspire mark.

9.3 The Government's new plan for the legacy from the 2012 Games was published by DCMS in December 2010<sup>35</sup>. The plan is explicit in terms of the benefits of 'showcasing the broader sustainability standards reached in the building and running of the Games', in particular around the 'positive economic and financial benefits derived from taking a sustainable approach'. The key task in the legacy plan is to ensure that the Games themselves are a success and also that the most is made of the Games for the nation. The Government's legacy plan has four areas of focus:

- Harnessing the United Kingdom's passion for sport to increase grass roots participation, particularly by young people – and to encourage the whole population to be more physically active;
- Exploiting to the full the opportunities for economic growth offered by hosting the Games;
- Promoting community engagement and achieving participation across all groups in society through the Games; and
- Ensuring that the Olympic Park can be developed after the Games as one of the principal drivers of regeneration in East London.

9.4 The legacy plan wants to see communities 'emboldened' by the opportunities from the Games. It anticipates more cohesive and proactive communities will be a legacy from London 2012, which would 'last for generations and would support the creation of the Big Society'. A stated ambition of the plan is that the Games leave a lasting legacy as the 'most equality-friendly ever'. In particular, the Government wants to use the Games to influence attitudes towards and perceptions of disabled people, for instance, in promoting inclusion and disability equality through the Cultural Olympiad. The legacy plan recognises that the Games provide a unique opportunity to change the life experience for disabled

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people in the UK. In March 2010, the previous government published 'London 2012: A Legacy for Disabled People – Setting New Standards, Changing Perceptions'<sup>17</sup>. The current Government indicates in the legacy plan that it will build on the March 2010 document by developing a legacy vision and plan for the future. Further details will be announced in 2011.

## 10. Department of Health

- 10.1 The Department of Health has overall responsibility for public health in the run up to and during the Games; however, the July 2010 Public Health White Paper proposes an important future role for local government and local communities in improving health and wellbeing for their populations and tackling inequalities. Public health issues associated with the Games are overseen by an Olympic and Paralympic Health Programme Board that meets quarterly. A number of boards, co-ordination groups and workstreams report up to this Board through the 2012 Health Services and Resilience Board.
- 10.2 The Health Protection Agency (HPA) has an internal Coordination Group, which oversees a range of workstreams. NHS London is currently reviewing the governance arrangements for the 2012 health programme but currently there is a London 2012 Programme Executive, which oversees a health services workstream, health resilience workstream, and a health legacy workstream. There is a joint HPA / NHS London Public Health Steering Group which also reports to the Programme Executive with working groups on health promotion and prevention, sexual health, environmental health, food, water air quality and, surveillance and reporting.
- 10.3 The Department of Health is responsible for the wider health benefits of the Games to the UK as a whole. This is stated in the Olympic and Paralympic Programme Objectives signed off by the Olympic Board in March 2006. Strategic Objective 3 states: 'To maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in East London'. Sub-objective 3.1.4 is held by the Government and is to 'maximise social benefits, including in health, education and volunteering of hosting the Games'.
- 10.4 The NHS London 2012 Programme Director attends the quarterly London 2012 Sustainability Group but healthy living issues are rarely on the agenda at these meetings. The healthy living sustainability strand is probably the least integrated with the rest of the programme. Whilst this is not necessarily an issue in terms of delivering against public health objectives, it means that connections with other aspects of sustainability are not explicitly made. An example would be that encouraging people to be more active through walking and cycling has benefits in terms of reducing CO<sub>2</sub> emissions if these journeys would otherwise have been made by vehicle, as well as improving health. However, the NHS recognises that some useful connections are made outside the formal meetings.

17 [http://webarchive.nationalarchives.gov.uk/+/http://www.culture.gov.uk/images/publications/GOE\\_London\\_2012\\_Disability\\_Legacy.pdf](http://webarchive.nationalarchives.gov.uk/+/http://www.culture.gov.uk/images/publications/GOE_London_2012_Disability_Legacy.pdf)

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In addition, the NHS lead sits on the ODA active travel group, providing an important link between health and active travel initiatives.

## 11. Greater London Authority

- 11.1 The Mayor's vision is to 'provide an inspirational citywide experience for everyone participating in the Games in London, to safeguard the smooth running of London in Games-time, and to maximise the opportunities for legacy from this work'. The Mayor of London has endorsed the 'Five Legacy Commitments' set out by his predecessor. These are:
- To increase opportunities for Londoners to become involved in sport,
  - To ensure Londoners benefit from new jobs, business and volunteering opportunities,
  - To transform the heart of East London,
  - To deliver a sustainable Games, and
  - To showcase London as a diverse, creative and welcoming city.
- 11.2 The Mayor's Health Inequalities Strategy<sup>18</sup> has already been discussed in the previous section. Overall, the strategy aims to improve the wellbeing of all Londoners and narrow the gap between those with the best and worst health. The accompanying delivery plan identifies the partnership action to 2012 'to inspire and enable Londoners to increase their participation in physical activity with a focus on those who are most inactive'. This includes as first steps: 'Shape and implement the Mayor's Sports Participation Programme to ensure it targets inactive individuals and communities and supports disabled people's participation in physical activity'; and 'Ensure Olympics and Paralympics legacy plans embed sustainable action to incentivise and support healthier behaviours'.
- 11.3 The Health Inequalities Strategy and delivery plan identify a number of partners to work alongside core GLA teams. A number of these, such as Primary Care Trusts and NHS London, will be abolished over the next two to three years. This is likely to have implications for delivery.
- 11.4 The Mayor of London is responsible for the wider health benefits of the Games to Londoners as a whole. This is reflected in the Olympic and Paralympic Programme Objectives signed off by the Olympic Board in March 2006. Strategic Objective 3 states: 'To maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in East London'. Sub-objective 3.2.4 is held by the Mayor of London and is to 'maximise social benefits to Londoners, including in health, education and volunteering of hosting the Games'. In practice, objective 3.2.4 is being overseen by the GLA.

18 [www.london.gov.uk/who-runs-london/mayor/publications/health/health-inequalities-strategy](http://www.london.gov.uk/who-runs-london/mayor/publications/health/health-inequalities-strategy)

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## 12. London City Operations

- 12.1 The London 2012 City Operations programme ‘brings together a number of projects focussed on ensuring smooth, safe and efficient operations to support the Games, keeping London moving during Games-time and matching the outstanding experience that will be offered inside venues with an equally outstanding experience for all across London’<sup>19</sup>. The Mayor of London (through the GLA) is responsible for co-ordinating the London City Operations programme and delivering some of its main elements such as the Look of London programme and the planned Games-time live sites.
- 12.2 The City Operations Vision is ‘to provide an inspirational, world-class citywide experience for everyone participating in the Games in London, to safeguard the smooth running of London in Games-time, and to maximise the opportunities for legacy from this work’<sup>20</sup>. This will be set out in the London 2012 City Operations Strategic Framework document. The London City Operations programme is organised in two main clusters:
- London Experience – to show London in the best possible light and ensure that visitors have access to the great attractions that London has to offer; and
  - Public Services – to ensure that London’s public services cope with the additional visitor requirements.

## 13. UK Wide Operations

- 13.1 The UK Wide Operations Programme was established in June 2010. It is designed to address the Olympics related work required across the UK, outside the official venues which are LOCOG’s responsibility. The lead local authority in each venue town and city outside of London is responsible for chairing a steering group to prepare for operational delivery of the Games. They are supported by the Government Olympic Executive. The local authorities are the host for the Games in their jurisdiction in much the same way as the GLA is the host in London.
- 13.2 The scope of the UK Wide Operations programme is:
- To engage with UK nations and regions and venue towns and cities on Games-time planning and delivery;
  - Coordination and integration of operational activity UK wide;
  - To ensure visitors, residents and workers in venue towns and cities are safe, well informed and enjoy the Games;
  - To ensure business-as-usual and essential public services are not compromised.

<sup>19</sup> The Greater London Authority Strategic Plan 2009 – 2012 [www.london.gov.uk/gla/budget/docs/strategic-plan09-12.rtf](http://www.london.gov.uk/gla/budget/docs/strategic-plan09-12.rtf)  
<sup>20</sup> LDA, London Tourism Action Plan 2009–13

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## 14. Olympic Park Legacy Company

- 14.1 OPLC is responsible for the development and operation of the Olympic Park after the Games. The Legacy Company's vision is to create a unique and inspiring place for events and leisure activities, a major centre for sport and culture, new sustainable communities built around family housing with a range of affordability, and zones for employment, enterprise and innovation. OPLC has stated that it is 'committed to the highest standards of environmental sustainability and estates management using the Park's assets to create a place that is accessible to everyone'<sup>21</sup>.
- 14.2 In its first year delivery plan, the Legacy Company set out its goals to achieve its vision along with three priority cross-cutting themes. These are promoting convergence and community participation, championing equalities and inclusion, and ensuring high quality design and sustainability. The Legacy Company is developing six detailed corporate policies, each led by a member of OPLC staff for publication in 2011. These include a theme dedicated to equality and inclusion and another to sport and healthy living.
- 14.3 In 2010, plans to merge the Legacy Company with other bodies with interests in the development of East London were announced which would bring them under the auspices of the Mayor of London. Such a body would be likely to be subject to the provisions of the Equality Act 2010 and would have public sector duties in respect of equalities, giving weight to its responsibilities under the Act.

## 15. Governance – findings

- 15.1 The Commission's 2009 Annual Review found that the healthy living theme is the least co-ordinated of the five sustainability themes. The Commission acknowledges the establishment of the Olympic and Paralympic Health Programme Board and the Physical Activity Programme Board. Both should have the potential to encourage greater coordination of activities on the ground and to consider health legacy issues. The Commission wishes to see rapid progress on this recommendation and so restates the applicable recommendation from the Annual Review 2009.

### **Recommendation 1 (from the Annual Review 2009)**

That there is greater co-ordination of the health agenda across Key Stakeholders, through existing groups, or possibly by establishing a Health Legacy board as part of the legacy governance structure. (This is the responsibility of GOE and the GLA.)

21 Briefing note prepared for Commission for a Sustainable London 2012 Inclusion and Healthy Living Review

# PROGRAMME-WIDE

## 16 Equalities, diversity and inclusion

- 16.1 The London 2012 Equality and Diversity Forum has been established as the main vehicle through which the Olympic bodies and stakeholder organisations work together to support, champion and monitor progress that is being made on the delivery of national and regional equality commitments and objectives for the Games. It reports progress through an annual report 'Working to an inclusive Games', the second of which was published in 2010. The forum is chaired by the Deputy Mayor of London. The Commission for a Sustainable London 2012 attends the forum by invitation.
- 16.2 This forum appears to be an effective means of holding delivery bodies accountable for their contribution to an inclusive Games.

### ODA – activities

- 16.3 As a public body, the ODA has general duties to promote equal opportunities, promote good community relations and eliminate discrimination relating to age, disability, gender, race, religion or belief and sexual orientation. The ODA has set out their approach to equality and inclusion in their Equality and Diversity Strategy, published in 2007, which was supplemented by three separate equality schemes for race, gender and disability equality. These documents were updated and brought together in a single publication, 'Everyone', the ODA's Integrated Equality Scheme 2009-2012 that anticipated new legislation and brought together the approach for each of the strands listed.
- 16.4 The ODA has set benchmarks for monitoring minority groups across the whole workforce, as well as monitoring the employment of people from the Host Boroughs and those who were previously unemployed and payment of the living wage. The workforce monitoring system has a set of mandatory questions on the site enrolment forms such as gender and residency. The form also has a series of questions which are responded to voluntarily; this includes ethnicity, disability and the London Living Wage. The quarterly Jobs Skills Futures Bulletin reports performance against these benchmarks. The latest data (as at September 2010) is shown in the table.

	<b>September 2010 Olympic Park contractor workforce percentage</b>	<b>September 2010 Athletes' Village contractor workforce percentage</b>	<b>Benchmark percentage</b>
Women*	5%	3%	11%
Disabled People**	1.2%	0.6%	3%
BAME	19%	14%	15%

Previously unemployed	12%	10%	7%
London Living Wage***	82%	60%	–
Employment from Five Host Boroughs	21%	25%	15%
<p>* In manual trades, 2.5% of the Olympic Park workforce and 1.3% of the Athletes' Village workforce were women, against the national average which is 1 to 2%.</p> <p>** Ethnicity and disability data is provided voluntarily by the workforce; the percentage of respondents disclosing disability suggests under-reporting.</p> <p>*** The London Living Wage (LLW) is £7.85 per hour from June 2010, and £7.60 per hour in 2009. The Athletes' Village was subject to an earlier separate planning application which included separate employment and training targets.</p>			

16.5 The ODA's goals for equality and inclusion and how they go about achieving them are set out in the table. These have been adapted from the ODA's Integrated Equality Scheme<sup>22</sup>.

	<b>ODA Goal</b>	<b>How</b>
<b>Inclusion – Built environment</b>	To create an Olympic Park, venues and facilities, both for the Games and for future use which are inclusive for women and men of all races, cultures, faiths and ages, accessible and allow disabled people to be as independent as possible.	Inclusive Design Strategy <sup>a</sup> and Standards <sup>b</sup> .  On-site checks during construction.  Consultation through Access and Inclusion Forum and Built Environment Access Panel.
<b>Inclusion – Accessible transport</b>	To ensure a wide variety of accessible journey options to and from London 2012 events available to spectators, the Games Family and workforce including volunteers.  To develop and promote a philosophy of inclusion among our staff and transport delivery partners during the planning and operation of London 2012 Games transport.	London 2012 Accessible Transport Strategy <sup>c</sup> and Transport Plan <sup>d</sup> .  Sustainable Transport Forum.

22 ODA Integrated Equality Scheme [www.london2012.com/documents/oda-equality-and-diversity/london-2012-integrated-equality-scheme-2009-2012.pdf](http://www.london2012.com/documents/oda-equality-and-diversity/london-2012-integrated-equality-scheme-2009-2012.pdf)

<p><b>Employment opportunities</b></p>	<p>To make sure recruitment and managing employees is fair and offers equal opportunities to everyone including employees working in the supply chain.</p>	<p>ODA contracts include disability, gender and race equality requirements.</p> <p>The main contractors provide equality action plans setting out how they will meet ODA equality and diversity requirements.</p> <p>Contractors must:</p> <ul style="list-style-type: none"> <li>– implement policies and procedures covering equal opportunity, recruitment, workplace harassment, reasonable adjustments, and flexible working; and</li> <li>– apply fair workplace practices to recruit and manage employees, and pass these practices down the supply chain.</li> </ul>
<p><b>Employment opportunities</b></p>	<p>To encourage people from all minority groups, including Black, Asian and Minority Ethnic people, disabled people and women, to train and apply for jobs in construction and other areas where they have traditionally been under-represented.</p> <p>To combat workplace discrimination.</p>	<p>Work with contractors to identify job opportunities. These are advertised through Jobcentre Plus and the Host Boroughs through the Job Skills Futures Brokerage.</p>
<p><b>Business opportunities</b></p>	<p>Procurement of all work, goods and services for our programme to be transparent, fair and open to diverse suppliers.</p>	<p>Contract opportunities are registered on CompeteFor<sup>e</sup>.</p> <p>Contractors are encouraged to use CompeteFor.</p>

<b>Targeted community outreach</b>	<p>To engage with and involve diverse groups within the local communities.</p>	<p>ODA Community Commitments<sup>f</sup>.</p> <p>Community Engagement programme.</p> <p>Activities to manage and reduce the impact of the construction programme.</p> <p>ODA / LDA Code of Consultation<sup>g</sup>.</p>
<b>Integration and capability</b>	<p>To build organisational capability in equality and diversity, and develop employees' equality competence.</p> <p>To integrate equality and diversity into business processes.</p> <p>To model good practice and continuous improvement.</p>	<p>Equality Impact Assessments<sup>h</sup> (EqIAs) assessing potential impact of the ODA's work on equality target groups are published on the London 2012 website.</p> <p>The ODA aims to:</p> <ul style="list-style-type: none"> <li>– take steps to eliminate or minimise any negative consequences; and</li> <li>– maximise opportunities that promote equality.</li> </ul> <p>Work with managers and staff to support equality and inclusion work through training, development and mentoring opportunities.</p> <p>Validation and measurement against external standards through working with specialist agencies.</p>
<p>a ODA Inclusive Design Strategy <a href="http://www.london2012.com/documents/oda-publications/inclusive-design-strategy.pdf">www.london2012.com/documents/oda-publications/inclusive-design-strategy.pdf</a></p> <p>b ODA Inclusive Design Standards <a href="http://www.london2012.com/documents/oda-publications/inclusive-design-standards.pdf">www.london2012.com/documents/oda-publications/inclusive-design-standards.pdf</a></p> <p>c London 2012 Accessible Transport Strategy <a href="http://www.london2012.com/documents/oda-transport/accessible-transport-strategy-accessible-pdf.pdf">www.london2012.com/documents/oda-transport/accessible-transport-strategy-accessible-pdf.pdf</a></p> <p>d <a href="http://www.london2012.com/making-it-happen/transport/transport-plan.php">www.london2012.com/making-it-happen/transport/transport-plan.php</a></p> <p>e CompeteFor is an online service that allows businesses to compete for contract opportunities linked to the London 2012 Games <a href="http://www.competefor.com">www.competefor.com</a></p> <p>f ODA Community Commitments <a href="http://www.london2012.com/documents/oda-publications/community-commitments.pdf">www.london2012.com/documents/oda-publications/community-commitments.pdf</a></p> <p>g <a href="http://www.london2012.com/documents/oda-consultations/code-of-consultation-final.pdf">www.london2012.com/documents/oda-consultations/code-of-consultation-final.pdf</a></p> <p>h Equality Impact Assessments (EqIA) for the ODA's projects can be found on the London 2012 website at <a href="http://www.london2012.com/about-us/the-people-delivering-the-games/the-olympic-delivery-authority/oda-priority-themes/equality-impact-assessments.php">www.london2012.com/about-us/the-people-delivering-the-games/the-olympic-delivery-authority/oda-priority-themes/equality-impact-assessments.php</a></p>		

16.6 In 2009, the funding of the Athletes' Village changed to be entirely government funded, to ensure that it remained on track for completion by the end of 2011. Due to the timing of the change in funding, the ODA has not made the same level of targeted workforce interventions on the Athletes' Village.

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## ODA – findings

- 16.7 After reviewing published and internal documents, interviewing key personnel and wider stakeholders, it is the Commission’s view that the ODA has demonstrated exemplary practice in its approach to equalities, diversity and inclusion. The difference in performance of the Athletes’ Village compared to the Olympic Park for minority groups highlights the effectiveness of the interventions made by the ODA on the Park. The Commission understands that a number of contractors have responded positively to many of the initiatives introduced, such as work placements to get women into construction. Despite not achieving the benchmark percentage set by the ODA for women in construction, the Commission believes that the ODA has done all it can to support this indicator.
- 16.8 As regards the London Living Wage, this is reported voluntarily and there is some uncertainty around whether respondents are aware of the London Living Wage as a policy, despite the rate being set out on the enrolment form. 82 per cent of the workforce who answered the question report that they receive the London Living Wage. Of the remaining 18 per cent, 8 per cent indicated they were not in receipt of the London Living Wage. The other 10 per cent answered “prefer not to say”. An independent survey was carried out as part of the assurance process for the workforce reporting data, separate internal auditing processes carried out by the ODA. However, both demonstrate evidence that more of the workforce is being paid the London Living Wage than can be demonstrated through workforce reporting. This indicates that there is under-reporting of the percentage of the workforce that is receiving the London Living Wage. However, there have been interventions to address instances where contractor workforces are paid below the London Living Wage.
- 16.9 A point worth noting is that the ODA has public sector duties towards equality and inclusion and has effectively provided a free resource to help and encourage contractors to raise their performance in this area. In future, public sector projects will be expected to achieve similar levels of performance, but without the same level of support and information being provided. The Commission strongly encourages that, in addition to the overarching learning legacy work being led by the ODA, each contractor takes steps to embed a positive approach to equality and inclusion in the way they do work.

## LOCOG – activities

- 16.10 LOCOG has set out its approach to diversity and inclusion in its Diversity and Inclusion Strategy ‘Open’<sup>23</sup>. LOCOG is committed to a ‘Games for Everyone’ and aims to ‘create a truly inclusive culture where diversity is valued and celebrated, a culture where everyone feels welcomed and respected’.
- 16.11 LOCOG’s Diversity and Inclusion Strategy is based around five themes. These are shown in the table.

23 LOCOG Diversity and Inclusion Strategy [www.london2012.com/documents/locog-publications/open-diversity-and-inclusion-strategy-document.pdf](http://www.london2012.com/documents/locog-publications/open-diversity-and-inclusion-strategy-document.pdf)

Theme	Aim	How
<b>The way we do business</b>	To show how diversity and inclusion can become an intrinsic part of business life, from the way we communicate, the way we work with our partners, and suppliers and our day-to-day decision making.	Communication messages Decision making Procurement Monitoring and measurement
<b>Individual responsibility</b>	A culture that is both diverse and inclusive, as well as being challenging, inspiring and achieving. A culture where everyone feels valued and respected.	Understanding bias Influencing behaviour and attitudes Toolkits
<b>Recruitment, development and transition</b>	Recruitment and development activities including training are a critical component in achieving diversity objectives.	Structured approach Recruiting diverse talent Training Career planning
<b>Involvement and engagement</b>	Development of an inclusive culture, engagement frameworks and processes, and the Cultural Olympiad to create understanding and commitment.	Inclusive culture Stakeholder plan Cultural Olympiad
<b>A catalyst for legacy</b>	To help inspire a lasting legacy from the Games.	Young people Sports participation Accessibility Procurement Participation

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- 16.12 There are three main strands to LOCOG's diversity and inclusion work. These are workforce, procurement and service delivery. These will be addressed in turn.
- 16.13 Workforce: LOCOG monitors staff representation against the following strands of diversity: black, asian and minority ethnic (BAME), disability, gender and gender identity, age, faith, sexual orientation and sets target zones. As of summer 2010, 5 per cent were identified as disabled and 17 per cent as BAME, against targets of 6 to 10 per cent and 18 to 29 per cent respectively. 52 per cent were female, 5 per cent LGBT, 29 per cent under 30, 11 per cent over 50 and all major faiths are represented. Diversity is tracked on a monthly basis.
- 16.14 Recruitment action plans have been developed with a range of partners to reach groups of people that they might otherwise not reach to encourage them to apply for employment and volunteering opportunities and recruitment outreach programmes '>access now' and '>attitude over age' for disabled people and older and younger people respectively. Talent pools have been set up for applicants who narrowly miss out on a role at LOCOG and are disabled or local residents or from a diverse background to encourage them to apply for other roles. The talent pools are embedded within the overall recruitment process.
- 16.15 There is compulsory training in diversity and inclusion at induction and for all hiring managers at LOCOG and functional areas are benchmarked on their hiring records. A cross-function Diversity Action Team reports to the Diversity Board, which is chaired by the Chief Executive and includes external and internal board members.
- 16.16 Procurement: LOCOG's Sustainable Sourcing Code and LOCOG's Diversity and Inclusion Business Charter set out expectations for diversity and inclusion and support LOCOG's Diversity and Inclusion Strategy. LOCOG have included a number of clauses into their service agreements and require contractors to use all reasonable endeavours to support and assist any initiatives implemented by LOCOG in support of its diversity and sustainability commitments. This includes nominating a supplier Diversity Champion as a point of contact. Suppliers are required to meet LOCOG's recruitment target zones in respect of supplier personnel.
- 16.17 LOCOG requires all organisations and businesses awarded a contract to complete the online assessment for Diversity Works for London (DWfL) and supply their results to LOCOG within 25 working days of the award of contract. Further to this, LOCOG asks each supplier to endeavour to achieve the Gold Standard of the Diversity Works for London assessment by Games-time in 2012. This also applies to sponsors and licensees. The Diversity and Inclusion Team and DWfL monitor this and issues are flagged to LOCOG's Procurement Team who are responsible for enforcement.
- 16.18 Diversity Works for London<sup>24</sup> is a Mayoral programme that encourages and supports businesses to realise the benefits of London's diversity. Private sector companies of any size can register on the DWfL website to access toolkits and guidance. The concept is

24 [www.diversityworksforlondon.com](http://www.diversityworksforlondon.com)

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of the ‘company journey’ through the stages provided – registration, self–assessment, procurement standard and Gold Standard. The procurement standard sets a benchmark that allows businesses to demonstrate a level of diversity proficiency sufficient for them to meet public sector procurement requirements, and a commitment to deliver equalities goals. The Gold Standard is externally assessed and recognises exemplary diversity practices in businesses. LOCOG was the first company ever to be awarded the Gold Standard.

- 16.19 Suppliers to LOCOG for Games services, for example, in catering, cleaning, waste and security, are required to run a guaranteed interview scheme for disabled people in line with LOCOG’s recruitment policies. This will ensure that disabled people have the opportunity to apply for roles with the Olympic and Paralympic Games that they might not otherwise consider.
- 16.20 Service delivery: Each functional area works with LOCOG’s Diversity and Inclusion Team to ensure that their policies and programmes are inclusive. LOCOG has identified 22 projects that contribute to LOCOG’s aim to make the London 2012 Games as diverse and inclusive as possible. These range from use of DWfL as a procurement tool, the Equality Standard in Sport, dignified uniforms for volunteers or workforce members with specific needs, ceremonies, contractor workforce targets, the LOCOG Overlay Access File, to food on offer during Games-time. These projects are monitored on a monthly basis and reported to the HR Director and the Chief Executive. The work streams are overseen by LOCOG’s Diversity Board.
- 16.21 The London 2012 Games will take place during Ramadan. There is an inter-faith forum within LOCOG. Issues such as the provision of halal and kosher food, quiet spaces for prayer, late serving of food during Ramadan are all being considered. LOCOG are working with the Muslim Council of Britain and other faith groups.

### **LOCOG – findings**

- 16.22 Delivery of LOCOG’s Diversity and Inclusion objectives is the responsibility of the Head of Diversity and Inclusion. LOCOG is dependent on partners and seconded staff to deliver some of its sustainability objectives and these may be reduced or withdrawn due to changes in funding. There is also a risk that some of the opportunities to transfer the best practice examples from LOCOG’s activities will not be achieved if they are not communicated or publicised widely enough.
- 16.23 The Commission has some concerns regarding Diversity Works for London. DWfL’s offering has evolved since LOCOG published their Diversity and Inclusion Business Charter and introduced the contractual requirement to register with DWfL and so the wording of these should be amended to reflect what companies are actually able to do with DWfL. Although LOCOG requires suppliers to aim to achieve the Gold Standard, it is not clear what will happen in practice if they do not. DWfL has been hosted by the London Development Agency. DWfL’s grant funding from the LDA finishes at the end of March

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2011. DWfL have now stopped all of their assessment work for the DWfL Gold Standard. On the website, the Gold Standard framework itself is stated to be ‘currently under review’. The Commission understands that discussions are currently underway with a view to DWfL being hosted by another agency, perhaps with a national remit. The Commission’s view is that LOCOG needs a contingency plan should DWfL cease to operate. The Commission is confident in LOCOG’s plans to achieve diversity targets with its own workforce but less confident with respect to the supply chain. We are aware that LOCOG is developing a range of contingency plans, including using other diversity toolkits. The Commission has examined LOCOG’s contingency plans and is of the view that progress is satisfactory.

16.24 LOCOG has an Information Knowledge Management (IKM) function located within its Strategy and Programme Management team. This is mainly geared around information management and meeting the IOC’s knowledge transfer requirements, rather than transferring lessons learned to specific industry sectors. A notable exception is the use of BS8901 by the event management industry. LOCOG has other knowledge activities, for instance relating to the Global Reporting Initiative, event guidelines, carbon methodology and temporary materials guidelines.

### **OPLC – activities**

16.25 The Olympic Park lies within the most diverse sub-region in the UK. In addition to its statutory duties under the Equality Act 2010, OPLC also recognises that it needs to take this diversity into account if it is to create sustainable communities and neighbourhoods within the Queen Elizabeth Olympic Park. The Legacy Company is developing its policy for Equality and Inclusion alongside its Corporate Plan, for publication in 2011. These policies will include details of how the impact of the work will be measured.<sup>25</sup>



© Jupiter Images/Comstock/Getty Images

<sup>25</sup> Briefing note prepared by OPLC for Commission for a Sustainable London 2012 Inclusion and Healthy Living Review

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16.26 The Equality and Inclusion policy is being developed on the basis of the following strategic objectives:

- To create an accessible and inspiring new place, which welcomes and attracts diverse communities and to ensure that after the Games the new parklands, venues and neighbourhoods are one of the most accessible and inclusive parts of London;
- To maximise the positive opportunities the legacy development creates for the diverse and traditionally excluded communities of East London by using the ownership and stewardship of the park and venues to maximise the positive socio-economic benefits for these communities;
- To deliver the highest standards of equality and inclusion practice in all aspects of the company's work.

### **OPLC – findings**

16.27 These strategic objectives are consistent with the intent set out in the Olympic Bid, the Mayor of London's Legacy Commitments and the UK's equality and human rights legislation. It is important that the structural changes afoot for the Legacy Company do not compromise this aspiration and that the mechanisms for delivering against these are supported throughout.

## **17. Skills and employment**

17.1 The Commission reviewed Skills and Employment in detail in 2008, publishing its report in early 2009<sup>26</sup>. Following from this earlier review, the important role of various public sector agencies, particularly the London Development Agency, in supporting the ODA and more recently LOCOG in delivering their employment and inclusion responsibilities should be fully recognised. We have revisited this earlier work and highlight the main changes to the programme since then. The main changes, indeed challenges, are twofold:

- Changes to the funding of skills and employment initiatives, the conditions attached to them and the organisations involved in assisting the delivery of the employment and skills legacy; and
- Ramping up of LOCOG workforce and procurement of contractors in key sectors.

### **ODA – activities**

17.2 When the ODA was first established, 'Equality and Inclusion' and 'Employment and Skills' were managed separately. Since early 2009, these have been jointly managed by the Head of Equality, Inclusion, Employment and Skills. She oversees workforce reporting, the Jobs Skills Futures Brokerage, the Women into Construction Project and the London 2012 Apprenticeship Programme.

26 [www.csllondon.org/downloads/2009\\_Employment\\_and\\_Skills\\_Review.pdf](http://www.csllondon.org/downloads/2009_Employment_and_Skills_Review.pdf)

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- 17.3 The ODA has established an Employment and Skills Board that meets quarterly and is chaired by the Chair of the ODA.
- 17.4 The October 2010 Jobs Skills Future Bulletin sets out the equality monitoring and location of placements through the ODA's Jobs Brokerage: 79 per cent of the previously unemployed people placed into work since April 2008 are from the Host Boroughs. Brokerage-specific diversity data started being collected in April 2009. Since that date, 51 per cent of the placements by the brokerage are BAME, against a benchmark of 15 per cent, 19 per cent are women, against a benchmark of 11 per cent and 9 per cent are disabled people, against a benchmark of 3 per cent. Not only are the benchmarks exceeded, but this demonstrates the contribution of the ODA's Jobs Brokerage to the overall performance against the benchmarks. This has been against a changing funding landscape for employment and skills interventions.
- 17.5 As part of the contract for each venue, each major contractor has an Employment and Skills Plan as part of the National Skills Academy. One effect of the economic downturn and its impact on the construction industry has been that contractors have been moving more of their own workforce onto site resulting in fewer vacancies than had originally been forecast. Skills training has therefore been geared more towards retention of skills and staff than training up new recruits.
- 17.6 An area warranting particular mention is the work placement programme for women, whereby qualified staff, some graduating from the training schools and some being interns, receive 13 weeks unpaid work experience with subsistence support. This opportunity gives women the experience they need to get into employment and 60 per cent of the first women completing their placements have gained employment. Anecdotal feedback from the contractors suggests they recognise that it is hard for women to get their first job and they have found the placements to be a positive experience, with a welcomed 'civilising' impact on their workforce. For some contractors, placements have been rolled over for other women to participate in them. The ODA considered repeating this programme for disabled people to give them experience and for contractors to gain a better understanding of the adjustments that they would need to make. However, no funding was available to support the initiative so the ODA has not formally introduced it.
- 17.7 The ODA is on track to meet its target of placing 350 apprentices by the end of the construction phase for the London 2012 Games. The ODA has provided a hub for apprentices and additional 'life skills' training, such as managing money. An observation was made that there have been issues around finding sufficient good quality candidates who are able to make it through the range of assessments, which include basic skills like literacy and numeracy, followed by trade-specific assessments.
- 17.8 The funding landscape has changed with funding linked to outputs that challenge the ODA's benchmarks. For example, the LDA's funding of the Construction Employer Accord through the Cross River Partnership is based on a pan-London project, though there is some prioritising of the Host Boroughs. It also targets those who are further away from

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the job market and have not benefited from any other interventions. It aims to ensure that participants stay employed for at least 26 weeks out of 32 or 52 weeks out of 64. The funding is dependent on employment statistics at 6 months and 12 months. Given the nature of the jobs on the Olympic Park, these are challenging criteria to meet. The ODA has been funding its work in this area 'at risk' since March 2010 pending the outcome of the Cross River Partnership's funding decisions.

- 17.9 The JSF Brokerage Employment and Skills Managers and the managers working on the Women into Construction Project are funded through the LDA's Construction Employer Accord project. This funding will end between December 2010 and March 2011.
- 17.10 During 2011, the ODA contractor workforce will demobilise rapidly. There is a 'sustained employment' workstream, which seeks to assist workers to find other employment on site and through Jobcentre Plus via the Construction Employer Accord on other sites, effectively a reverse job brokerage.
- 17.11 The ODA Equality, Inclusion, Employment and Skills function has identified specific topics that it wishes to capture as part of its learning legacy. It acknowledges that its interventions may have had wider benefits in terms of health and inclusion. These topics are:
- The role of the Jobs Skills Futures Brokerage;
  - Targeted interventions for women, disabled people and people from black, asian and minority ethnic backgrounds;
  - The London 2012 Apprenticeship Programme;
  - The demand-led skills provision of the National Skills Academy for Construction; and,
  - The strategies, processes and systems used to drive and deliver equality, inclusion, employment and skills.

### **ODA – findings**

- 17.12 The ODA has implemented and supported a number of innovative employment and skills initiatives, ranging from getting women into construction, to a construction plant training school, and working with contractors to identify vacancies, which are communicated first to local people via the jobs brokerage. In our previous review of Skills and Employment, we recognised the good work done by the ODA. The Commission's view on this subject has not changed.
- 17.13 The Commission believes that the initiatives implemented by the ODA should have had a wider socio-economic impact than just in the areas of employment and skills. For example, by helping someone who was previously unemployed into employment, there may be benefits to that person's health, to the likelihood of their children or other family members seeking employment. We would hope that the ODA learning legacy could be used by others to support an analysis of the wider benefits of its programmes in terms of inclusion and healthy living.

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## LOCOG – activities

- 17.14 The Head of Recruitment is responsible for delivery of LOCOG’s Employment and Skills Strategy and LOCOG’s employment and skills commitments.
- 17.15 LOCOG has the recruitment company Adecco as a commercial partner. LOCOG has placed demands on Adecco that they have not had to respond to before in other contexts. Adecco has committed to diversity forming the core of its activation programme. LOCOG has formal quarterly reviews with them to monitor progress. LOCOG will share its workforce statistics with Key Stakeholders and make them available publicly. It will be important to note the progress made by LOCOG’s contractors and commercial partners.
- 17.16 With the ODA, LOCOG is a counter signatory to the Principles of Cooperation with the TUC. LOCOG has produced a Volunteer Protocol in conjunction with the TUC and they are in the final stages of agreeing a Grievance Resolution Protocol.
- 17.17 As mentioned elsewhere, LOCOG’s contracts with suppliers require them to aim to meet LOCOG’s diversity benchmark ranges, as well as comply with the Sustainable Sourcing Code and Diversity and Inclusion Business Charter and Employment and Skills Charter. LOCOG is open about its commitments and manages this through the procurement process. LOCOG has not mandated the contractors to pay the London Living Wage, they have confirmed that they will seek, during the contract negotiation stage, to influence and encourage contractors to pay their Games-time staff the London Living Wage as a minimum.
- 17.18 LOCOG will get their main workforce contractors in place during 2011, for example for catering, cleaning and waste, and LOCOG will work with them during 2011 on planning and reporting. There is a Contractor Integration Manager to whom contractors will report against Diversity and Inclusion, and Employment and Skills commitments.
- 17.19 LOCOG commissioned a Labour Market Forecasting and Gap Analysis report, funded by the LDA, which assessed the labour market and identified potential shortfalls in meeting LOCOG’s forecast workforce requirements. This identified a range of sectors where there was a shortfall, such as qualified chefs to oversee production of the 14 million meals that will be consumed during Games-time and SIA-approved security personnel. It set out interventions that could fill these gaps. LOCOG intends to mirror the approach taken by the ODA and have Employment and Skills Managers for different sectors such as catering, security, retail, and make use of a jobs brokerage. LOCOG is dependent on externally funded programmes to support training programmes to meet the workforce shortfalls. Some of these may be at risk in light of the recent departmental settlements.

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## **LOCOG – findings**

- 17.20 During the course of this review, LOCOG highlighted that the LDA provides a useful liaison role and that, going forward, it will be very challenging to pull together the different public agencies at play in this area. LOCOG plans to set up an internal Employment and Skills Board, chaired by the Chief Executive. There is also a fortnightly Employment and Skills Operations meeting chaired by the LDA, and attended by the Skills Funding Agency, JobCentrePlus and the Host Boroughs. It has been agreed that the GLA will take on the convening of this body from the LDA.
- 17.21 There are two major challenges faced by LOCOG. The first relates to managing the organisational change associated with the rapid ramp up of its direct workforce and the associated short window to work with contractors on planning to meet the equality and diversity and employment and skills commitments. The second is the impact of the Spending Review 2010, particularly as departmental settlements filter through to programmes on which LOCOG is reliant. These include the well-regarded Changing Places programme and initiatives within Get Set +.
- 17.22 LOCOG requires its suppliers to recognise the importance of job opportunities for residents of the Host Boroughs as a key legacy objective, and requires that they and their subcontractors use LOCOG's local job brokerage service. Contractor opportunities will need to be opened up to other London borough units to ensure delivery of the volumes required by the contractors. LOCOG is working closely with the Host Borough Unit and Jobcentre Plus to understand supply capacity. The Host Borough Unit is satisfied with the manner in which LOCOG are using their supply chain to drive partners towards local employment. There is a concern that these opportunities will be lost if the boroughs do not have the capacity to deliver. Given the future changes of funding for employment and skills activities, the job brokerage service is highly dependent on continued LDA support for the Joint Coordination team in the Host Borough Unit, which was extremely successful with the ODA. The ODA are currently funding these resources at risk. The Commission's view is that it is essential that the GLA ensures that resources are available to enable the full delivery of the outcomes of the local job brokerage service.
- 17.23 One catering contractor already appointed has approached the Host Boroughs about local employment. However, there are general concerns about the capacity of the Host Boroughs to respond to the Games-time labour demands, and the Commission questions whether it is appropriate for them to do so, given the short-term demand against the need for sustained employment. However, the Commission recognises that the excitement of being part of the Games, even on a short-term contract, may provide the impetus for some people to move on into sustained employment.

## **OPLC – activities**

- 17.24 One of the Legacy Company goals is to be a centre for economic innovation, attracting new sectors of London's economy including 'research, innovation, media, education and

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new clusters of businesses and social enterprises that contribute to London's competitive advantage and support the regeneration of East London'.

- 17.25 While the Legacy Company recognises the significant levels of deprivation in the area surrounding the Olympic Park and is committed to the principle of convergence, the socio-economic policy that is being developed will focus on the Park's development potential and the associated opportunities it will bring for local residents and businesses. This includes setting out how they will work with partners to ensure that sufficient mechanisms are in place to make those opportunities accessible to all.
- 17.26 As of summer 2010, the Legacy Company was considering and scoping a range of initiatives such as:
- A labour market forecasting function, building on existing ODA arrangements, that would provide information on the type and volume of job opportunities during transformation and beyond, to enable employment and skills training in the Host Boroughs to be tailored to meet this demand;
  - A supply chain initiative which tailors support for SMEs and matches developer and tenants' buying opportunities to local businesses;
  - Consideration of how space within community anchor facilities could be used to support local entrepreneurship and social enterprise;
  - Consideration of different types of community ownership models for different types of assets; and
  - Practical support and signposting to a range of local services including workforce recruitment and development and local supplier information.

### **OPLC – findings**

- 17.27 It is critical that with the structural changes ahead for the Legacy Company, these initiatives remain supported. The Commission looks forward to seeing more detailed targets and commitments being made by the Legacy Company and details of how developers and tenants will be required to contribute to them.

## **18. Sport and physical activity**

- 18.1 Past Games have not shown a link between hosting the Games and people doing more physical activity. London's bid to host the Games was predicated on inspiring a new generation of youth to greater sporting activity. The Sustainability Policy commits to using the Games as a springboard for inspiring people to take up sport and develop active, healthy and sustainable lifestyles. Sport and physical activity are key strands of the London 2012 sustainability commitments.
- 18.2 It is important to appreciate that the sport and physical activity landscape is complex. The bulk of local sport and physical activity provision in the UK is funded or provided by local authorities and local groups. Sports clubs and national sporting bodies are an important part of this landscape as well.

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## Department of Health – activities

- 18.3 In 2009, the Department of Health's 'Be Active, Be Healthy Strategy' established a new framework for the delivery of physical activity alongside sport for the period leading up to the London 2012 Olympic and Paralympic Games and beyond. The programmes outlined in 'Be Active, Be Healthy' were intended to contribute to the ambition of getting two million more people active by 2012. These programmes are under review as a result of the Spending Review 2010. Nevertheless, the Department of Health has announced funding of up to £20 million from the Spending Review to support Change4Life sports clubs in primary and secondary schools, and deliver inclusive, health enhancing competitive sport in primary schools in the context of the School Games. The Department of Health has withdrawn funding from the regional network of Physical Activity Coordinators to take effect after March 2011. This may mean that there will no longer be Physical Activity Coordinators depending on local priorities.
- 18.4 The Department of Health is committed to working across government and with other sectors to use the 2012 Olympic Games to encourage people to be more active. For example, the NHS Challenge, launched on 13 July 2010, aims to get 300,000 NHS staff involved in physical activity by the 2012 Olympic Games. This equates to around 25 to 30 per cent of the NHS workforce taking steps to become more active. In addition, the Responsibility Deal for Public Health will draw upon the 'festival effect' of the Games to encourage healthy, active lifestyles. The Department of Health is also providing up to £14 million over the next two years to support levels of participation in the School Games by primary schools.
- 18.5 Local authorities are major providers of infrastructure and programmes to support sport and physical activity. 'Be Active, Be Healthy' sets out new ideas for local authorities and PCTs to help determine and respond to the needs of their local populations. The plan recognises that a world class delivery infrastructure for physical activity is needed to achieve the ambitions for a healthier, fitter nation and makes commitments to resource those elements of the network that can contribute to the wider delivery of physical activity, while remaining aligned with the delivery of sport. The plan included, for the first time ever, the NHS costs of physical inactivity, averaging £5 million per PCT in England, every year. The importance of physical activity throughout life, including both school age children and older people, is a key aspect of the Government's Public Health White Paper 'Healthy Lives, Healthy People', published in November 2010.

## Department of Health – findings

- 18.6 The previous government's legacy action plan set an objective to help at least two million more people in England be more active by 2012. The target was split with the Department of Health responsible for one million and Sport England responsible for the other million.
- 18.7 The 152 PCTs in England are expected to be abolished by 2013 with shadow arrangements in place from April 2011. Some of the PCTs work will transfer to local

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authorities and there will be a transition to a new Public Health Service and evidence-based behaviour change programmes. There is a risk for NHS Games-time planning as the existing organisations, which plans are currently based on, will no longer exist.

### **DCMS / Sport England – activities**

- 18.8 In 2010, the Government announced that UK Sport, Sport England and parts of the remit of the Youth Sport Trust would be amalgamated by 2012. Sport England is the government agency responsible for funding and developing community sport – clubs, coaches, facilities, and volunteers. It is funded by the Department for Culture, Media and Sport. YST will not formally be part of the merger, though sport for young people will come under the remit of the new body. Sport England is also a lottery distributor and following the National Lottery Distribution Fund Order 2010 the amount of lottery funding dedicated to sport has increased from 16 per cent to 18 per cent.
- 18.9 UK Sport is the strategic lead body for elite or high performance sport in the UK, investing government and National Lottery funds in Britain’s best Olympic and Paralympic sports and athletes. A third stream of private sector funding - Team 2012 - complements this public investment. Both Sport England and UK Sport face changes to their public funding but this is likely to be offset by National Lottery funding.
- 18.10 The Youth Sport Trust is a charity whose mission is ‘to build a brighter future for young people through PE and sport’. It has supported Sports Colleges and Academies across England, which act as hubs for School Sport Partnerships, partnership development managers and competition managers. Take up of sporting activities in schools has grown in the past decade, largely through the role played by these partnerships. In December 2010, the Department for Education announced ‘time-limited funding’ for the School Sport Partnerships. This means that funding amounting to £47 million is only committed to the partnerships up to the end of the 2010/11 academic year. A further £65 million is to be paid to enable every secondary school to release one PE teacher for one day a week in the school year 2011/12 and in 2012/13. It is not yet clear what impact these changes will have on the PE and sport offered by schools or on participation rates, although it is likely that the partnerships will eventually be disbanded. The Youth Sport Trust is leading the development of the School Games. Working with Sport England, sports and other partners, the Trust will develop a new series of competitions over the next academic year 2011/12. The new competitions will be supported by Lottery funding of up to £10 million per year.
- 18.11 Sport England’s strategy for 2008-2011<sup>27</sup> ‘grow, sustain, excel’ aimed to grow and sustain the number of people taking part in sport and developing talent. It set five targets around these objectives which supported the previous government’s objectives relating to sport and physical activity:
- One million people taking part in more sport;
  - More people satisfied with their sporting experience;

27 [www.sportengland.org/about\\_us/what\\_we\\_do.aspx](http://www.sportengland.org/about_us/what_we_do.aspx)

- More children and young people taking part in five hours of physical exercise and sport a week;
- 25 per cent fewer 16-18 year olds dropping out of at least nine specified sports;
- Improved talent development in 25 sports.

18.12 Progress against the first two targets is measured using the Active People Survey<sup>28</sup>. This has been criticised by some quarters for being a telephone survey that only contacts people by landline, thus not capturing statistics for people who do not regularly use a landline or who are not at home.

18.13 In November 2010, the Government announced the launch of plans for a mass participation legacy for the Games, Places People Play<sup>29</sup>. This sets out a series of new objectives accompanied by £135 million investment from the National Lottery. Details are shown in the table.

	<b>Details</b>	<b>Delivered by</b>
<b>Places – Inspired Facilities</b>	Sport England will invest £50 million of National Lottery funding in up to 1,000 local sports facilities through grants of £25,000 - £150,000 to clubs, community and voluntary sector groups and councils to modernise, extend or modify existing facilities.	Sport England in partnership with the British Olympic Association, the British Paralympic Association, with the backing of LOCOG.
<b>Places – Protecting Playing Fields</b>	Enhance the role played by Sport England in protecting playing fields.  Investment in improving pitches and bringing disused playing fields back into use.	Sport England and by working in partnership with Fields in Trust to support their programme, Queen Elizabeth II Fields Challenge.  £10 million to be invested through series of funding rounds.

28 [www.sportengland.org/research/active\\_people\\_survey.aspx](http://www.sportengland.org/research/active_people_survey.aspx)

29 [www.sportengland.org/about\\_us/our\\_news/places\\_people\\_play.aspx](http://www.sportengland.org/about_us/our_news/places_people_play.aspx)

<p><b>Places – Iconic Facilities</b></p>	<p>Developing beacons for grassroots sports through development of innovative, large-scale, multi-sport facilities' projects that are regionally significant for at least two sports and can demonstrate long-term financial viability. This will enhance the scheme previously known as the Sustainable Facilities Fund. The facilities supported through these programmes will be the only ones to carry the London 2012 Inspire mark as a permanent celebration of their role in the legacy of the Games. This precludes other sports facilities carrying the Inspire mark.</p>	<p>Delivered by Sport England through a competitive investment fund that will invest £30 million through three £10 million funding rounds.</p>
<p><b>People – Sports leaders</b></p>	<p>Aims to recruit, train and deploy 40,000 sports leaders who will embed Olympic and Paralympic values through grassroots. Aim for half of the participants to continue volunteering.</p>	<p>Delivered by Sport England in partnership with the BOA and BPA.</p>
<p><b>Play – Gold Challenge</b></p>	<p>Independent initiative that aims to motivate adults to take up an Olympic and Paralympic sport, raising money for charity in the process. Aim for over 100,000 people to take part.</p>	<p>Gold Challenge* is a self funding organisation. Up to £4 million is available for Sport England to invest in sport delivery should sports be unable to meet the additional demand created by Gold Challenge.</p>
<p><b>Play – Sportivate</b></p>	<p>Aims to combat the post-16 drop off in sport by providing sporting opportunities for teenagers and young adults in a sport of their choice – six weeks of coaching at a local sports venue.</p>	<p>To be launched in April 2011 and run until March 2015. £32 million investment by Sport England.</p>
<p>* <a href="http://www.goldchallenge.org">www.goldchallenge.org</a></p>		

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## DCMS / Sport England – findings

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- 18.14 The Places People Play programme appears to be a comprehensive approach to improve facilities and build new ones, encourage people to volunteer and to take part in sport and physical challenges. Though the aims are ostensibly less ambitious than the previous two million target, its aims are broader than just participation and they are probably more realistic. The Sportivate programme appears to be less ambitious than Sport England's Sport Unlimited programme which aimed to get 900,000 young people taking part in 10 week taster courses, with a third committing to their chosen sport afterwards, though it is understood that target groups differ.
- 18.15 There are several other initiatives putting people in touch with local sports facilities or identifying sports that might suit them. More recent ones are:
- NHS Choices 'What's your sport?'<sup>30</sup> – an Inspire mark project that is an interactive guide that helps to match people to the sport that should suit them best and provide details of where they can try it in their local area; and
  - Sport England's Active Places<sup>31</sup> – a website which aims to be the primary website for information about sport facilities in England.
- 18.16 With regard to the Iconic Facilities programme, sustainability is used within the funding criteria but this appears to only refer to financial viability rather than consideration of environmental or social sustainability. Sport England recommend the use of their Sustainable Community Facilities Toolkit<sup>32</sup>. This guidance states: "the long term financial sustainability of leisure facilities needs to be addressed to allow for new first-class facilities to be developed but also to ensure these are sustainable on a long term basis" (p.10). The guidance is primarily about financing models, design and procurement, and management/ownership options. The Commission views this as a major step backwards in the context of the significant strides forward that have been made by the ODA in building sustainable venues and in sustainable event management through development and adoption of 'BS8901:2009 Specification for a sustainability management system for events'. For several years now, the Commission has been urging that the lessons learned from the London 2012 Programme and the work done by the ODA should be applied to other publicly funded or supported projects.
- 18.17 Therefore, the Commission would like to encourage the adoption of criteria for sustainable sports facilities and venues that reflect the ODA's Inclusive Design Standards, embed the themes and actions set out in Inclusive and Active 2, achieve the BREEAM 'Excellent' rating, and minimise 'whole life carbon' balancing operational and embodied CO<sub>2</sub>. Criteria for funding should encompass environmental factors (such as choice of materials and energy efficiency), consideration of both embodied and operational impacts, and accessibility standards. The Commission regards this as a major opportunity to set a

30 [www.nhs.uk/Tools/Pages/olympics-sport.aspx?WT.mc\\_id=81002](http://www.nhs.uk/Tools/Pages/olympics-sport.aspx?WT.mc_id=81002)

31 [www.activeplaces.com/](http://www.activeplaces.com/)

32 [www.sportengland.org/funding/sustainable\\_facilities.aspx](http://www.sportengland.org/funding/sustainable_facilities.aspx)

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benchmark for sustainable venues and facilities that should be viewed as a legacy of the London 2012 Programme and the work of the ODA in particular.

### **Recommendation 10**

That GOE influences DCMS to ensure that the criteria attached to public funding for iconic sports facilities and similar facilities and venues reflect the ODA's Inclusive Design Standards, embed the themes and actions set out in Inclusive and Active 2, achieve a BREEAM 'excellent' rating, minimise 'whole life carbon' balancing operational and embodied CO<sub>2</sub>, and adopt exemplary targets for equality, inclusion, employment and skills.

### **Greater London Authority – activities**

- 18.18 One of the Mayor of London's key election commitments was to ensure that the 2012 Olympic and Paralympic Games delivered a genuine grassroots sporting legacy of increased participation in sport and physical activity amongst Londoners. The Mayor's Sports Strategy 'A Sporting Future for London'<sup>33</sup>, published in 2009, aims to get more people active, to transform the sporting infrastructure, to build capacity and skills, and to maximise the benefits of sport to society. This will be achieved by:
- Securing a sustained increase in participation in sport and physical activity amongst Londoners; and
  - Using sport to assist in tackling social problems including ill health, crime, academic underachievement and lack of community cohesion.
- 18.19 The strategy is coordinated by a small team within the GLA headed by a secondee from DCMS. It is backed by a £15.5 million fund for Greater London to be match funded by applicants for the following schemes under the PlaySport London banner:
- Facility Investment Programme, 'PlaySport London: Facility Fund' to support investment in small community or estate-based facilities, which is administered by the Football Foundation;
  - Participation Programme to support innovative sport participation programmes that encourage social development in Greater London; and
  - Investment in Training and Skills within the sport and leisure sector, which is administered by the National Skills Academy.
- 18.20 Prior to 2010, the LDA funded a range of sport projects. Of these, two have continued in 2010 – free sport taster sessions (Summer / Winter of Sport) and an Inclusive Fitness Initiative to train staff in skills to cater for the needs of disabled people.
- 18.21 The Inclusive Fitness Initiative (IFI) is part of a wider national scheme<sup>34</sup> managed by the

<sup>33</sup> [www.london.gov.uk/who-runs-london/mayor/publications/olympics-and-sport/sporting-future-london](http://www.london.gov.uk/who-runs-london/mayor/publications/olympics-and-sport/sporting-future-london)

<sup>34</sup> [www.inclusivefitness.org](http://www.inclusivefitness.org)

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English Federation of Disability Sport. This funds training and assessments for publicly run sport facilities. IFI London is working towards identifying fitness facilities, which are keen to work towards IFI accreditation, making them fully inclusive and accessible for disabled people. This is not just around training, but equipment, accessibility and correct signage.

18.22 The Facilities Fund<sup>35</sup>, administered by the Football Foundation, has a range of objectives, which address inclusion as well as health and fitness:

- To provide investment to support the development of new sports facilities or the refurbishment of existing facilities with a particular focus on small, community, park or estate-based projects;
- To increase the number and breadth of target groups engaged in sport;
- To prioritise projects for funding that are clearly addressing shortfalls in provision;
- To support the development of multi-sport facilities that are a clear priority for the relevant sports;
- To support projects that are able to demonstrate their sustainability, long term viability and offer good value for money;
- To support projects that, in addition to increasing participation rates, seek to address specific retention issues that are affecting their club/organisation or that try to retain participants amongst certain target groups (e.g. women);
- To advocate and promote the protection of London's playing fields and other existing sports facilities against unnecessary loss;
- To explore ways to increase the use of existing sports facilities, with a particular focus on community usage of school and FE/HE sports provision; and
- To encourage the use of London's parks as places in which to participate in sport.

18.23 The PlaySport London Sport Participation Fund<sup>36</sup>, which is administered by the GLA. This seeks to fund projects that fit one of three themes, again meeting inclusion objectives. The themes are increasing participation in sport, community development and 'at risk' young adults.

18.24 Inclusive and Active 2 is the five year London wide strategy created in partnership between the Greater London Authority, NHS London and Interactive and has a vision of active disabled Londoners. Sport England's third Active People survey found that at a national level, participation in sport among adults with a limiting disability or illness decreased to 6.1 per cent from 6.7 per cent during the previous survey. Inclusive and Active 2 is divided into five key overarching themes, as shown in the table.

35 [www.footballfoundation.org.uk/apply/pslfacilityfund/](http://www.footballfoundation.org.uk/apply/pslfacilityfund/)  
36 [www.footballfoundation.org.uk/af3/an/default.aspx/RenderForm/?F.Name=d8S3rTBvjJ](http://www.footballfoundation.org.uk/af3/an/default.aspx/RenderForm/?F.Name=d8S3rTBvjJ)

Theme	Priority aims	Key actions
<b>Changing the culture</b>	<p>To change attitudes so that disabled people are viewed as significant and valued customers / participants and their inclusion is seen as everyone's responsibility.</p> <p>To raise awareness that being active is a viable lifestyle choice for disabled people.</p> <p>To raise the profile of sport and physical activity for disabled people.</p> <p>To ensure that sport and physical activity for disabled people is in all plans and policies that affect disabled people.</p>	<p>Grow the 'Inclusive and Active 2' debate.</p> <p>Embed the 'Inclusive and Active 2' ideals.</p> <p>Incorporate the principles of 'Inclusive and Active 2' into key strategic national, regional and borough plans.</p> <p>Increase the profile of 'Inclusive and Active 2' ideals.</p> <p>Promote and disseminate models of good practice and expertise.</p>
<b>Inclusive activity</b>	<p>That providers of sport and physical activity opportunities in London understand, accept and act upon their responsibility to provide adequate and equal opportunities to disabled people.</p> <p>That there are sufficient opportunities for disabled people to be active, both integrated and disability specific.</p> <p>That pathways allow disabled people to access the same level of opportunities open to non-disabled people and to, where appropriate, progress to an elite level are developed.</p>	<p>Inclusive sport and physical activity opportunities are adequately mapped.</p> <p>Sport and leisure facilities are inclusive of disabled people.</p> <p>Diverse and appropriate opportunities available for disabled people to be active.</p> <p>Disabled people have the same opportunities to journey through all levels of sport and physical activity.</p>
<b>More people, more active</b>	<p>That disabled people view being active as a viable lifestyle choice.</p> <p>That the disability sector (including disability charities and disabled people's organisations) engages with and advocates sport and physical activity as a viable lifestyle choice.</p>	<p>Initiatives aimed at increasing activity include disabled people as a core market.</p> <p>National and regional disability charities and disabled people's organisations advocate being active as a viable lifestyle.</p>

<p><b>Diversifying the sector</b></p>	<p>That disabled people operate within the sport and physical activity sectors as leaders, coaches, officials and other key positions.</p> <p>That sporting and physical activity qualifications are available and accessible to disabled people.</p> <p>That there is a stronger voice for disabled people within organisations, through an increased number of disabled people in decision-making positions.</p>	<p>Disabled people actively employed within the sport and physical activity sector.</p> <p>All levels of voluntary opportunities within the sport and physical sector are available and accessible to disabled people.</p> <p>All training and qualifications are inclusive and accessible.</p>
<p><b>Skilling the sector</b></p>	<p>That ‘Disability Equality Training’ becomes a mandatory qualification.</p> <p>That skills and expertise exist across the sport and physical activity sector regarding working with disabled people.</p> <p>That those working with and for disabled people understand how disabled people can be supported to be active.</p> <p>That the inclusion of disabled people is an integral part of all coaching and leadership courses.</p>	<p>Those working within the sport and physical activity sector have undertaken Disability Equality Training.</p> <p>Those who provide sport and physical activity (coaches, leaders and instructors) know how to include disabled people.</p> <p>Those working with or providing services to disabled people have skills and knowledge regarding sport and physical activity.</p>

## Greater London Authority – findings

- 18.25 Over half the population of London is ‘inactive’, that is half the population have done less than a thirty minute session of moderate intensity exercise in the past four weeks. The funding criteria require that organisations must provide evidence that at least 10 per cent of the beneficiaries of their project are people previously classified as inactive and applicants must embody the principles behind Inclusive and Active 2.<sup>37</sup> The Commission would like to see all funding for sports participation include criteria around encouraging previously inactive people to participate, as this will achieve the greatest health benefits.
- 18.26 While the Commission believes that it will be challenging for the projects to achieve this, sharing the lessons learned from the various projects as to what works and what does not will be valuable for designing future programmes to encourage inactive people to

37 [www.interactive.uk.net/page.asp?section=000100010005%A7ionTitle='Inclusive+and+Active+2'](http://www.interactive.uk.net/page.asp?section=000100010005%A7ionTitle='Inclusive+and+Active+2')

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participate in sport and physical activity. The Commission welcomes the integration of inclusion and accessibility into the different strands of the Mayor's sports strategy and funds.

18.27 Inclusive and Active 2 is an excellent strategy with a comprehensive set of principles and sets out clearly who should be responsible or accountable for each action. This includes the GLA, NHS London, local authorities, PRO-ACTIVE London Partnerships, among others. There is uncertainty about how much of it will be delivered over the coming years due to organisational and funding changes. That said, most of the actions set out in the strategy can and should be incorporated into any new plans announced by the Government.

### **NHS London – activities**

18.28 In July 2009, NHS London launched 'Go London'<sup>38</sup>, its strategy to improve Londoners' health with an active and healthy London for 2012 and beyond. It sets out how NHS London, in partnership with other organisations, will lead a significant shift in the physical activity<sup>39</sup> of Londoners. It identifies three strategic objectives:

- Use the once in a lifetime opportunity for hosting the Games as a catalyst to generate a measurable and sustainable increase in physical activity participation among Londoners up to and beyond 2012;
- Ensure that the increase in participation in physical activity will contribute to narrowing the gap in health inequalities by ensuring that the entire system promotes physical activity;
- Ensure that the increase in physical activity is as common in the least active half of the population as in the highest.

18.29 This includes specific sub objectives (with progress measured by the Active People's Survey) to:

- Lift 150,000 people out of inactivity by 2012;
- Have 300,000 people more active by 2012; and
- Ensure 30,000 more people achieve 30 minutes of physical activity at least 5 days a week by 2012.

18.30 Go London is still in place and has a range of products under it, including for example, the Commissioning Guide for PCTs – to help with the commissioning of physical activity and a social marketing tool. There have been road shows at community festivals targeting children and families and at shopping centres in every London Borough to target inactive older people. This is a partnership between NHS London and the PCTs.

38 NHS London (2009) Go London! An Active & Healthy London for 2012 and Beyond

39 NHS London's definition of 'physically active' is 30 minutes of physical activity at least 5 days a week, the level recommended by the Chief Medical Officer (CMO)

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## **NHS London – findings**

- 18.31 The Commission welcomes the focus on lifting people out of inactivity as well encouraging people to become more active.
- 18.32 There are many organisations with facilities, networks and initiatives, in London and beyond, to help people become more active and, while it is possible to use the Games as a catalyst for initiatives, it will be difficult to attribute any increase in physical activity directly to the Games.
- 18.33 The Government has announced through the publication of the Health and Social Care Bill the reorganisation of the NHS and health service delivery in England and Wales. NHS London and the eight other Strategic Health Authorities are due to be abolished in March 2012 with PCTs following by 2013. In light of the Public Health White Paper and NHS changes, NHS London is currently reviewing its health legacy programme and it is not clear the extent to which the Go London strategy will be delivered beyond March 2011. NHS London will continue to resource a health legacy post but legacy work is potentially at risk with the reorganisation of the NHS. NHS London continues to focus effort on ‘energising the system’ for physical activity and healthy living and is currently planning a programme of work encouraging the NHS workforce to become more active and working with an Olympic sponsor on a project to promote activity for people with long-term conditions. The Active Celebration toolkit, which can be used to design physical activity programmes targeted at different groups, continues to be promoted by NHS London alongside the Inspire Programme.

## **OPLC and the Host Boroughs – activities**

- 18.34 The Legacy Company will inherit a suite of world class facilities and a new park with high quality green space. The Legacy Company will develop a full Sport and Healthy Living Strategy alongside its Corporate Plan for publication by March 2011. This strategy will be based on the following strategic objectives:
- A great place for events,
  - A centre for high performance sport,
  - A resource for community sport,
  - A focus for active recreation,
  - A showcase for healthy living,
  - A place for play,
  - A magnet for sports tourism,
  - A centre to develop skills, education and training.
- 18.35 The Commission welcomes this direction of travel and looks forward to reviewing the plans.

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18.36 Working with the governing bodies of seven Olympic sports, the Host Boroughs have developed a Seven Sports Plan. The sports plans will be linked to the London 2012 venues and will cater for elite athletes as well as encouraging sports participation by all residents with a particular focus on swimming, walking/running and cycling. At present the Host Boroughs have some of the lowest participation rates in London.

### **LOCOG – activities relating to training camps and sports equipment**

18.37 While National Olympic and Paralympic Committees make their own arrangements for training camps ahead of the Games, LOCOG is responsible for providing sport-specific Games-time training venues during the Games. In some of these, where necessary, the ODA will upgrade the facilities, for example, installing new flooring for basketball courts or new running tracks. This will be of legacy benefit. Furthermore, some National Organising Committees have a policy of leaving sporting equipment at their training camps as a legacy benefit to the community.

18.38 Around a million pieces of sporting equipment will be leased or bought for the Games, meeting the requirements of LOCOG's Sustainable Sourcing Code, as well as the specifications of the relevant sporting federation. Where it is cheaper to lease equipment than to buy and dispose of or donate it, LOCOG is doing so, unless a legacy recipient can be found and agreement reached regarding funding the difference in cost. There are examples where agreements have been reached; for example, LOCOG and the RYA have reached agreement for support boats that will be used during the sailing events.

18.39 LOCOG is keen to ensure that there is an equipment legacy for the sports post 2012 and is working with the National Governing Bodies in order to maximise the opportunities, although National Governing Body funding and procurement timescales may limit realisation of these. If the funding gap between lease or buy decisions could be plugged, there could be a greater legacy with equipment going to sporting bodies post-2012.

### **Regions – activities**

18.40 A number of regions have developed legacy plans, which cover sport and physical activity. There are Inspire projects in all regions. The Commission has not looked closely at these plans. Neither has the Commission looked at sport National Governing Bodies activities to boost sport participation.

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## 19. Walking and cycling

19.1 London 2012 originally planned an 'Active Spectators Programme'. This has been extended to include workforce and volunteers to become an 'Active Travel Programme'.

### ODA – activities

19.2 The ODA has provided extensive cycle parking at the entrances to the Olympic Park and some of the workforce cycle to work. All are encouraged to walk, cycle or use public transport as there is no private parking at the site.

19.3 The ODA led development of the Active Travel Programme as part of the Transport Strategy and initiated an Active Travel Advisory Group. The ODA continues to lead on delivering infrastructure improvements to support walking and cycling. This includes 80km of walking and cycling improvements in London and 20km outside of London.

19.4 The ODA set out London 2012's progress in delivering its sustainable transport objectives in June 2010's 'Pace – Issue 7: Sustainable Transport'<sup>40</sup>.

### LOCOG – activities

19.5 Since the beginning of 2010, responsibility for the Active Travel Programme has been with LOCOG who leads on behaviour change, resourced by a secondee from Transport for London. The link to Transport for London makes sense as they will be able to take forward lessons learned and apply them to boost walking and cycling in London after the Games.

19.6 Consideration will need to be given to how to extend these lessons to the rest of the country. An Active Travel Strategy is due to be published. At Games-time, 5 per cent of spectators are expected to walk or cycle to the competition events at the Olympic Park, and 10 per cent of the workforce to walk or cycle to work at the Olympic Park. At Games-time, there will be at least 6,000 temporary cycle parking spaces at the Olympic Park.

### GLA – activities

19.7 Walking and cycling are the key elements of London 2012's Active Travel Programme. In London, 2010 has been the Mayor's 'year of the bike' with the introduction of his Cycle Hire Scheme and other initiatives to get people cycling. The Cycle Hire Scheme is to be extended out towards the Olympic Park, which will help LOCOG to deliver their Games-time Active Travel objectives.

19.8 2011 has been designated as the Mayor's Year of Walking. Encouraging people to incorporate walking and cycling into daily life will help to improve their health. This is covered in more detail in the section on physical activity.

40 [www.london2012.com/publications/pace-issue-7-sustainable-transport.php](http://www.london2012.com/publications/pace-issue-7-sustainable-transport.php)

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## **OPLC – activities**

- 19.9 OPLC has developed partnerships with education providers and other third sector organisations to promote active use of the Park. The company is developing its approach to walking and cycling as part of its overall Sports and Sustainability Policies. The Commission has not yet seen detailed plans of what the Legacy Company will do to encourage people to walk and cycle more though it is obvious that it will benefit from upgraded cycling infrastructure and a new park.
- 19.10 It is the Commission's view that the Legacy Company should consider adopting active design guidelines similar to those introduced in New York<sup>41</sup> and should require developers to comply with them for their developments. This would play a part in addressing obesity and its related diseases and would contribute towards wider sustainability goals by avoiding carbon emissions.

## **NHS / Natural England – activities**

- 19.11 Walking for Health<sup>42</sup> is an entry-level local walking programme with accredited volunteer walk leaders. NHS London has provided funding to promote the schemes locally as part of Go London. The programme is presently funded until March 2011. Presently hosted by Natural England, discussions are underway about the future delivery of the programme through a social enterprise or established third sector organisation. The aim would be to hold the present gains and continue to expand levels of participation. Natural England will continue to be responsible for reporting against the target of expanding the scheme by 400 per cent by 2012.
- 19.12 Natural England hopes that expansion of the scheme around London 2012 venues will continue. The expansion of the scheme will help London 2012 deliver its Active Travel Plans at Games-time and accredited walk leaders could be available to lead spectators. Natural England is one of the government bodies that is under review and likely to be restructured with implications for programmes such as this.

## **20. Access to green space**

### **OPLC – activities**

- 20.1 There is strong evidence that access to green space, particularly high quality green space, has proven benefits in terms of physical and mental health. The aim of Olympic Park is to create a green network connecting Victoria Park in the west, the Hackney Marshes and the Lea Valley in the northwest. This will create an extensive area of connected green space. This ambition is not all the responsibility of the Legacy Company and is highly dependent on delivery by other organisations.

41 [www.nyc.gov/html/ddc/html/design/active\\_design.shtml](http://www.nyc.gov/html/ddc/html/design/active_design.shtml)

42 [www.wfh.naturalengland.org.uk/](http://www.wfh.naturalengland.org.uk/)

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- 20.2 Research by the Commission for Architecture and the Built Environment<sup>43</sup> found that inequality in provision of green space is even worse than inequality in schooling, housing, jobs. The quality of the urban environment and green spaces in East London is currently a barrier to improving activity levels. Transport and environmental improvements will help alleviate this, as will work that needs to be done by the Legacy Company to integrate the Olympic Park into the surrounding area. During the course of this review, the Commission was informed that Newham will not gain in net green space per capita as a result of the Olympic Park due to the increase in population from development in the Olympic Park, but has not been able to evidence this.
- 20.3 Natural England sees a significant opportunity with the Games to use the environment rich venues in south east and eastern England to improve people's health via improved access to them. The Commission covered this in its review of biodiversity<sup>44</sup>, published in 2010.

## **21. Air quality**

### **ODA and LOCOG – activities**

- 21.1 The air quality of Host Cities is of major importance to the IOC. It is one of the environmental matters that has to be reported on in the Candidature File when cities are bidding for the Games. The issue of air quality was reported in the Annual Review 2009. The analysis and findings of the Commission have not altered.
- 21.2 Air quality is a sensitive issue that is gaining an increasingly high profile. Responsibility and accountability for London and the UK's air quality is joint and several. Defra is the responsible agency for the achievement of the EU limit values. The UK Government has applied to the European Commission for more time to meet EU limit values for particulate matter or PM<sub>10</sub> (until June 2011) and is expected to apply for an extension of the EU limit value deadline for nitrogen dioxide (NO<sub>2</sub>) to 2015.
- 21.3 Air quality is a significant issue for London, which is currently exceeding the EU limit values for particulate matter (PM<sub>10</sub>) and nitrogen dioxide (NO<sub>2</sub>). Even with a time extension the annual mean NO<sub>2</sub> limit value will not be achieved. The London 2012 programme is unlikely to make a significant difference to this situation but there is an expectation that the programme should set an example. The ODA has a number of initiatives to improve air quality, from the objective to transport 50 per cent of materials by rail/water, use of ultra low sulphur diesel, compliance with Low Emissions Zone requirements and various construction measures to reduce dust and nuisance.
- 21.4 The undertaking by the ODA to comply with GLA Best Practice Guidance on the control of dust and emissions from construction and demolition, which includes the use of diesel particle filters on site equipment, has been an issue of concern. A new EU directive requires particulate filters to be fitted to new construction equipment from 2011 but the

43 [www.cabe.org.uk/news/community-green](http://www.cabe.org.uk/news/community-green)

44 [www.cslondon.org/publications//?category=1&did=67](http://www.cslondon.org/publications//?category=1&did=67)

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GLA guidance requires early adoption of this solution. The ODA published a study setting out the impact of not retrofitting particulate filters to non-road mobile machinery on the Olympic Park, which showed that it was not cost effective.<sup>45</sup>

- 21.5 LOCOG has made a number of commitments for during the Games. These include compliance with the GLA Best Practice Guidance and use of Euro V standards for passenger vehicles and Euro IV standards for commercial vehicles. The Games automotive sponsor, BMW, has offered Euro VI vehicle engines for the Olympic fleet, two years ahead of legislation requiring this standard for new vehicles along with fleet average CO2 emissions of less than 120g/km.
- 21.6 The arrival of all spectators and workforce to the Games by public transport, walking or cycling, clearly provides significant benefits to air quality, with the exception of disabled spectators requiring transport.
- 21.7 LOCOG is currently developing a sustainable logistics plan, which should include the impact of logistics on air quality. London 2012 has committed to transport 50 per cent of construction materials to the Olympic Park by rail or water; this will include materials for LOCOG construction.
- 21.8 LOCOG is also developing plans for Low Emission Venues and hopes to reduce the particulate emissions associated with temporary electricity generation. LOCOG has set an internal target, which aims at substantial reductions in NO2 and PM10.

### **ODA and LOCOG – findings**

- 21.9 The Commission expressed its concern in the Annual Review 2009 that there is currently no target for non-construction materials or for materials being supplied to other venues.
- 21.10 Concerns have been expressed about the use of the Olympic Route Network to transport athletes and officials by road, its consequential impact on congestion in other areas and a negative impact on air quality in other parts of London.
- 21.11 Overall, the Commission has commented on the need for an exemplary approach to managing emissions relating to London 2012 activities and has seen evidence of this by the ODA and LOCOG in their procurement of buses and the requirements that LOCOG are placing on logistics activities and in their procurement of temporary generators.

<sup>45</sup> [www.london2012.com/documents/oda-planning/reducing-particulate-emissions-from-non-road-mobile-machinery-on-the-olympic.pdf](http://www.london2012.com/documents/oda-planning/reducing-particulate-emissions-from-non-road-mobile-machinery-on-the-olympic.pdf)

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## 22. Education and outreach

### ODA – activities

22.1 The ODA set out ten new Community Commitments<sup>46</sup> in 2008:

- To encourage the workforce to use alternative transport modes to travel to the Olympic Park to reduce private car use.
- To operate a free construction hotline 24 hours a day, providing a direct line to our community relations team.
- To manage deliveries to site, by providing dedicated times and routes to the Olympic Park.
- To continue to communicate to local residents about progress on the Olympic Park and the community engagement programme.
- To be a responsible neighbour, encouraging staff to be respectful and accountable for their actions at all times.
- To actively manage and minimise the impacts of the construction project by implementing an environmental management programme.
- To promote local employment and training opportunities on the Olympic Park.
- To provide and promote mechanisms to communicate opportunities for local businesses.
- To recycle, reduce and reuse materials on the site to minimise waste.
- To provide a safe and secure environment across the Olympic Park.

22.2 The ODA provides information and holds meetings for residents and businesses closest to the Olympic Park site. Information is provided on the London 2012 website<sup>47</sup> as well as via a publication for those closest to the site which also notifies them of upcoming works. The ODA held public consultations as part of the planning process for its projects. It also runs a ‘construction crew’<sup>48</sup> of around 100 primary and secondary school students who visit the Park regularly and report back to their schools and local community. The ViewTube café and activity centre on the Greenway has provided a popular spot for people to see and find out more about the London 2012 Programme.

### ODA – findings

22.3 While there have been criticisms from some quarters about the ODA’s community engagement, it is difficult to see what more they could or should have done. As outlined previously, the ODA have developed a comprehensive Learning Legacy workstream to capture and disseminate best practice and learning from their projects.

46 [www.london2012.com/documents/oda-publications/community-commitments.pdf](http://www.london2012.com/documents/oda-publications/community-commitments.pdf)  
47 [www.london2012.com/making-it-happen/living-near-the-olympic-park/index.php](http://www.london2012.com/making-it-happen/living-near-the-olympic-park/index.php)  
48 [www.london2012.com/making-it-happen/living-near-the-olympic-park/construction-crew.php](http://www.london2012.com/making-it-happen/living-near-the-olympic-park/construction-crew.php)

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## LOCOG – activities

- 22.4 LOCOG's Community Engagement works with a range of groups throughout London to share LOCOG's plans. They attend events such as the Mayor of London's Liberty Festival. They also provide a crucial link to local people and hard to reach groups.
- 22.5 Sponsor Activation: As can be seen throughout this report, sponsors are choosing inclusion and healthy living as topics on which to base their activation programmes, in particular, BT, GE and Adidas. For the first time, the Paralympic Games will have a dedicated broadcaster, Channel Four, who are raising the profile of Paralympic sports and athletes in the years running up to the Games. Sainsbury's is a Paralympic Sponsor and Coca Cola have extended their sponsorship to the Paralympic Games.
- 22.6 Inspire mark: For first time for an Olympic Games, a brand has been developed that gives recognition to projects or events delivered by non-commercial organisations or by London 2012 partners that are inspired by the London 2012 Olympic and Paralympic Games. These projects must be funded from non-commercial sources with no commercial association (other than existing London 2012 commercial partners). They must also deliver key outcomes, such as increased participation in grass roots sports, inspiring young people to be more healthy and active. The list of projects that have been awarded the Inspire mark<sup>49</sup> is ever expanding with several hundred linked to inclusion and healthy living.
- 22.7 Get Set: This is the official London 2012 education programme owned and funded by LOCOG. It provides free resources for schools and educational establishments to use, covering ages 3 to 19 years. Get Set is based on the Olympic Values of respect, excellence and friendship and the Paralympic Values of courage, determination, inspiration and equality.
- 22.8 Get Set reaches around 2 million children with around 15,000 schools registered on the website. Every local authority in the UK has one or more schools registered. Schools and colleges can apply to be part of the Get Set Network. This is a special community of schools and colleges that are demonstrating commitment to the Olympic Values and are using the Games to inspire learners to get involved in Values-based projects and activities. These schools receive rewards and recognition through use of a special London 2012 Get Set network logo and a range of rewards and opportunities. In autumn 2010, around 850 schools and colleges were part of the network.
- 22.9 Nielsen conducted an evaluation of Get Set and the network during 2010. The participating schools and colleges were overwhelmingly positive about the impact of the programme. One issue that has emerged was that schools and colleges do not always understand the distinction between registering on the website and being part of the network so efforts are being focussed on getting schools to join the network.

49 [www.mylondon2012.com/inspireprogramme](http://www.mylondon2012.com/inspireprogramme)

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22.10 Get Set +: This is a suite of partner-funded programmes that complement Get Set. These are grouped under eight themes. The Healthy and Active Lifestyles theme includes the following programmes:

- Small Steps for Life<sup>50</sup> – initially funded by the Food Standards Agency and supported by a range of partners, this aims to help young people to set challenges around eating well, getting active and feeling good. The programme has now moved to the Department for Health and is part of the Change for Life programme.
- Design My Break<sup>51</sup> – funded by GE, a London 2012 commercial partner, this is a competition for schools around designing the perfect midday break, based around Eat Well, Get Active, Feel Good, with prizes including tickets to the Olympic Games.

20.11 The PE and Sport theme includes the following programmes:

- Young Ambassadors<sup>52</sup> – a Youth Sport Trust programme delivered in partnership with LOCOG and presented by Adidas. Young Ambassadors are selected as role models by their schools and School Sport Partnerships and encourage other young people to take up sport and physical activity, to promote the Olympic and Paralympic Values and to promote the London 2021 Olympic and Paralympic Games. Around 1000 young people per year are selected as Young Ambassadors.
- Lloyds TSB National Sport Week<sup>53</sup> - delivered in partnership with the Youth Sport Trust, this is a weeklong celebration of sport by primary and secondary schools across the country. The 2010 Sport Week saw almost 14,000 schools (8,000 overlap with schools registered with Get Set) and around 5 million children taking part. It helps to raise the profile of sport, helps schools to reach and maintain healthy schools status and offers young people the opportunity to try new sports and feel part of London 2012. The Sports Minister has announced plans for an Olympic-styled School Games culminating with finals in the Olympic Park in May 2012.

20.12 Other initiatives include:

- Let's get cooking around the world<sup>54</sup> – an Inspire project by the School Food Trust and Department for Education that has recipes from past and future host cities in different parts of the world in English and translated into the host city's language.
- Adistars<sup>55</sup> – an Inspire project by Adidas to get young people to stretch themselves through physical challenges with the potential to win prizes.

22.13 Get Set Goes Global: This includes International Inspiration, a project which uses the power of sport to enrich the lives of millions of children and young people of all abilities, in

50 <http://smallsteps4life.direct.gov.uk/>

51 [www.designmybreak.co.uk/](http://www.designmybreak.co.uk/)

52 <http://2012.youthsporttrust.org/young-ambassadors/index.html>

53 [www.schoolsportweek.org/About\\_NSSW.aspx](http://www.schoolsportweek.org/About_NSSW.aspx)

54 [www.letsgetcooking.org.uk/CookingAroundtheWorld](http://www.letsgetcooking.org.uk/CookingAroundtheWorld)

55 [www.adistars.com/](http://www.adistars.com/)

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schools and communities across the world, particularly in developing countries, through the power of high quality and inclusive physical education, sport and play. It is governed by an independent charitable foundation and is delivered by the British Council, UK Sport and UNICEF. The aim is for 300 schools in the UK to link with 300 schools across the 20 countries by 2012.

- 22.14 London 2012 Changing Places: This programme is aimed at using the power of the Games to create cleaner, greener and healthier neighbourhoods. Currently, it is focussed on communities living in the East London Host Boroughs. The programme is working with a number of partners including central Government, regional bodies, the London 2012 Commercial Partners, charitable organisations and non-governmental bodies. People can get involved as volunteers in existing Changing Places project or events. Also, individuals or groups can organise their own projects and seek the support of Changing Places to promote them. The programme aims to inspire communities to improve public spaces – for example parks, open spaces and watersides – and to improve the quality of the local environment around Games-time venues and beyond, to create long-lasting change. As well, Changing Places aims to enable people to learn new interests and skills.
- 22.15 Cultural Olympiad: The Cultural Olympiad<sup>56</sup> started at the end of the Beijing Paralympic Games in September 2008 and will run until the London Games. It is designed to give everyone a chance to be part of London 2012. Through the Inspire programme<sup>57</sup> and Open Weekend<sup>58</sup>, millions of people around the UK have already taken part in the Cultural Olympiad. It includes a programme of major projects including Unlimited, which celebrates disability art and culture. The Cultural Olympiad will culminate with a UK-wide festival in 2012.

### **LOCOG – findings**

- 22.16 The Get Set programme has clear legacy benefits in promoting values-based education. The future hosting and development of the programme will be explored with the British Olympic Association and British Paralympic Association. Consideration should be given to whether this is the best long term home for it and how it can be developed further in legacy. The Get Set + projects will have a life as long as the organisations responsible for them continue to host them.

#### **Recommendation 11**

That LOCOG, the British Olympic Association and the British Paralympic Association maximise the legacy of the Get Set programme and find partners to achieve this.

56 [www.london2012.com/get-involved/cultural-olympiad/index.php](http://www.london2012.com/get-involved/cultural-olympiad/index.php)  
57 [www.london2012.com/about-us/our-brand/inspire-programme.php](http://www.london2012.com/about-us/our-brand/inspire-programme.php)  
58 [www.london2012.com/get-involved/open-weekend/index.php](http://www.london2012.com/get-involved/open-weekend/index.php)

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## GLA and Other – activities

- 22.17 The GLA puts on a range of events in London, from the Liberty festival in Trafalgar Square which celebrates the contribution of deaf and disabled people to London's culture, to Big Dance<sup>59</sup> a biennial festival which started in 2006 as a Legacy Trust UK programme. Millions of people took part in Big Dance 2010; the next Big Dance in London takes place in July 2012.
- 22.18 Legacy Trust UK<sup>60</sup> is an independent charity that aims to leave a lasting legacy from London 2012 in communities across the UK. It is funded by the Big Lottery Fund, DCMS and Arts Council England and has allocated £40 million funding through twelve regional and four national programmes. This includes £6 million from DCMS for the UK School Games. The Trust's projects have three main aims:
- To unite culture, sport and education, in line with the values and vision of the Olympics,
  - To make a lasting difference to all those involved,
  - To be grassroots projects, often small in scale, and unite communities of interest at local and regional level.

## OPLC – activities

- 22.19 The Legacy Company is undertaking an ongoing programme of outreach, in addition to that required by the planning process. This seeks to communicate as extensively as possible with the communities of East London. The programme has not only enabled a diverse range of community groups to obtain information about the legacy project, but has also aided the Legacy Company in developing strong relationships with grass roots organisations and influential members of the community. Many in the community now feel confident and supportive about the legacy plans being developed as a result.
- 22.20 In addition to the engagement programme there are several specific projects through which outreach work is delivered:
- A joint schools programme being run in conjunction with Westfield Stratford City;
  - A lecture series hosted by universities across London in which students and stakeholders are given the opportunity to debate significant and relevant themes of work;
  - The Host Borough Legacy Ambassadors programme, consisting of 150 students from the colleges interested in shaping the Legacy plans;
  - The Legacy Youth Panel made up of fifty young people from the Host Boroughs aged 14-19. The Panel have developed a manifesto<sup>61</sup> outlining their aspirations for Olympic Park.

59 [www.bigdance2010.com/](http://www.bigdance2010.com/)

60 [www.legacytrustuk.org](http://www.legacytrustuk.org)

61 [www.fundamental.uk.net/lnyp/manifesto.pdf](http://www.fundamental.uk.net/lnyp/manifesto.pdf)

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# PREPARATION

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## 23. Health and safety and workforce wellbeing

### ODA – activities

- 23.1 The ODA set out its commitment to the health and safety of everyone involved in working on the London 2012 construction programme in its Health and Safety Policy Statement in 2006. The latest version of the ODA's Health, Safety and Environmental Standard was published in March 2010.
- 23.2 The ODA, with its Delivery Partner has established a Leadership Programme, steered by a Leadership Board, chaired by the ODA's Chief Executive and attended by several ODA executive directors, the ODA Chairman, the Chairman of the ODA's Safety, Health and Environment Committee and members of the Delivery Partner's Executive Team. The Safety, Health and Environment Committee is a subcommittee of the main ODA board. This meets four times a year.
- 23.3 The Leadership Board has endorsed the setting up of a Safety, Health and Environment Leadership Team, meeting monthly and attended by the most senior representative of every Tier 1 contractor for every project. The ODA's Head of Health and Safety is supported by a Health and Safety adviser. The Safety, Health and Environment Leadership team has adopted its vision as 'the team that leads to create the safest, healthiest and greenest Olympic Games'. The ODA states that it is trying to achieve the safest and healthiest major construction programme. Its supply chain companies, through participation in the Safety Health and Environment Leadership team and their activities make it clear that they have the same aim.
- 23.4 Delivered through Park Health and Village Health, the ODA's occupational health provision focuses on:
- Pre-employment health checks for all staff and full medicals for safety critical workers;
  - Prevention and / or minimisation of exposure to health risks at work;
  - Provision of professional treatment of health conditions with a drop-in medical centre on-site;
  - Information and services to support better health and wellbeing.
- 23.5 In addition to this, the ODA uses a Food Safety and Sustainability Scorecard to assess the performance of each Tier 1 contractor caterer, which encourages the caterers to improve their performance. Points are awarded for the use of fresh fruit and vegetables and for offering healthy alternatives. In 2010, they introduced a Food Benchmark Award Scheme which recognised most improved performance by caterers. In response to an earlier recommendation by the Commission, as part of its learning legacy workstream, the ODA is undertaking an assessment of the approach taken for food and catering to establish how it could be replicated and will make this publicly available.

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23.6 During 2010, the Institute for Employment Services undertook the second phase of an evaluation of the Occupational Health Performance on the Olympic Park and Athlete's Village for the Health and Safety Executive (HSE) and the ODA against a range of objectives, measuring the extent to which:

- The ODA aim is being met for its occupational health intervention model and practice on site to represent best practice;
- The model is consistent with cost benefit evidence from similar interventions elsewhere;
- The interventions that are made through the occupational health programme impact on the attitudes, behaviours and exposures to health risks of people on site;
- The interventions impact on motivation, performance, expectations and making 'employment / industry of choice' a reality in a tightening skills market;
- The interventions impact on future behaviours of key stakeholders (at future non-ODA sites) who are present on ODA sites.

23.7 In late 2010, the ODA has been working to develop and apply a Maturity Matrix across the Olympic Park and Athletes' Village. This tool determines the maturity in the programmes, processes and policies that contractors have to manage occupational health within their operations. It assesses their current position and is used to encourage further improvement in their systems.

23.8 A Health and Safety Learning Legacy Steering Group has been established and a library of information is being developed. The HSE has launched a public website where examples of best practice from the London 2012 programme can be found.

### **ODA – findings**

23.9 Health and safety performance has been better across the Olympic Park than at the Athletes' Village, although both are better than the construction industry average and over the past year, in both cases, better than the all-sectors average. The Village was originally being subject to separate funding arrangements and planning conditions. Since the injection of public funding in 2009, the ODA has been working to bring the Village in line with the standards and approaches adopted on the rest of the Olympic Park.

23.10 In November 2010, the ODA achieved its fifteenth set of a million working hours without a reportable incident since taking control of the Park in 2007. This is a significant achievement. The ODA has demonstrated exemplary performance focussing on avoiding accidents, providing health and welfare services on site at the Olympic Park and focussing on worker wellbeing. By October 2010, the ODA estimated that at least 49,000 hours had been saved through the on-site provision of occupational health services.

23.11 The Commission considers that this approach should be replicated on construction projects elsewhere. Consideration should be given to how to create scale from a suite of smaller projects to warrant following a similar approach to the ODA. Aspects of the ODA's work that have been successful and are easier to apply to smaller organisations, perhaps

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through a hub, include training, induction, accreditation of workforce. This could improve accident rates across the industry. The Commission expects an exemplary approach to continue through Park Operations, Games-time, Transformation and construction activities in legacy.

### **Recommendation 2**

That the ODA continue to work with the Health and Safety Executive to develop a programme to disseminate the learning on health and safety and worker wellbeing from the construction phase of the Games and that HM Government makes this a requirement of all publicly funded projects. This should include the promotion of good practice and the effective management of risk with the aim of embedding this into the culture of other projects – both large and small.

### **LOCOG – activities**

23.12 LOCOG has set out its approach to Health and Safety in its internal ‘Design & Construction Health, Safety & Sustainability Standard’. This sets out a range of issues and associated aims and KPI reporting that designers and contractors will be required to provide to LOCOG. Overarching sustainability aims are set out in the Venues and Infrastructure Sustainability Strategy:

- Zero harm: Operate projects free from accidents, ill health, injury and pollution incidents;
- Leave no trace: Prevent permanent adverse impacts on the environment through design, and prevent environmental damage during installation and deconstruction;
- Zero waste to landfill: Reduce waste through design and good practice, and maximise reuse and recycling of materials;
- Leave positive legacy: Support lasting environmental, social and economic benefit to business and communities.

### **LOCOG – findings**

23.13 From early 2012, LOCOG will have overall responsibility for activities on the Olympic Park. It is vital that they ensure that contractors follow a similar exemplary approach to Health and Safety, in order to build on the good work done by the ODA.

### **OPLC – findings**

23.14 OPLC has made a commitment to maintaining an effective health and safety regime, building upon that which the ODA has developed. This will include a requirement for a CSCS (Construction Skills Certification Scheme) trained construction workforce, and commitment to an extremely low accident rate and near-miss reporting. The Legacy Company is currently developing a comprehensive Health and Safety policy.

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### **Recommendation 3**

That LOCOG and the OPLC learn from the ODA's success in health and safety and adopt similar exemplary approaches to worker wellbeing. This should also apply during post-Games Transformation.

## **24. Inclusive design**

24.1 London's Games bid was underpinned by a commitment to using inclusive design to help it to host 'the most accessible Games ever'. For the first time, the Olympic Games and Paralympic Games are being planned together and organisationally integrated from the outset.

### **ODA – activities**

24.2 A commitment to inclusive design is a key element of the ODA's Equality and Diversity Strategy and Integrated Equality Scheme. The ODA's objectives are stated in its Inclusive Design Strategy. These are:

- To remove attitudinal and environmental barriers that create undue effort, separation or special treatment, enabling everyone to participate equally, confidently and independently with choice and dignity; and
- To ensure inclusive design principles and procedures outlined in the strategy are fully understood by its staff, and the design teams and other organisations it works with. The ODA also aims to ensure that staff participate in a programme that provides an awareness of and a commitment to both the social and sports models of disability.

24.3 The ODA set out how it intends to meet its inclusive objectives in its Inclusive Design Strategy and Inclusive Design Standards. These apply to all the sites and sports facilities that are being used in 2012, whether new build or adapted.

24.4 The ODA has employed a Principal Access Officer to review venue designs at each of the RIBA stages to ensure that the provisions of the ODA Inclusive Design Strategy and Inclusive Design Standards were incorporated. It will continue to monitor compliance with this through to handover of venues to legacy owners.

24.5 The ODA has engaged with relevant organisations and expert individuals through:

- The ODA Built Environment Access Panel (BEAP) – which draws on expert advisors to provide technical and strategic advice;
- The ODA Access and Inclusion Forum – which comprises local and national organisations of disabled people, impairment-specific groups and representatives for London boroughs;
- Technical Fora – consultation events to support the planning process.

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- 24.6 The Inclusive Design Strategy and Standards received the Royal Town Planning Institute's (RTPI) 2009 Equality and Diversity Award. The judges made the comment that they 'will ensure that the Games become a showcase for today's best practice and tomorrow's standard practice'. The RTPI noted that 'the ODA have taken a holistic view of peoples' needs and is using the Games to change the way people think about designing places... creating places that are accessible to everyone and can accommodate the needs of a wide range of different people and uses, now and in the future'.

### **ODA – findings**

- 24.7 There is some evidence that the standards have led to changes in the mind set of planners, architects and designers, but the Commission would like to see them adopted more widely so that all future developments incorporate the needs of people with varying degrees of mobility and sight and take into account specific requirements dictated by faith. The Commission is of the view that, done well, inclusive design is better design for everyone.
- 24.8 The Commission expects that the ODA's award winning strategy and standards will influence the design of all sports facilities that are built in the future, such as the iconic facilities outlined in the strategy Places People Play launched in November 2010.<sup>62</sup>

### **LOCOG – activities**

- 24.9 LOCOG is focussing on an inclusive experience for visitors and all other client groups such as their workforce, athletes and media. While this includes the built environment, it also covers most areas of operations; consideration of accessibility runs through all operational planning such as ticketing, volunteering, and event services.
- 24.10 There are four types of building for which LOCOG has to ensure are accessible at Games-time: ODA constructed venues, existing sporting venues, large scale exhibition and entertainment venues, and temporary facilities.
- 24.11 LOCOG is responsible for temporary overlay to dress the venues, including existing venues that already stage sporting events, such as the Millennium Stadium or Wimbledon. LOCOG is responsible for temporary overlay to dress the venue and to make whatever modifications are required to ensure the venues meet their accessibility objectives. LOCOG has to remove anything that it installs, unless a negotiated solution can be found that would leave accessibility (and other) improvements in place.
- 24.12 Existing venues that stage large scale events, such as the ExCeL exhibition centre or the O2 arena, which LOCOG uses for the period of the Games. LOCOG is responsible for temporary overlay to dress the venue and to make whatever modifications are required to ensure the venues meet their accessibility objectives. LOCOG has to remove anything that it installs. Completely temporary venues where LOCOG is responsible for all works

<sup>62</sup> [www.sportengland.org/about\\_us/our\\_news/places\\_people\\_play.aspx](http://www.sportengland.org/about_us/our_news/places_people_play.aspx)

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and must return the venue as it received it or mitigate any adverse impacts, such as Greenwich Park.

- 24.13 LOCOG has a number of key commitments relating to inclusion and accessibility. The first of these is spectator seating. One per cent of seats for sale are to be for wheelchair users and a further one per cent of seats for sale are to be for other disabled people who perhaps need additional space or a specific location within a venue. Venues built by LOCOG and the ODA should meet this standard. Some of the existing venues that LOCOG is using fall well below this standard. LOCOG are aiming for the borrowed venues to move closer towards the one per cent target.
- 24.14 At Games-time, LOCOG will operate a Games Mobility Service within the Olympic Park and at each venue. Wheelchairs, scooters, golf buggies and other forms of mechanised transport will be available for any spectator who needs them. In addition, LOCOG is taking responsibility to oversee what are called Last Mile operations. The Last Mile initiative has been led by GOE since mid-2010. Detailed planning is expected to be done, in line with the Venue Operating Plans, in early 2011 on a venue-by-venue basis. Fundamentally, this is about providing clear and secure routes for spectators to reach Games venues from transport nodes. The five key Last Mile services are: crowd management (public safety and welfare), public order, transfer of spectators with mobility needs, wayfinding, and 'look and entertainment'. Delivery of specific aspects, such as preventing unlicensed street traders and clearing litter, is the functional responsibility of local authorities. ODA Transport was tasked with scoping the necessary provision specifically for transfer of spectators with access needs across all events, specifically to ensure uniformity of the visitor experience. Entering the detailed planning phase, LOCOG-facilitated multi-agency workshops are to be held to fully plan the Last Mile which will include provision for all the five key services with the Last Mile plans forming a component part of the Venue Operating Plan and will be signed off by the relevant local authorities. In addition, there will be a fully accessible Changing Places Facility at each venue.<sup>63</sup> Post-Games these toilets will be available to hire which will be a legacy benefit. LOCOG is working with Mencap to discuss with stadium owners about permanent Changing Places toilets at each venue.
- 24.15 LOCOG has set diversity target ranges for workforce and volunteers. This means that all back of house areas, as well as front of house areas must be accessible so that disabled volunteers and contractors can use them. This requires consideration of issues not previously considered at previous Games, such as storage areas on upper floors. Another example is that of the press, the Olympics has a larger press corps with a few wheelchair users whereas the Paralympics has a smaller number of press but a greater percentage of wheelchair users, with associated accessibility needs.
- 24.16 Finally, LOCOG has fully considered inclusion within its ticketing. A range of ticket prices are available and schemes have been announced which will enable London schoolchildren and other specific groups to attend the Games. At the Vancouver Winter Games in 2010, a donated ticket programme whereby community groups benefited from unused hospitality

63 [www.changing-places.org](http://www.changing-places.org)

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tickets proved popular, but this system required more resources to implement than had originally been anticipated.

24.17 For London 2012, when tickets go on sale, visitors will buy a ‘ticket type’ so that visitors with specific hearing or visual or physical impairments will be offered seats that will enhance their experience of the Games, for example a direct view of the big screens for hearing impaired visitors or seats near the field of play for visually impaired people. This approach has been developed following feedback from disabled people and organisations. People with access requirements will be able to buy their tickets online rather than having to call and the ticketing website will have an option to avoid the ‘captcha’ feature which is difficult for so many Internet users. (This is where users are asked to decipher a distorted string of numbers and letters.) LOCOG uses an organisation to act as ‘mystery shoppers’ to test usability and accessibility of the ticketing system. LOCOG is intending to develop virtual walk-throughs of venues so that people who find new locations and crowded situations difficult can see the venue and their seats in advance of the event.

### **LOCOG – findings**

24.18 Much of LOCOG’s work around accessibility is new for the major events sector. As LOCOG learns from their own work and develops solutions to accessibility issues for temporary overlay, they are assembling a resource called the LOCOG Overlay Access File (LOAF). This contains individual information sheets addressing design requirements and other Games-specific issues and documents, including the best practice solutions that they have developed to deliver an accessible Games.

24.19 An early version of the LOAF has been shown to the ODA Built Environment Access Panel. LOCOG hopes that this work will lead to the development of new standards and approaches to accessibility at major events. In order for this to happen, the LOAF will need to be tested, peer reviewed and published for others to use. At present, it is a living document under constant development. In addition, the International Paralympic Committee is developing a technical manual for accessibility for future Games after London 2012, which future host cities will have to comply with. LOCOG is not contractually obliged to do so but aims to meet as many of the requirements as possible. The Commission is impressed with this approach and considers that this important knowledge be more widely disseminated.

#### **Recommendation 4**

That LOCOG publish its Overlay Access File in a manner accessible for other event organisers to use and to enable it to be updated as new solutions are found to accessibility issues.

24.20 Accessibility auditing is an important component of the process to ensure the highest standard of inclusion and access. Each venue is audited for accessibility at the request of the relevant Venue Project Manager. The Venue Project Manager works with access

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consultants who identify any issues. These are assigned a RAG status. Any red issues, and others which prove hard to resolve, are flagged for resolution. The accessibility manager meets with LOCOG venues senior management monthly to discuss issues. There is also a weekly access surgery where the Venues Team and other teams can come for advice. As the intensity of design and delivery ramps up, this is probably not frequent enough to resolve issues promptly. LOCOG are employing the National Association of Disabled Supporters as consultants for the temporary venues that LOCOG is responsible for. Some of the venues have been presented to the ODA's Built Environment Access Panel for consideration.

24.21 LOCOG has adopted a process for delivering accessible designs that relies on one individual, supported by a small number of consultants. It appears that the design teams take accessibility seriously. All venue designs are signed off by the Accessibility Officer. LOCOG is developing its contract management process and this will need to ensure that what is designed gets built; specifically that contractors deliver designs to the specifications and ensure that accessibility requirements are all delivered. This will need to be monitored during the period of overlay installation. There will be last minute changes to designs and it is crucial that accessibility is not compromised.

#### **Recommendation 5**

That LOCOG ensure that contract management processes are designed to achieve delivery of contractual commitments on accessibility and other sustainability objectives.

#### **Recommendation 6**

That LOCOG establishes mechanisms to ensure that late design changes to venues during overlay and fit-out take full account of accessibility and other sustainability requirements.

24.22 LOCOG have established a Diversity Sponsors Forum. There may be sponsor activation programme opportunities relating to solutions for accessibility needs. It is not clear whether these have been considered in any depth.

24.23 The Commission considers that some operational aspects of the Last Mile remain unresolved and wished to see clear organisational responsibilities allocated and operational procedures in place with any accessibility issues identified and resolved as promptly as possible. Consistent accessibility standards should apply throughout the Last Mile wherever this is located and whoever has operational responsibility for it.

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### **Recommendation 7**

That LOCOG allocates operational responsibility for the areas between transport nodes and the venues – the so-called Last Mile – and promptly identify and resolve any accessibility issues. Consistent accessibility standards should apply throughout the Last Mile wherever this is located and whoever has operational responsibility for it.

24.24 The Commission welcomes LOCOG's approach to ticketing and its practical approach to access. This should set another benchmark for accessibility and inclusion for major events. The Commission also welcomes the one per cent allocation for wheelchair users and an additional one per cent allocation for other disabled spectators in their own venues (permanent and temporary).<sup>64</sup> This level of provision is well above the accepted voluntary standards, such as the Accessible Stadia good practice guide.<sup>65</sup>

24.25 A brief review of recently constructed sports stadia confirms this finding. The Millennium Stadium in Cardiff currently provides 156 places for wheelchair users and 156 seats for companions out of a total capacity of 74,500. The new Wembley Stadium provides spaces for 310 wheelchair users and 310 companions out of a total capacity of 90,000. The Allianz Arena in Munich provides spaces for 200 wheelchair users and 200 companions out of a total capacity of 69,900. While welcoming the level of provision in LOCOG's own venues, the Commission remains concerned that if the London 2012 Games are to achieve the stated aim of being the 'most accessible Games ever', the level of provision in the borrowed venues will have to be significantly increased from their current levels of provision.

### **Recommendation 8**

That LOCOG encourages existing venues that will host Olympic and Paralympic events during the London 2012 Games to implement lasting accessibility improvements.

24.26 In March 2010, an Access Summit was held with over sixty organisations attending, at which LOCOG received feedback on what people want at the Games. The Commission welcomes this approach and considers that this should be repeated to test solutions that LOCOG is proposing and to gather ideas.

### **OPLC – activities**

24.27 The Legacy Company states that it is committed to the highest standards of estates management using the Park's assets to create a place that is accessible to everyone. It aims to ensure that after the Games the parklands, venues and neighbourhoods created and managed by OPLC represent one of the most accessible and inclusive parts of a major world city. OPLC is currently developing its Inclusive Design Strategy, which will be

<sup>64</sup> For the main Olympic Stadium this would represent allocations of 800 wheelchair spaces and 800 other seats.

<sup>65</sup> See Football Stadia Improvement Fund and The Football Licensing Authority 2003, 'Accessible Stadia – A Good Practice Guide to the Design of Facilities to Meet the Needs of Disabled Spectators and Other Users'; and Department of Culture Media and Sport 2008, 'Guide to the Safety at Sports Grounds – The Green Guide'.

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submitted in support of the legacy planning applications. The Commission expects that this will embrace Lifetime Neighbourhood<sup>66</sup> principles.

24.28 The Commission recognises that the detailed work to support this objective is underway and looks forward to reviewing it when available.

### **City Operations – activities**

24.29 As part of the London City Operations programme of work, the LDA has commissioned research<sup>67</sup> to establish London's readiness to welcome disabled to people and identify areas for improvement. It is estimated that between 1.1 million and 1.4 million London 2012 visitors will have mobility needs (8 to 10 per cent of total visitors). The report found that there is a real risk that London is running out of time to deliver a truly inclusive and accessible wider visitor experience.

24.30 The Commission is of the opinion that the exemplary approach to inclusive design in developing the Olympic Park and venues has not delivered substantive improvements to areas beyond these boundaries. The Commission recognises that this is not the responsibility of the ODA or LOCOG. City Operations has commissioned a scoping study, which identified a range of projects that would deliver specific accessibility improvements before the Games along the Thames from St Pauls to City Hall. These do not have funding for the detailed design or the capital works. The Commission's view is that time is fast running out to deliver them.

24.31 As for equality and inclusion, inclusive design and accessible transport are overseen by the London 2012 Equality and Diversity Forum but this does not have powers to mandate or fund improvements.

66 [www.lifetimehomes.org.uk/pages/lifetime-neighbourhoods.html](http://www.lifetimehomes.org.uk/pages/lifetime-neighbourhoods.html)

67 [www.lda.gov.uk/Documents/Is\\_London\\_Ready\\_for\\_Disabled\\_Visitors\\_8547.pdf](http://www.lda.gov.uk/Documents/Is_London_Ready_for_Disabled_Visitors_8547.pdf)

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# STAGING

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## 25. Volunteering

### LOCOG – activities

- 25.1 London 2012 Games Makers: LOCOG needs 70,000 volunteers during Games-time. Over 240,000 people applied to be Games Makers before the November 2010 closing date. There was a pre-launch period to enable disabled people to have longer in which to apply. LOCOG's diversity benchmarks apply to the volunteers and accessibility needs will be taken into account.
- 25.2 Graduates of the Personal Best programme that provides training for previously unemployed people are guaranteed an interview and LOCOG has previously committed to recruiting up to 10 per cent of its volunteer workforce from graduates of the Personal Best programme. Compared to London, there have been long delays in rolling out the programme nationally and it has only been in operation across the UK for around 18 months, which has inevitably skewed the graduation figures towards London. LDA delivery for Personal Best in London finished in December 2010. The programme has finished nationally as well. There were 748 Personal Best graduates from London (out of a national total of 1,107) who have successfully registered to be interviewed for a Games Maker role. There will be more than 4,100 graduates from London, with a level 1 QCA approved certificate (out of around 5,200 across the whole of the UK), and a significant number have gone on to gain employment, undertake further training, and also continue to volunteer. LDA out-turn figures from December 2010, against the employment support output, showed 47 per cent of participants from a BAME background, 41 per cent women, and 7 per cent disabled.
- 25.3 Some innovative ideas are being introduced for 2012, for example adapted vehicles provided by BMW will enable disabled people to volunteer as drivers. The volunteer portal is online but potential volunteers could also volunteer via a call centre. The programme was promoted via charities, at job centres and libraries and using social media.
- 25.4 London Ambassadors<sup>68</sup>: This is the Host City Volunteer Programme of 8,000 volunteers, created and delivered by the LDA on behalf of the Mayor. It will be branded with the London 2012 'look and feel'. Uniforms will be similar to the Games Makers and the Ambassadors will undergo similar training, including disability equality training. They will be able to advise on accessible routes and attractions.
- 25.5 The London Ambassadors programme is seeking a sponsor and with the LDA being abolished by 2012 will likely undergo changes. An aim of the programme is that the volunteers will be Londoners (or know the city well) and reflect the diversity of London. It is being advertised at libraries across London where people can get free Internet access. The LDA is working with disability charities to encourage disabled people to volunteer and volunteering locations will be accessible.

68 [www.londonambassadors.org.uk/](http://www.londonambassadors.org.uk/)

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## 26. Healthy Games

### LOCOG and Department of Health – activities

- 26.1 There is a comprehensive checklist for minimising illness and injury at venues based on experience at previous Games. This includes access to free drinking water and providing adequate shade. LOCOG is committed to providing healthy options on their menus and free drinking water. Spectators are encouraged to walk, cycle or use public transport to get to the Games. There will be a beer, wine and champagne provider and the tender information requires them to set out their approach to responsible drinking. In line with promoting responsible drinking, there are no plans to have alcopops or spirits at the Games.
- 26.2 As of autumn 2010, the Department of Health was just beginning their work to define their health legacy plans for the Games. The Department of Health has set up an Olympics and Paralympics Health Programme (OPHP) with the aim of ensuring that the planning and the delivery relating to the health implications for the Games are as effective and efficient as possible.
- 26.3 There is an overall OPHP Board, which NHS London's programme executive and other boards report to. The two sub-boards which report into the OPHP Board are:
- Public Health – led nationally by NHS London (health promotion, prevention and sexual health) and the Health Protection Agency (all other areas); and
  - Health Services and Resilience.
- 26.4 The Health Protection Agency and NHS London's health promotion and prevention workstream aims to prevent illness and injury to minimise the impact on the health system while leveraging the Games to support existing health improvement goals.

### LOCOG and Department of Health – findings

- 26.5 NHS London has worked with LOCOG, the GLA, and other stakeholders to consider the potential health impacts of policies and protocols at Games venues and associated events in time to influence key decisions and milestones. They note that agreement on the extent of a tobacco or smoke-free policy has not yet been reached with LOCOG amid concerns about the practical application of a prohibition. They highlight the importance that the Games supports existing healthy improvement objectives, for example, around healthy eating and responsible consumption of alcohol.
- 26.6 NHS London welcomes LOCOG's ambitious Food Vision that aims to offer healthy food choices but would like to see further steps being considered to promote health goals, for example around labelling of food and drinks. It should be noted that the Food Vision applies only to Olympic venues. NHS London has an aspiration for this to be extended to other venues and also in legacy. The 2012 Food Charter was launched in spring 2010 and

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is currently being updated. The Charter is intended to encourage organisations throughout the events, catering and hospitality sector to commit themselves to supporting and implementing local, seasonal, healthier and sustainable standards across the industry. City Operations have included NHS London guidance in its tender documents for Live Sites. It is also worth noting that the entire GLA Group has committed to adopting LOCOG's Food Vision standards from 2012. The Food Vision itself received an award from Sustain as part of its Good Food on the Public Plate Campaign. Sustain were part of the London 2012 Food Advisory Group and encouraged LOCOG to adopt minimum standards for food sourcing.

- 26.7 The health priorities for minimising illness and injury and leveraging the Games for health improvement have been presented to the London 2012 Sustainability Group by NHS London and the HPA. However, these priorities are not currently captured in the KPIs considered quarterly by the London 2012 Sustainability Group. The Commission would like to be assured that these issues will be resolved in a constructive way that maximises the legacy health benefit.

### **Recommendation 9**

That the London 2012 Sustainability Group ensures that all health commitments in the London 2012 Sustainability Plan are being actively monitored and progressed.

- 26.8 LOCOG and its commercial partners will play a key role in highlighting health promotion messages before and during the Games. At Games-time, as the Commission has highlighted previously, it is important that there are consistent messages in and around the London 2012 venues and the Last Mile to venues, for example, concerning responsible drinking, hydration and sun protection.

## **27. Accessible spectator transport and the visitor experience**

### **ODA and City Operations – activities**

- 27.1 Accessible Transport was covered in the Commission's Transport Snapshot 'All Change' published in 2010.<sup>69</sup> Overall the Commission welcomes the work of the London 2012 Transport teams. The Commission was impressed by the focus on inclusive public transport for spectators, on minimising carbon emissions from the Olympic vehicle fleet, and on active travel for all.
- 27.2 The ODA has developed the Accessible Transport Strategy<sup>70</sup> for the London 2012 Olympic and Paralympic Games. Implementation of this strategy is led by ODA Transport's Accessible Transport Manager working with key transport partners across London and the UK.

69 [www.csllondon.org/publications/?category=1&PHPSESSID=3f66315678d5915e18e67ab6d15785ca&did=58](http://www.csllondon.org/publications/?category=1&PHPSESSID=3f66315678d5915e18e67ab6d15785ca&did=58)  
70 [www.london2012.com/documents/oda-transport/oda-accessible-transport-strategy.pdf](http://www.london2012.com/documents/oda-transport/oda-accessible-transport-strategy.pdf)

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27.3 There are plans to provide information about accessible journeys through the Games Journey Portal and the Spectator Journey Planner. Transport providers will ensure their workforce are able to deal sensitively and appropriately with people with disabilities, leaving a legacy of increased disability awareness. In addition, ODA Transport is making many infrastructure improvements across various modes and delivery partners leaving a permanent legacy for all.

### **GLA and City Operations – findings**

27.4 In 2011, the GLA plans to launch a new website called 'Accessible London'. This will show accessible hotels, restaurants, shops and visitor attractions and give information about accessible routes to and from these locations. Hotels, restaurants and shops will play a major role in visitors' experience of London during the Games but a review undertaken in 2010 found that 62 per cent of respondents encountered physical obstacles at restaurants and 48 per cent encountered physical obstacles at hotels. It also found concerns around staff attitudes and disability awareness, particularly for transport, eating, drinking and shopping establishments.

27.5 City Operations plans for audits of hotspots as well as advice to businesses and disability equality training but these are on hold due to funding not being confirmed. There is already a proliferation of business training and support but businesses are not always aware of what is available or suitable for them. Rather than reinventing the wheel, a number of existing programmes could be adapted or bundled, for example, providing options for training in diversity as well as disability awareness. There is a general issue with training not being taken up by small establishments. In order to encourage them to take it up, it could be provided as part of a 'Getting ready for the Games' suite of training.

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# Appendix 1 – Methodology

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This review was led by Jane Durney of the Commission for a Sustainable London 2012 with support from Deborah Morrison, former CSL Co-ordinator and Gary Cox of Gary Cox Consulting Limited.

A subgroup of the Commission supported this review. The following Commissioners and Co-opted Experts participated in this subgroup, along with representatives from the London Health Commission:

- Val Chinn (Co-opted Expert)
- Dr Stephen Dorey (London Health Commission)
- Gail Findlay (London Health Commission)
- Julie Greer (Commissioner)
- Dr Claire Holman (Commissioner)
- Shaun McCarthy (Chair)
- Melba Palhazy (Commissioner)
- Jill Savery (Co-opted Expert)
- Andrew Shipley (Commissioner)
- Dr Robin Stott (Commissioner)

Subgroup meetings were held on:

- 10 February 2010
- 12 May 2010
- 25 August 2010
- 29 September 2010
- 24 November 2010
- 16 December 2010

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## Meetings

During the course of this review, the Commission met or conducted phone interviews with the following people:

British Olympic Association	Louisa Huddy
Department of Health	Mandy Jacklin
Equalities and Human Rights Commission	Sandra Johnson-Blake
Host Borough Unit	Roger Taylor
GE	Simon Langford
Greater London Authority	Simon Cooper Helen Davies Darren Letford
London Development Agency	Geoff Newton Tom Travers
London Health Commission	Gail Findlay Dr Stephen Dorey
London Organising Committee for the Olympic and Paralympic Games	Nicola Francis Stephen Frost Felicity Hartnett Amanda Kiely Andy Martins David Stubbs Debbie Jevans Nicola Francis Mark Todd Steve Frost Paul Modley Nicky Hughes
Natural England	Jacqui Stearn
Newham Primary Care Trust	Jane Connor
NHS London	Hilary Ross

Olympic Delivery Authority Delivery Partner	Stephanie Applegate Neil Earnshaw Scott-James Eley Richard Jackson Lorraine Martins Ros Seal Mike Sinclair-Williams Lawrence Waterman
Olympic Park Legacy Company	Victoria Stonebridge Vicki Austin Mark Downes
ParalympicsGB	Iain Gowans
University of East London	Adrian Renton
Youth Sport Trust	Steve Grainger

The Commission also attended a meeting of the London 2012 Equality and Diversity Forum.

## Appendix 2 – Progress against previous recommendations

Number	Responsibility	Recommendation	Status
Design Review Recommendation 6	LOCOG	That LOCOG should give consideration to the provision of additional accessible seating that will enable the accommodation of greater number than originally planned for where necessary.	LOCOG has set out the amount of accessible seating that it will provide. Closed
Design Review Recommendation 12	LDA	That the LDA ensures the legacy builds on the accessibility of the Games, with its aim to be the most accessible Games.	This is now the responsibility of OPLC. Further detail will be provided as corporate strategies are developed. Progress made
Design Review Recommendation 18	ODA LOCOG	That LOCOG engage with the ODA on the accessibility of venues during Games-time and how their operations will enable the venues to be fully accessible. This also applies to how LOCOG will be assisting people with mobility difficulties to move through the park and how this is incorporated into the park design.	Recommendations from the Inclusion and Healthy Living Review take precedent. Closed





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