

Working towards an inclusive Games

2011 – 12

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

inspired
by 2012

LONDON LEGACY
DEVELOPMENT
CORPORATION



SUPPORTED BY
MAYOR OF LONDON

Greater London Authority
June 2013

Published by
Greater London Authority
(London 2012 Equality and Diversity Forum)
City Hall, The Queen's Walk
More London
London SE1 2AA

www.london.gov.uk
enquiries 020 7983 4100
minicom 020 7983 4458

Photographs © Sport England, London Legacy Development Corporation, Tennis Foundation, Sue Johnson.

Copies of this report are available from www.london.gov.uk

Contents

Foreword by Munira Mirza, Deputy Mayor, Education and Culture	4
Executive Summary	5
Introduction	7
1 Businesses	9
2 Workforce	13
3 Service Delivery	22
4 Communities	34
5 Participation	43
Appendix i.....	55
Appendix ii.....	56

Foreword

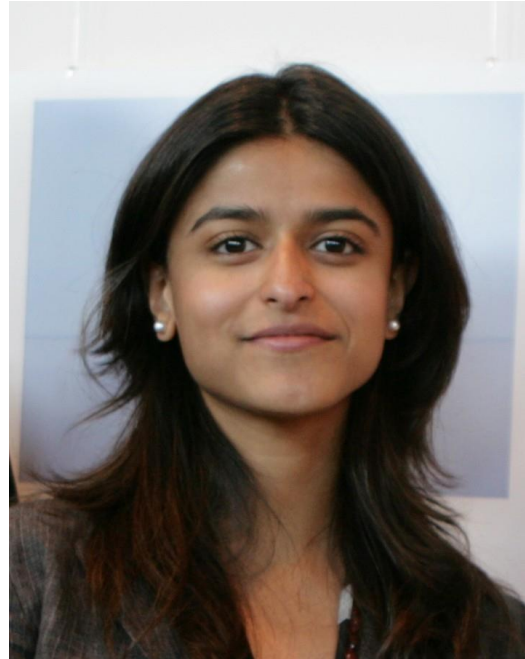
by **Munira Mirza**, Deputy Mayor, Education and Culture

The final 2012 Annual Report is both an evaluation of the work that has been undertaken to achieve the Mayor's commitment to make the 2012 Games the "most accessible ever" and an opportunity to use the learning to bring about lasting change in East London – an area with considerable diversity and energy, but also a high concentration of deprivation.

There is much to be proud of in terms of what the 2012 partners have achieved collectively. What was considered the 'face of the Games' – the volunteer workforce (mobilising the biggest volunteer workforce during peacetime) – truly reflected London in all its diversity. These were the people that welcomed the world to the Games; they reflected people of different cultures, faiths, abilities and disabilities and gender. Much work took place to ensure this diversity and the spirit of this runs through this report.

This review of the work of the 2012 partners also focuses on the partnerships developed to deliver the 2012 Games. The Access and Inclusion Integration Group is a very good example of partners coordinating activity to ensure the Games were truly accessible. This included addressing the 'last mile', in order to enable spectators, workers and athletes with a range of mobility impairments to access Games' sites after disembarking from their last mode of transport.

The opportunities that the 2012 Games have provided, through employment, volunteering and training, cannot be underestimated. I hope that this can galvanise East London



and help achieve the Mayor's ambitions to bring East London somewhere closer to the rest of the city in terms of employment, educational attainment and income.

I would like to record my thanks to Richard Barnes, the GLA's statutory Deputy Mayor, who chaired the Forum between May 2008 and April 2012, plus the members who gave their time and advice.

The 2012 Games are a testament of what can be achieved when different partners and agencies work together. We hope to take forward and continue the work that enabled London to shine in the summer of 2012.

A handwritten signature in black ink, appearing to read 'M. Mirza'.

Munira Mirza
Deputy Mayor, Education and Culture

Executive Summary

This is the fourth and final annual report of the London 2012 Equality and Diversity Forum, covering activity undertaken from April 2011 to September 2012; embracing the period from pre-Games preparation through to the Games and the start of the transformation and legacy programme.

The aim in delivering the world's greatest show, was to ensure that London 2012 was everyone's Games: an inclusive Games, with every venue accessible to all; the east of London, the rest of the capital, and the whole of the United Kingdom benefiting; and everyone participating in the activities and enjoying the opportunity of the London 2012 Games and their legacy.

The report sets out what was delivered in five critical areas which ensured that London 2012 was a Games for everyone – for men and women, young and old, disabled people, people of every ethnic background, faith and sexual orientation.

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

Forum members worked in partnership with others to make sure the opportunities provided by the Games were spread as widely and fairly as possible. This was done by supporting programmes which helped businesses across the UK reap the rewards of staging the Games in London.

Forum members have ensured that their procurement processes created lasting change in the area of equality and diversity.

2 Workforce – including jobs, skills and volunteering

Members have upheld the highest standards of best practice, in recruiting and building a diverse workforce, and ensuring job and training opportunities for all. Innovative and successful programmes were run to encourage people from every background to be involved in the build, Games and Legacy of London 2012.

46,000 people had worked on the construction of the Olympic Park and the Athletes' Village by the time the Games began. By the London 2012 Opening Ceremony, LOCOG had recruited and trained a Games-time workforce of approximately 70,000 volunteers, 100,000 contractors and 8,000 paid staff. There were also 7,000 volunteer roles under the Mayor's London Ambassadors Scheme.

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

London 2012 was the most accessible Games possible. The Olympic and Paralympic venues are already recognised as having been models of access and inclusion. The Games have inspired lasting change, which has led to improvements in accessibility in transport, accommodation and visitor attractions across the capital.

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

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

Programmes and projects ensured that there were no barriers to anyone enjoying and benefiting from the Games, its long-term legacy and the cultural events which accompanied it. The Host Boroughs cover some of the most cosmopolitan areas of the country, and include communities which have traditionally experienced disadvantage or social exclusion. Through work with schools, the Inspire Programme and other initiatives underpinned by community activity, forum members are creating a legacy of greater inclusion.

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

Opportunities were provided to get more women, disabled people, and black, Asian and minority ethnic (BAME) people taking part in sport and physical activity. This was achieved by broadening the appeal and awareness of the Olympic and Paralympic Games. Forum members encouraged the participation of diverse groups of people as visitors to the Games and associated activities as well as active participants in sport.

Introduction

The main Olympic and Paralympic bodies and stakeholder organisations together have championed, monitored progress and reported on national and regional equality commitments for the Games and their legacy through the London 2012 Equality and Diversity Forum.

The Forum committed to making London 2012 'everyone's Games' and promoting a lasting legacy of inclusion. This meant working hard to ensure that the Games were open to as diverse a range of people as possible and that everyone was able to benefit from the wealth of opportunities they brought.

The five equality, diversity and inclusion objectives were:

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



Stadium and fireworks © London Legacy Development Corporation

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

Due to the timescale covered by this report, there is a greater emphasis on service delivery for the Games and their legacy than in previous reports.

London 2012 Equality and Diversity Forum

Delivering the Games and their legacy was a complex programme, involving a wide range of organisations.

Two organisations, worked together as '**London 2012**', they were at the heart of the delivery of the Games:

The **Olympic Delivery Authority (ODA)** was the public body responsible for building the venues, facilities and infrastructure for the Games.

The **London Organising Committee of the Olympic Games and Paralympic Games (LOCOG)** was the private sector company responsible for recruitment of the workforce who planned and staged the Olympic and Paralympic Games.

These organisations were supported by others on the forum:

The **Greater London Authority (GLA)** was responsible for city operations during Games-time and ensuring the Games left a lasting and positive legacy for Londoners. Between May 2008 and April 2012, the statutory Deputy Mayor chaired the London 2012 Equality and Diversity Forum.

The UK Government, represented by the **Government Olympic Executive (GOE)** part of the Department for Culture, Olympics, Media and Sport (DCMS) was the majority funder of the Games. It established the ODA and the Olympic Lottery Distributor and led a cross-departmental programme to ensure a lasting legacy for the UK.

The **London Legacy Development Corporation (the Legacy Corporation)** was formally the **Olympic Park Legacy Company (OPLC)**. OPLC was formed in 2009 and was responsible for designing the Legacy Masterplan. The Legacy Corporation is responsible for managing the ongoing regeneration and development of the Olympic Park and the surrounding areas of east London. Established in April 2012, the Legacy Corporation inherited land and buildings in the Park and fringe from the OPLC. From October 2012, the Legacy Corporation also acquired planning powers.

The **Equality and Human Rights Commission (EHRC)** sat on the forum as a 'critical friend'.

1 Businesses

Our Commitment

London 2012 wanted to make sure that the opportunities provided by the Games were spread as widely and fairly as possible.

Programme Delivery

The commitment was achieved by supporting programmes that helped businesses across the UK to reap the rewards of staging the Games in London.

The majority of the business opportunities and development work were focused on ensuring the procurement programmes were open and accessible to all. Forum members worked with businesses to ensure they were 'fit to supply' through proactive engagement and working in partnership with established stakeholders.

LOCOG's programmes

LOCOG's Diversity and Inclusion Strategy 'Everyone' was at the core of the procurement programme at LOCOG. The programme achieved Chartered Institute for Purchase and Supply (CIPS) certification in January 2011 which was important for the credibility of the process. The completed procurement programme was worth more than £1 billion.

The LOCOG Business Charter outlined three objectives:

- To make the business accessible;
- To open up future opportunities within the supply chain; and
- To raise awareness of diversity and inclusion.

LOCOG made business opportunities more accessible, by working with the Buyer Engagement Team in key areas, such as the catering industry, to promote supply chain opportunities.

Since 2009, CompeteFor has been the central tool used by Forum members to alert businesses to contract opportunities. LOCOG were able to ensure that, along with the use of the London 2012 website and email bulletins, CompeteFor continued to be the main way to attract new suppliers to tender for contracts for the Games.

LOCOG worked with a number of stakeholders, including the Federation of Small Businesses, Minority Supplier Development UK, the six Host Boroughs, Diversity Works for London (DWfL), Think London, London Business Network, Social Enterprise London and the EHRC.

Working in partnership to deliver information to businesses at industry days, regional business events across the UK, and LOCOG Supplier Conference, helped to ensure that supply chain information about opportunities was open to as diverse a range of businesses as possible.

LOCOG asked all suppliers to commit to three diversity and inclusion pledges:

- Achieving the Gold Standard of Diversity Works for London;
- Establishing a guaranteed interview scheme; and
- Posting opportunities on CompeteFor.

LOCOG led the way by being the first organisation to achieve the DWfL Gold Standard. In addition CIPS considers LOCOG's procurement procedures around diversity and inclusion to be the highest seen across the UK and in future organisations will be assessed against the standard set by LOCOG.

Collaboration between Procurement and the Diversity and Inclusion teams led to ground breaking and innovative intervention in the procurement process to ensure that the LOCOG supply chain was as inclusive as possible.

LOCOG used active promotion of diversity and inclusion in every aspect of procurement, which led to contracts being awarded to a diverse mix of businesses in terms of size, geography and ownership. LOCOG were able to use the power of the Games to inspire suppliers to improve their diversity and inclusion performance which resulted in:

- Small and medium-sized organisations accounting for approximately 70 per cent of LOCOG's supply chain;
- More than 90 per cent of business contracts awarded being won by UK companies;
- 2% of businesses that were awarded contracts being owned by LGBT people;
- 3% of businesses that were awarded contracts being owned by disabled people;
- 4 % of businesses that were awarded contracts being owned by BAME people; and
- 15% of businesses that were awarded contracts being owned by women.

GLA

The GLA Ambassadors programme partnered with the East London Business Alliance (ELBA) on the Rep London project, before the Games, to source young people from across the six host Boroughs to be Ambassadors at the ELBA Ambassador pod at Spitalfields market.

Rep London is a three-year employability and volunteering project, which aims to build the aspirations and skills of young people and focuses on opening access to tailored employability training materials from reputable businesses.

All volunteers on the London Ambassador programme received training to learn new skills to improve their employment prospects in areas such as customer service, presentation and negotiation skills.

Business Legacy

Through its socio-economic policy, The Legacy Corporation is committed to the promotion of 'growth and economic development' by undertaking activities which:

- Maximise opportunities for local SMEs to win contracts associated with the Legacy development; and
- Facilitate the involvement of Park contractors, developers, operators and tenants in local employment, skills and enterprise activities including 'meet the buyer' events, business to business mentoring and workforce development activities.

Supply 4 London (S4L) is the next generation of an end-to-end eSourcing tool which is used by the Legacy Corporation. S4L is free to suppliers to use and reduces the costs associated with the procurement processes as bids can be uploaded into the site.

S4L provides a tool which improves the transparency of the procurement process and allows Host Borough based SME's better access to the Legacy Corporation's contracts for operating and managing the Park in legacy.

By mandating the use of S4L within the Legacy Corporation, the number of contract opportunities which will, by default, be advertised on CompeteFor will increase, which in turn will expose business opportunities to a wider audience and enable SMEs to bid for legacy contracts.

Buyer Engagement

The Legacy Corporation has contracted Business 2 Business (BtoB) to be the delivery partner for its Buyer Engagement project. BtoB deliver opportunities to local businesses through legacy contracts by engaging with the Park's operators, contractors, tenants and developer partners to support and map their buying needs and manage and diversify their supply chains.

BtoB has extensive experience of working with major contractors on large projects and has successfully supported buyers to engage with the local community in the delivery of 'community benefit clauses' in planning agreements and through procurement.

BtoB engage with procurement professionals from first tier suppliers and then develop their Supply Chain Management Strategies. BtoB give on-going support to deliver the strategies, including working with sub-contractors in order to find additional contracts that are relevant for SMEs in the region.

BtoB will also be working closely with local business support groups such as the east London Business Place (ELBP) to ensure suitable businesses are made aware of opportunities and supported through the bidding process. They will organise Meet the

Buyer and business-to-business networking events within the local area to help local firms overcome barriers to winning contracts linked to the Park in legacy.

Supplier Engagement

The Legacy Corporation is a strategic match funder in the European Regional Development Fund 'Fit for Legacy' project led by Newham College and involving the boroughs of Barking and Dagenham, Newham, Tower Hamlets and Greenwich. The project will work with SMEs within East London to ensure they are fit to supply, and thereby enable them to take advantage of new supply chain market opportunities presented by the programme of regeneration across east London, including the Park in legacy.

The Legacy Corporations 'Welcome Pack' assists developers, operators, tenants and contractors to maximise jobs, skills, business opportunities and community engagement.

The Pack supports businesses to meet operational requirements and help them to become more engaged in their local communities. The Pack highlights the business benefits of recruiting local people, offering apprenticeships, buying goods and services locally, getting support for their businesses, working with local communities and young people, getting involved with higher and further education and working with social enterprises. It also demonstrates how staff, businesses and the community have benefited from these initiatives through examples of good practice, and will be a tool to help achieve the socio-economic obligations the Legacy Corporation put in place by signposting support services across the host boroughs.

The Legacy Corporation will also continue London 2012 projects and programme management work into legacy including:

- A Park Inclusion Board will be established – based on the London 2012 model - to enable Park employers to chart their progress, as well as share and highlight good practice.
- An annual Inclusion Awards event will be established, for which sponsorship will be sought. The Queen Elizabeth Olympic Park Inclusion Awards will highlight really outstanding practice.

2 Workforce

Our Commitment

London 2012 committed to ensuring the highest standards in recruitment and workforce development. The building of the Games venues and the staging of the Games provided an opportunity to employ people from all backgrounds, and to ensure jobs and training were open to diverse communities across London and the UK.

The Games provided an opportunity to improve individual's employment opportunities, improve skills and add experience to leave a lasting employment legacy for decades to come.

Programme Delivery

Forty-six thousand people had worked on the construction of the Olympic Park and the Athletes' Village by the time the Games began. By the London 2012 Opening Ceremony, LOCOG had recruited and trained a Games-time workforce of approximately 70,000 volunteers, more than 100,000 contractors and over 8,000 paid staff. There were also 7,000 volunteer roles under the Mayor's London Ambassadors Scheme.

The ODA introduced projects and programmes which would make a positive impact on the employment and sustainable skills of local people, people who were previously unemployed, women, disabled people and people from BAME backgrounds. The ODA set out to work with, and provide support to, its contractors to encourage them to adopt new approaches to equality, inclusion, employment and skills.

The ODA used the London 2012 construction programme to change the way in which the industry recruits its workforce, by enabling a focus on, and prioritisation of, those people who are traditionally underrepresented in construction and promoting the concept of a legacy of skills among a diverse talent pool, equipped for

future needs. The Jobs Skills Futures brokerage supported local people into jobs on the Olympic Park. In addition two projects which delivered on the ODA's aim of breaking down barriers to employment opportunities were:

Women into Construction

The ODA Women into Construction project was originally seen as an important part of the Olympic legacy for London. It was developed by the ODA and funded by the London Development Agency and Construction Skills to address the gender imbalance in Construction. It was felt that if this could be done on a high profile site such as the Olympic Park and Village, it would have a positive effect on the Construction industry generally.

The project was very successful, engaging with over 800 women, offering construction related training, work-placements, and brokering women into employment. As a result, the numbers of women on the Olympic Park were more than double those on other construction sites, which effectively changed the traditionally male dominated culture on site.

Workforce Case study

Jadene Thomas Construction Apprentice

Jadene was part of the ODA Women into Construction project as a 17 year old carpentry student. She had achieved a Level 2 qualification but had no site experience and was keen to apply her carpentry knowledge on site.

Jadene completed a 13 week work-placement on the Olympic Park Aquatics centre through Balfour Beatty. They were very pleased with her work and offered her paid employment for the rest of the project.

Jadene enjoyed her carpentry position, but during her time on this project she developed an interest in engineering and wanted to develop her skills in this area.

As a result of her experience on the Aquatics centre, Jadene secured a position with Mace as an assistant engineer on the Shard.



Photograph: Jadene working on the Aquatics Centre © London Legacy Development Corporation

Get Set Women into Construction

Hackney Community College's Get Set initiative focused on encouraging their female students, and female pupils at local schools, to take an interest in construction.

The college has run a 'Women into Construction' event and developed a role model project inspired by the London 2012 Games, through which young women on construction courses at the college visit local schools to discuss their aspirations and ambitions. During the last year the college has seen a marked increase in the number of young women applying for construction courses.

London 2012 Apprenticeship Programme

The London 2012 Apprenticeship Programme covered the period of the biggest economic downturn in the UK construction sector for decades. The close work with key stakeholders, such as colleges, training providers, statutory bodies and relevant sector skills councils was key to the success of the programme.

The programme successfully met and exceeded its objectives with over 450 apprentices engaged because of the robust commitment and leadership of senior level management, detailed planning and forecasting; the commitment of the main contractors working on the London 2012 construction programme, and the dedication and hard work of the programme's staff.

The main achievements of the programme were:

- a verified total of 457 apprentices by the end of June 2011;
- BAME people representation of 12% against a national average of 5% in the construction industry;
- engaging over 1,000 young people through the programme's outreach work, promoting construction apprenticeships

as a career choice, signposting the correct industry pathway and assessment process;

- 30% of the apprentices were resident in the Host Boroughs and 64% in London as whole;
- 6% of the apprentices were women; twice the industry average; and
- The development and delivery of an Apprenticeship Plus Programme designed to add value to the traditional apprenticeship experience by providing modular sessions in three areas – managing self, managing finance, and entrepreneurship, culminating in a 'dragon's den' style event.

Games Time workforce

To deliver the Games for everyone, it was essential for the workforce to reflect the diversity of the UK, of London, and of the six east London Host Boroughs. LOCOG set, monitored and achieved targets in the following areas:

- BAME;
- Disability, Long-term healthcare (LTHC), Deaf;
- Lesbian, Gay, Bisexual, Transgender (LGBT);
- Gender (female); and
- Age (under 30 and over 50).

After discussions with faith groups, LOCOG has not reported data on belief, although it secured broad participation from London's major faith-based groups through engagement and promotion.

All LOCOG staff received diversity and inclusion training as part of their induction

programme, while existing directors and hiring managers signed the diversity and inclusion 'leadership pledge' to ensure that the principles of diversity and inclusion were upheld throughout the Games. This policy was extended across the workforce in early 2011.

- Of the 70,000 volunteers, 56% were women, 32% were over 50 years old and 4% were disabled people.
- 40% of the LOCOG paid staff were from ethnic minority groups, 5% self-reported as LGBT and 9% were disabled people.
- More than 20% of the paid LOCOG workforce came from the six east London Host Boroughs of Newham, Tower Hamlets, Greenwich, Hackney, Waltham Forest, and Barking and Dagenham.
- 50% of the contractor workforce were BAME, 41% were women, and 9% were disabled people.

LOCOG's recruitment programme resulted in high levels of diversity throughout the workforce, across all monitored strands. Part of the recruitment programme also focused on reaching those furthest from the labour market. The success of the programme was achieved in partnership with others.

The Games Maker Programme was targeted at volunteer recruitment throughout the UK through partnership with a number of volunteering agencies, including creating the Volunteering Advisory Working Group and a number of other socio-ethnic groups.

The School Leaver Programme targeted school leavers in East London who would have found it difficult to find jobs otherwise. It provided them with training to National Vocational standards, and a contract for employment through to the end of the Games.

The Trailblazer Programme enabled paid

staff to gain experience of working with the voluntary sector, recognising the unique skills and experience of these pre Games volunteers. The majority of the LOCOG trailblazers went on to volunteer during the Games.

The Guaranteed Interview Scheme provided a guaranteed interview to all disabled applicants meeting the personal specification for a job vacancy which ensured they were considered on merit alone.

Attitude over age worked in close partnership with agencies such as the Age and Employment Network, Employers Network for Equality & Inclusion (incorporating the former Employers Forum for Age), and Job Centre Plus to actively seek older candidates, and to engage with often disadvantaged younger people.

The attrition rate for the LOCOG paid and volunteer workforce remained exceptionally low throughout the Games, thus the diversity of this workforce was maintained throughout the Olympic and Paralympic Games. The high retention rate also supports the belief that increased diversity within an organisation does not lead to higher attrition rates.

The majority of managers employed by London 2012 signed the 'leadership pledge', promising to uphold LOCOG's diversity and inclusion values. Every Games Maker was asked to adhere to the Games Maker pledge.

Workforce accessibility

LOCOG ensured that they were able to meet the accessibility requirements of the paid and volunteer workforce at interview, for training and at events. Potential Games Makers who initially made contact with LOCOG were asked to supply information about their specific accessibility requirements. This information was then used to facilitate adjustments, including BSL interpreters, Braille translations, and Blue

Badge parking spaces.

Paid members of the workforce were supported by the recruitment team, line managers and the Access to Work programme at JobCentre Plus (JCP). This process worked really well and JCP delivered to an exceptional level.

- the age range of Ambassadors was 14 – 85; and
- 60% spoke a second language.

The retention rate for Ambassadors was high at 95% during the Games. Initial survey

“London won the bid on its promise to make this a Games for everyone. Mobilising the largest peace time workforce in the UK provided us with a unique opportunity to use the power of the Games to challenge working practices and perceptions within the UK labour market, and practically demonstrate the benefits of a diverse and inclusive approach. The Games were truly diverse, delivering beyond expectations, creating a workforce beyond any measure that embraced individuals from every sector. We have made sure that our approach and key learnings have been fully documented and are now being adopted as industry best practice.”

Jean Tomlin, Director of Workforce, HR and Accreditation for LOCOG

London Ambassadors

7,000 London Ambassadors worked as part of the Mayor’s ‘Welcome to the World’ programme, providing advice about how to get around and what to do in London from 43 pods around the city.

The aim of the programme was to ensure that the Ambassadors reflected the diversity of London. The programme was open to anyone aged 14 or over, with particular encouragement for young and older people, disabled people and graduates of the Personal Best Volunteering programme to apply.

Over 22,000 people applied online or via their local library or volunteer centres across London and the UK. Reasonable adjustments were made during the recruitment, training and at Games time. In addition, Team London provided 240 qualified mentors to work alongside the 500 young people on the programme.

- 43% of the recruited Ambassadors were BAME;
- 64% were women;

results show 99% satisfaction with the services provided by the Ambassadors.

Workforce Legacy

As part of its commitment to Convergence the Legacy Corporation is working with the Host Boroughs, the GLA and other key partners to help to reduce disadvantage by getting more residents into work and better paid work. The development of the Queen Elizabeth Olympic Park is expected to generate approximately 8,000 jobs to 2031, excluding construction, based on current employment floor space projections. These jobs are likely to be generated through the following:

- Legacy Communities Scheme (4,420 jobs)
- Press and Broadcast centres (3,630 jobs)
- Stadium and Venues (around 250 jobs)
- Interim uses including events (likely jobs not yet known)

The Park’s development is also expected to generate a significant number of

apprenticeship and training opportunities including higher level skills, and supply chain opportunities for SMEs, social enterprises and diverse businesses.

Delivering Employment and Skills Benefits

Through its socio-economic policy, the Legacy Corporation has developed an approach to employment and skills which:

- Use its procurement process to assess bidders' track record and proposals for securing local socio-economic benefits;
- Embeds those commitments contractually and works in partnership with its contractors, operators, tenants and developer partners to deliver them;
- Develops and delivers interventions with Borough partners, Job Centre Plus and the GLA to embed best practice and partnership working;
- Adds value and avoids duplication with existing employment and skills provision in the Host Boroughs by using existing infrastructure, targeting and coordinating delivery according to the demands of Park employers; and
- Tailors the approach to the specific needs of the sector, job volumes and contract.

To deliver its aims and objectives, the Legacy Corporation has developed a number of initiatives.

Community Benefits Guide

The Legacy Corporation's internal procurement document 'How to Guide' ensures that socio-economic objectives are embedded across the Legacy Corporation's operations. The guidance is tailored according to the procurement route and the particular stage in the process and will incorporate local community benefit clauses relating to employment, apprenticeships,

training and supply chains as well as specifications for contracts, developers and tenants. Through using this approach, the Legacy Corporation has secured encouraging commitments from its contractors for the venue Sports and Event Management (SEM) contracts and the Estates and Facilities Management (EFM).

Contracted Indicator	SEM Target	EFM Target
Workforce who have permanent residency in the Host Boroughs	70%	85%
Workforce who are from BAME groups	55%	50%
Workforce who are women	50%	50%
Workforce who are disabled people	3 to 5%	10%
Total number of apprenticeship places	36 (PA)	50 (PA)

Legacy careers programme

The Legacy Corporation will continue the work started by London 2012 by cultivating a positive attitude, addressing barriers to economic choices and enabling local residents of all age ranges and backgrounds to benefit from learning and employment opportunities presented by the Legacy development and operation of the Park.

The Legacy Corporation will 'build legacy careers' for local people by developing and promoting employment and skills initiatives with partners. This will enable them to become 'job ready' and provide progression routes into work by building on existing borough-based infrastructure and learning from what has worked elsewhere including the London 2012 programme.

The aim of the Legacy Corporation is to promote high-quality education and training opportunities, based on employer workforce requirements. This will enable local people,

including diverse groups and those furthest from the labour market, to be given the necessary support to access jobs and apprenticeships on the Park and provide Park employers with a skilled, demand-led workforce.

There are three main outcomes of the Legacy Careers programme:

- Local adults and young people receive the skills training, apprenticeships and support to access the job opportunities offered by the site.
- Park companies have the opportunity to engage in programmes which help attract, retain and develop a workforce that can deliver excellent service and productivity.
- Delivery of training programmes for local people which meet the workforce requirements on the Park throughout all phases of development.

The Legacy Corporation is working with partners to develop an appropriate job brokerage model which uses the expertise in the boroughs and links with existing employment support services, including providing an on-site brokerage hub. This will ensure that good practice is maintained and local people are able to obtain the right information and support to access opportunities, to sustain employment, and apply for apprenticeship and training schemes.

Venue workforce

Greenwich Leisure Limited (GLL) will ensure all staff receive disability awareness training, through for example the Inclusive Fitness Initiative, and will seek to employ a diverse workforce, while working with other Park employers to share practice on diversity and inclusion through a Park Inclusion Board.

Equality and diversity are central to the operational contract for the venues and it is

intended that the Legacy Corporation and GLL will aim to be an exemplar employer in relation to equality and inclusion standards. The Legacy Corporation and GLL will promote equality and positive community relations in the local area and tackle discrimination, for example, by addressing barriers to employment for local people, BAME and disabled people.

Construction Job and Apprenticeship Pilot

During the Transformation Stage of the North and South Parks the Legacy Corporation is seeking to maximise the opportunities for local people to benefit from employment, apprenticeship and training opportunities. The Construction Employment, Skills and Apprenticeship Pilot will be delivered by Reds10 in partnership with Transformation contractor, BAM Nuttall.

The Legacy Corporation has commissioned the pilot to provide an additional resource to work alongside contractors to broker opportunities and add value to local labour schemes. The pilot project will provide additional support to screen, prepare and train local candidates for vacancies on the Park and wider construction opportunities.

Through the Job and Apprenticeship brokerage pilot, working with Reds10 and the Legacy Corporation, BAM Nuttall are developing a Labour Agency Vendor Accord (LAVA). The LAVA is being put in place as a mechanism to regulate the practices of labour agencies, ensuring that pay and conditions are regulated, workers are on PAYE contracts of employment and recruitment supports the delivery of outcomes for under-represented groups.

Through the LAVA only employment agencies which are vetted and pass specific quality assurance criteria are able to supply labour for Transformation. Compliance is monitored by the site-access system and all subcontractor agencies will be vetted.

The Legacy Corporation's workforce targets for the transformation phase are:

Contracted Indicator	Transformation	
	base	uplift
Workforce who have permanent residency in the Host Boroughs	20%	25%
Workforce who were previously unemployed	10%	10%
Workforce who are from BAME groups	-	25%
Workforce who are women	-	5%
Workforce who are disabled people	-	3%
Total number of apprenticeship places	-	3%

the good practice achieved across London. The project is now working with the Legacy Corporation, as well as large and small contractors across London, promoting construction related opportunities for women. The project continues to prove that women have a valuable role to play at all levels of construction activity, from manual trades to senior management.

The Legacy Corporation will aim to exceed the ODA performance target of 3% women in the construction workforce.

Games Time Workforce Legacy

The workforce programme and learnings will be transferred to the Chartered Institute for Personnel Development (CIPD). This will include all programmes that were established to ensure that LOCOG was able to build a workforce which, not only reflected the diversity of London and the UK, but also implemented mechanisms to ensure that everyone was included.

Workforce Case Study: Mark Fordham - Legacy Corporation Apprentice

Mark Fordham worked supporting staff at events in the Host Boroughs and community events such as 'One Movement', where there was a range of sports activities for young people during the Olympic Games at Victoria Park and Waltham Forest Live Sites.

"The scheme is a once in a life time opportunity which offers a good taste of work for a company like this. I have gained experience in administration and it has also given me a big insight to the Olympics. My time so far has been an amazing experience - it is a big opportunity to get given and a good taste of a corporate office environment with loads of experience to gain".

Following his successful four months' work during the Games, Mark, who was previously unemployed, has now been given the chance to develop his administrative skills as a directorate administrator for the Regeneration and Community Partnerships team. His new role includes more responsibility to include organising meetings for internal and external colleagues, ordering refreshments, keeping track of expenditure and other logistical details.

Women into Construction Project

Construction Skills have continued to fund the project beyond building the Olympic venues and have set the task of extending

Games Maker Programme

The LOCOG recruited volunteers continue to express interest in future volunteering opportunities, and the transfer of this

important legacy element has been secured via the “Join In” programme of engagement throughout 2013.

London Ambassadors Programme

There are significant legacy opportunities from the Ambassadors programme including providing increased capacity and appetite for volunteering through inspiring the 7,000 recruits to continue future volunteering opportunities in their local areas.

The 7,000 Ambassadors who volunteered at Games time have nearly all indicated that they intend to continue volunteering post-Games and new volunteering opportunities are being promoted to these Ambassadors through the Mayor’s Team London programme.

3 Service delivery

Our Commitment

To ensure that all service delivery for the London 2012 was inclusive and accessible as possible. To deliver a Games which addressed the requirements of visitors, spectators, competitors and officials.

Programme Delivery

The Forum members have worked to ensure that the delivery of services throughout the build-up to, and delivery of, the Games has been as inclusive and accessible as possible for all. Ensuring equal access to the services supporting the Games was a fundamental aspect from the start of the build through to the Games. There were four areas of service delivery for the Games:

- Inclusive design;
- Accessible transport;
- Visitor experience; and
- Games time service delivery.

Inclusive Design

Accessibility and inclusion were at the heart of London's successful bid for the London 2012 Games, which London promised would be "the most accessible Games ever".

Inclusive design was a priority within the ODA design process. The award winning Inclusive Design Strategy and Standards set new standards which went beyond building regulation standards seen in existing building regulations, town planning or licensing requirements. The Inclusive Design Standards highlighted current best practice and provided a source of information for designers, project managers, engineers, access consultants and cost consultants who were required to deliver inclusive and accessible environments and buildings.

LOCOG defined a clear set of standards in the LOCOG Overlay Access File (LOAF), which provided clear and consistent



Older couple at the Aquatics Centre © London Legacy Development Corporation

requirements for the build and fit out of temporary venues, ensuring that the same standards of accessibility could be enjoyed across the Games time venues.

Venues

The design and build of the venues provided London 2012 with an opportunity to make significant improvements to the way accessibility was incorporated into the design from the start. This process delivered venues which were not only accessible for disabled people but also reflected the needs of the diverse population of London, and were fit for purpose for men, women, parents and young and older people in legacy.

Park

The parklands were designed to be relatively flat and therefore provided people with an area which allowed them to explore and discover all aspects of the Park. The IDS required, where possible that all paths were 1:60 gradient, thereby delivering an accessible landscape across the Park.

The Park worked well during the Games with many visitors being really surprised by the quality of the accessibility and inclusive provision.

Built Environment Access Panel

The Built Environment Access Panel (BEAP) provided expert technical and strategic advice to design teams. It consisted of a group of disabled and inclusive design experts. Members of the Built Environment Access Panel are drawn from a range of Government, private and voluntary sector organisations. Throughout the design and build, BEAP worked with the ODA's design and planning teams, to provide valuable guidance to ensure inclusive and accessible venues.

Since 2011 the BEAP has been reconfigured to include members of the Stratford City Access Panel and continues to work with the Legacy Corporation providing design advice on transformation of the Park, legacy venues and housing.

The Built Environment Access Panel visit the Orbit © London Legacy Development Corporation



Accessible Transport

The ODA Accessible Transport Strategy delivered on the commitment to ensure “London has a wide range of accessible transport options to ensure disabled people and those with reduced mobility can get to the Games”. There were a number of areas that were in need of improvement and this was made possible by £6.5bn spent on upgrading vital infrastructure. The ODA contributed over £4m to Transport for London (TfL) for accessibility enhancements, such as Docklands Light Railway (DLR) lift refurbishments and platform train interface work on London Underground.

It was important that disabled people would have the confidence to make full use of the public transport system to get to the Games. A wide range of accessible transport options were also provided at Games time venues around the UK. The investment in the experience of travelling during London 2012 saw an increase in the number of disabled people using the network and should lead to increased take up in legacy.

London Underground

Key stations were accessible; selection for the work programme was determined on the basis of where delivery would benefit the largest number of customers and the stations connections with other services. The completed work included:

- 66 Tube stations are now step free;
- Jubilee Line from Green Park to Stratford is step-free from street to train;
- Stratford Regional station has a new ticket hall, more lifts as well as step-free and level access trains;
- Permanent platform humps at Kings Cross, Green Park;
- Platform humps installed at all stations on the Victoria Line (except Pimlico), and areas of the platform are now level access with new trains introduced to the line;
- Manual boarding ramps used to give level access to 16 street to platform step free stations; and
- 250 wide aisle gates installed on Underground stations.

Step free access will continue after the Games at key interchanges.

London rail

A number of significant improvements have been made to key services on the rail network:

- DLR is now fully accessible, with level access from platform to train, £740k ODA contribution has enabled lift upgrades at three stations;
- £350m upgrade to the London Overground network has delivered new accessible rolling stock.
- 6 new stations are step free;
- Lifts installed at four stations provide step free access;
- Induction loops for passengers with hearing aids, tactile paving for the visually impaired, and more visible help and information points have all been installed across the network.

London buses

Increasing accessibility was a key part of the development of London’s bus network. More than 90 per cent of London residents are within 400m of a bus stop.

The bus network now offers:

- 8,500 buses which are wheelchair-accessible making it the most accessible fleet in the world;
- Each bus has a wheelchair ramp and allocated space for wheelchair users;
- All buses have real-time audio and visual 'next stop' information;
- Real-time arrival times are available on the web and by text message for all 19,000 stops; and
- 2,500 key stops have Countdown signs, all of which have been equipped with new upgraded technology.

An additional 200 extra buses were used on routes serving Olympic venues to provide extra capacity during the Games.

Games-time accessible transport services

The ODA worked with transport providers to ensure as much of the transport network as possible was accessible during the Games, this included work with national rail services; taxis; coach services; shuttle bus services; accessible parking provision; Park and Ride; and the Games-Time Mobility Services.

Highlights include:

- Access improvement works at 90 National Rail stations;
- Increased provision of accessible toilets, ramps, additional seating and installation of tactile surfaces at stations;
- Passenger Assist on-line facility to improve the customer experience;
- All 22,000 London black cabs are accessible;

- Accessible coach services provided by ODA to key venues from locations outside the M25;
- Free accessible shuttle bus service between many venues and recommended stations;
- Blue badge parking available close to venues;
- Spectator Journey Planner helped to plan driving routes to and from home postcodes to accessible parking sites;
- Secure park-and-ride sites with limited space were provided at convenient locations near to London 2012 venues;
- All park-and-ride sites had pre-bookable accessible parking spaces and free shuttle services were suitable for disabled spectators; and
- Games Mobility service provided by LOCOG, was available for all in the Park and included, 1,500 trained Games Mobility team members, sighted guide service for visually impaired visitors, free manual wheelchair, powered chairs and electric scooters loan facility, escort support service for wheelchair users, and a free golf buggy shuttle service across all Games venues.

Customer service

During the Games, more staff were deployed throughout the public transport network. All TfL employees received comprehensive accessibility training. All volunteers drafted in for the Games also underwent training to ensure disabled spectators were supported during their journey. TfL consulted with disability groups on the content and delivery of volunteer training. TfL has recently launched a new Travel Support Card for people with hidden disabilities such as learning and communication difficulties to

help them use public transport more easily. The following services were also provided by staff and volunteers:

- On London Overground, additional trained agency staff were available to help with customer queries and those who were unfamiliar with the system;
- Assistance was provided at the busiest locations, where boarding ramps were deployed;
- Across the bus network, volunteers were stationed at strategic locations and interchanges to provide assistance to passengers and to help in prioritising wheelchair users;
- Volunteers were also present on piers, and assisted disabled passengers with boarding and disembarking; and
- All employees contracted to the ODA to provide accessible transport services received the appropriate level of training to assist spectators with accessibility needs.

Journey planning and information

The London 2012 Accessible Spectator Journey Planner allowed spectators to plot their route in advance of travelling to venues from accessible stations in Great Britain by rail, coach, bus, river or Tube.

Spectators starting their journey in London were given an accessible route from door-to-door. The journey planner also automatically included extra time for airport-style security at venues. The Accessible Spectator Journey Planner presented a range of routes, giving passengers the opportunity to choose the journey that best fitted their needs.

To ensure the Accessible Spectator Journey Planner was up-to-date, the ODA financed assessments at two hundred rail and coach

stations. The Journey Planner was updated to offer improved options for people with reduced mobility, so that it plans step-free journeys right onto the train, not just the platform.

A series of short films were launched on YouTube and at tfl.gov.uk/mobility ahead of the Olympics, showcasing accessible transport in London and encouraging disabled people to use public transport to get to the Games.

Disabled spectators intending to travel by coach or rail were advised to book ahead, where possible, so that the train operator could check the accessibility of the station and make sure staff were available on the day. London Underground operates a “turn-up-and-go” service, with station staff on hand to provide assistance to disabled people when they arrive at the station and this will continue.

Live service information was supplied via the web, SMS and at stations, aiding more informed travel choice. Posters at many stations informed customers of the accessibility status of the station, for example whether there were any steps to negotiate to the platform. In addition, if the station was not accessible to wheelchair users, details were given of alternative accessible stations and how to get there.

TfL currently produces printed material incorporating accessibility information via an Accessibility Guide, and Tube maps available include step free access guides, large print, and black and white versions. Recent improvements to the Tube map make it clear which LU, DLR and Overground stations have ‘step-free access from street to train’ and which have ‘step-free access from street to platform’.

On the National Rail network the ‘Stations Made Easy’ facility on National Rail

Enquiries continues to give detailed information about access conditions on all stations on the rail network, enabling passengers to plan accessible routes through stations.

Additional signage was introduced at venues and on the transport network to assist passengers with accessibility requirements, and to help with the wayfinding of step-free routes.

TfL provides signs directing passengers to its lifts and these are usually positioned above head height, which means they can be easily seen, even in a crowded station. TfL also generally positions the signs at decision points, such as places where the route for the lift varies from the route for other customers.

Visitor Experience

The Mayor recognised that the added complexity of the Games required additional resources and planning to help deliver a barrier free and inclusive environment for all.

Welcome to London

The Welcome to London project aimed to provide an inspirational Games time welcome to visitors, residents and commuters across the whole city. The project acknowledged that the perceptions of London and the success of the Games would be determined by the volunteers and customer assistance staff right across the visitor journey.

The project worked with partners to coordinate an end to end experience that integrated the city with the Games and inspired people to return to the capital. The project focus was to provide the information and customer service that visitors needed by supporting key customer assistance staff and services across the visitor journey. The project delivered:

- ‘Welcome to London 2012’ materials that were used in training over 50,000 staff and volunteers in transport, Local Authorities, Team London Ambassadors, other volunteer schemes, the Army, LOCOG, Business Improvement Districts and hospitality businesses.
- ‘Welcome to London’ e-learning unit aimed at tourism and hospitality staff was accessed by over 2,000 people;
- Five million Host City maps were distributed at Ambassador pods, Tourist Information Centre (TICs), LOCOG venues and across the London transport network;
- Creation of a Games time TIC Network with agreed service standards, Games ready training and Games time ‘dressing’, for the capital’s 13 main TICs.

Accessibility across the capital



Peter and Ron on the South Bank © LLDC

Three key visitor accessibility projects were delivered for 2012; information about accessible businesses; a training course to help businesses welcome disabled customers; and physical access and wayfinding improvements along the South Bank of the Thames.

- The Inclusive London website developed by the GLA and partner Direct Enquiries, was launched in 2011 providing

information about the accessibility of the capital's hotels, restaurants, pubs, shops, attractions and other locations.

- Destination London is a free online training course to assist staff in hospitality, retail and other customer facing services to gain a better understanding of how to meet the needs of customers with access requirements.
- Working with the London boroughs of Southwark and Lambeth, the Mayor invested £4 million to improve pavement layouts, install better lighting and signage, to provide increased seating and more access ramps and handrails as well as 3.9 kilometres of historic, varied and attractive promenade from Westminster Bridge to Tower Bridge.

Games Time Service Delivery

LOCOG successfully used the Gametime environment during the Olympic and Paralympic Games to celebrate the diversity of London and the United Kingdom in front of a global audience, and to highlight the tangible results of four years of work by LOCOG's Diversity and Inclusion team to achieve the promise of delivering a Games for everyone.

As London 2012 was the first Olympic and Paralympic Games in which diversity and inclusion was embedded throughout each Functional Area's planning process, the high level of success achieved at Games time served to validate LOCOG's commitment to an extensive diversity and inclusion programme.

Twenty two inclusion functional area projects served to increase the visibility and overall impact of LOCOG's diversity and inclusion work across all nine client groups, while ensuring clear leadership and accountability across all areas of the organisation. The 22 functional areas include

service delivery for ceremonies, cultural Olympiad, inclusive ticketing, innovative sports presentation, LOCOG Overlay Access File, Games mobility, diverse food and inclusive catering; event services information provision; Paralympic Inclusive Environment (PIE); Inclusion Mark; inclusive welcome and screening; accessible website; Live Sites; Athletes' and Officials' Guides; volunteer programme; inclusive paid workforce; inclusive contractor workforce ; inclusive uniforms; Equality Standard for Sport; Diversity Works for London; Olympic Games Knowledge Management; Get Set and International Inspiration.

LOCOG had an innovative approach to sports presentation including audio description and audio commentary for Opening and Closing ceremonies, unobstructed views to big screens within the venues and access to seating close to the field of play for visually impaired spectators. LOCOG delivered spectators accessibility requirements, including provision of blue badge parking at all venues, shuttle bus services, additional accessible toilets, changing places toilets at all venues, incorporating a hoist, and assistance dog spending areas.

It was important for LOCOG to target, monitor and evaluate efforts across all nine Olympic client groups of athletes and National Olympic Committee delegations; technical officials; broadcasters; press; workforce; spectators; marketing partners; Olympic and Paralympic family; and the public, in order to ensure London's diversity and inclusion objectives were as widely understood and achieved as possible.

Games Time Diversity and Inclusion

All of the functional areas delivered LOCOG's diversity and inclusion targets and commitments. Highlights of the service delivery programme were:

Workforce

The workforce was supported by innovative programmes which are not normally associated with HR management. These included:

- Management of a contingency pool of volunteer BSL interpreters and sighted guides.
- Management of partnerships with disability organisations.
- Management of the accessibility requirements escalation procedure in order to ensure people's accessibility requirements were accurately and efficiently managed.
- The LOCOG Diversity and Inclusion team implementing a Games-time resolution structure with clear lines of responsibility and channels of escalation according to the duration and severity of any problem, ensuring the timely resolution of problems related to diversity and inclusion.
- As a result of this Games-time resolution system, LOCOG was able quickly to resolve the relatively small number of diversity and inclusion issues during the Games. This detailed planning process also limited attrition rates among the LOCOG workforce during the Olympic and the Paralympic Games, maintaining the projected diversity profile throughout both events.

Food provision

LOCOG committed to delivering a tastier, healthier and greener Games with a diverse and inclusive approach. London is one of the most diverse cities in the world, with an equally huge variety of cuisines. Its multitude of restaurants, markets and shops reflect a diverse food culture, which already matches the mix of nationalities and cultures

who visited London for the Games. While London is justly renowned for its cosmopolitan cuisines, LOCOG acknowledged that they had to also recognise the rich heritage and diversity of British regional products and recipes.

LOCOG delivered their food vision by:

- Working with experts and partners to deliver vibrant food and beverage services to a wide and diverse range of people with ethnic, cultural and dietary requirements;
- Celebrating the great diversity and quality of British food, and delivering it at affordable prices;
- Sourcing and engaging with smaller caterers and suppliers to provide healthy quality products and services; and
- Delivering diverse and inclusive catering which suited everyone's needs across all strands including providing children's options and portions.

The Olympic Games took place during the final two weeks of Ramadan in 2012 and LOCOG set up programmes to ensure that all client groups were provided for through late night food options. LOCOG also worked with its Faith Reference Group to better understand specific needs and offer high quality Halal and Kosher meats meeting the European Halal Development Agency's Standard.

Ticketing

11 million tickets were available across both the Olympic and Paralympic Games. LOCOG designed the fairest system possible to ensure that as many people as possible could successfully apply for tickets.

LOCOG was committed to making the ticketing information as accessible as possible using the web, phones, media,

accessibility workshops and community forums.

Disabled people applied for tickets using the Ticketmaster on-line system or via the paper application forms. Accessible information was produced providing information in British Sign Language or Easy Read formats. The application form was also available in alternative formats when requested.

Spectators were able to choose from a number of seating options which included, wheelchair accessible seating around the podium level of all venues on the Park, manual step access to seats, and seats closer to the field of play.

A ticketing contact centre was established with agents trained on how to assist disabled people with their ticket application or ticketing enquiries.

Website

LOCOG's websites were an important way for people to find out about and share the excitement of the Games. LOCOG committed to creating the most accessible websites, delivering information for everyone and sharing their values and vision of diversity and inclusion.

To ensure its websites were fully accessible, LOCOG engaged users with different access requirements to feedback on the sites' accessibility features. LOCOG also worked with specialist accessibility consultancies to identify and resolve any issues.

The LOCOG Games-time website was focused and efficient, providing visitors with a wide range of complex information in a way which was accessible as well as offering multiple formats.

The websites delivered LOCOG's access and inclusion commitments in the following ways:

- Websites which complied with accessibility standards for commissioning, in editorial, design and coding;
- The use of plain English throughout its sites, as well as French, officially used by the Olympic Movement;
- Both the font size and the font style could also be changed on demand, allowing visually impaired or dyslexic people to access all the information;
- LOCOG's website pages were accessible in alternative formats to suit everyone's needs. Following collaboration with the Royal Association for Deaf People, users could find key information in British Sign Language and key videos with subtitles.

Blind and visually impaired people could find key videos with audio description and they could also download free software allowing them to have the content of the site read aloud to them.

- People with a learning disability and people whose native language is not English could find Easy Read format fact sheets. These documents contained lots of pictures and were made easier to understand by using plain language, simple phrases and ideas, short sentences and minimal abbreviations

Torch relay case study

Sheikh Sheikh's nomination story

Sheikh is an international-class wheelchair racer who was born in Kenya and came over to live in the UK in 2005. Sheikh underwent a long period of rehabilitation for a serious spinal injury sustained in a road traffic accident when he was eight. He went to school in Newham and now attends Newham 6th Form College.

Sheikh has maintained a high level of attendance and kept up with his school and college work despite the challenges of his condition and coping with the discomfort and pain incurred in ongoing surgical operations.

He has been an inspiration to many of his peers and teachers in School.

He featured in a book released by Aspire, the spinal injury charity, in which those who have undergone rehabilitation for severe spinal cord injury provide inspiration for others more recently injured.

Sheikh won his age group races in the London Mini-Marathon in 2010, 2011 and 2012. He was selected to race in the international Diamond League meeting at Crystal Palace in 2012, and he is an up and coming athlete who hopes to represent GB in Rio. Sheikh said "I am proud and honoured to be a part of history in carrying the torch in my home country where I have achieved a lot in life".

Service Delivery Legacy

Inclusive Design

When it opens, the Queen Elizabeth Olympic Park will be the most accessible new park in the UK, possibly the world. To achieve this, the Legacy Corporation has taken the baton from the ODA as sector leaders at the forefront of delivering excellent practice in inclusive design and accessibility.

The venues and parklands are due to be reconstructed for legacy in a way which is even more accessible than for the Games. The Legacy Corporation has adopted, updated and enhanced the Games time Inclusive Design Standards to meet the needs of the legacy development. The

standards have been agreed and made available to all of the Legacy Corporation's developers, designers, and contractors.

The BEAP will continue to support the Legacy Corporation's delivery of inclusive design. Projects such as the Park Hubs, the Transformation programme, the redevelopment of the North Park following cycle circuit realignment, and Olympic Stadium Transformation have already benefited from the BEAP's input.

Throughout the procurement process for Chobham Manor the Legacy Corporation was part of the evaluation team, negotiating with the bidders to ensure that the development offers choice and attracts a mixed

community. Taylor Wimpy will build 100% of their new homes to the Mayor's Lifetime Homes Standard, meaning they will be easy for the residents to adapt as their needs change over time. In addition, 10% of the new homes will meet the standard for wheelchair accessibility, spread across the typologies. They will also develop a number of exceptional 'intergeneration homes' large enough to meet the needs of larger families especially prevalent in the Host Boroughs.

Other projects and work undertaken by the Legacy Corporation to ensure the Park and surrounding areas are inclusive and accessible include:

- The Waterways Accessibility Project, in which the Legacy Corporation are investing up to half a million pounds to ensure that the canals and waterways around the Park, are upgraded to enable everyone to use them. This work is closely aligned to the Waterways Strategy and the Canal Park Masterplan.
- Implementing the recommendations from the Games Time Accessibility Study to ensure that lessons learned from the Games inform future activities and event management.
- Attitude is Everything (AiE) undertaking a Park Opening Festival Accessibility Pilot. AiE are specialists in creating events and festivals which are accessible for Deaf and disabled people, and work with clients like the O2 and Glastonbury. The pilot findings will be embedded in plans for future events on the Park.
- Provision of funding to the Yard Theatre, to enable an accessible toilet to be installed, which is necessary for it to be open to the public.
- Finding a solution which provides scooters and other mobility equipment

for disabled people who need it to get around the vast areas of Queen Elizabeth Olympic Park, in line with the Games time provision.

Accessible Transport Legacy

The delivery of the accessible transport strategy before and during the Games has led to a change in the way transport operators view the needs of passengers. The ODA has demonstrated that changing the way transport provision is procured, delivered and managed results in greater uptake of services by all passengers.

The legacy of the ODA Accessible Transport Strategy is:

- Community Transport Sector and Social Enterprise organisations have proved that they can deliver large scale projects, events and contracts to the highest standards;
- The knowledge that providing training and experience to community transport drivers, directly increases the capacity of the sector to grow and develop within local communities;
- The fact that the auditing process utilised for the Games has raised standards and knowledge and improved systems across the sector;
- Having demonstrated that safety and best practice in accessible transport can be achieved during intense operations;
- Having demonstrated that a successful transport operation, particularly for those with mobility difficulties, is one where focus is on customer service; and
- Establishing that access to transport for mobility impaired people can be met through the provision of services in an efficient and professional manner, establishing new standards and

expectations for accessible transport to major events.

- Inclusive Ceremonies provision.

Visitor experience

The South Bank project has been designed to leave a lasting legacy from the 2012 Games for Londoners and visitors alike, enabling even more people to enjoy one of the capital's most visited public spaces. Successfully delivering accessibility improvements in an area of great historical importance makes the South Bank scheme a 'first' in public realm enhancement.

Working with the GLA, Photo Routes has illustrated the routes along the South Bank and accessible connections from nearby rail and tube stations with photographs. This helps everyone find their way to the South Bank riverside walk and is particularly helpful to people with learning disabilities or people whose first language is not English, as well as those who find traditional map reading difficult.

Games Time Service Delivery

A number of the diversity and inclusion projects will provide useful information and guidance for future sporting events to be held in the UK, including the Glasgow 2014 Commonwealth Games, 2015 Rugby World Cup and 2017 World Athletics Championships.

A suite of project documents will be passed to DCMS and the Government Executive Office (GEO) to be used as the basis for these and other future events, this will include:

- LOCOG Overlay Access File (LOAF);
- Innovative sports presentation;
- Games Mobility service provision;
- Inclusive ticketing programme;
- Accessible website provision; and

4 Communities

Our commitment

To address and remove barriers to full participation in the planning and delivery of the London 2012 Games and the long-term legacy.

The ODA published a set of 10 community commitments of which two directly addressed equality and diversity:

- **“Respecting our neighbours:** We will be a responsible neighbour, encouraging our staff to be respectful and accountable for their actions at all times. To do this, we will communicate and encourage responsible behaviour through our staff induction and training; educate our contractors about the communities in which they are working; and ensure our contractors help our community relations team respond to enquiries or complaints received through the construction hotline.”
- **“Out in the community:** We will continue to communicate to you about progress on the Olympic Park and the community engagement programme. To do this, we will attend your residents’ meetings and events so we can update you on the construction programme; notify local residents a minimum of seven days in advance of any potentially intrusive works on the Olympic Park; produce a newsletter ‘Your Park’ and distribute it to over 200,000 residents and businesses surrounding the Olympic Park; and offer visits to the Olympic Park to the local community throughout the construction programme.”

Programme Delivery

Community Engagement

The ODA, LOCOG, GLA and the Legacy Corporation engaged with local communities across London and specifically in the Host Boroughs. Throughout building the venues and in the lead up to the Games, community engagement was pivotal to the programmes success. Activity included statutory consultation for planning, road shows, activities in schools involving young people and Olympic-themed stands at large-scale community or borough-wide events.

ODA

The ODA maintained contact with the local community neighbouring the Olympic Park and other areas where they were responsible for 2012 building work such as the site for the Lee Valley White Water Centre in Hertfordshire.

During the building of the Olympic Park, the ODA organised regular tours of the Olympic Park to enable local people see the building work first-hand. The ODA has delivered a wide programme of engagement events with local people throughout the build, as well as running telephone hotlines, both for general comments and queries and for complaints about building work. In addition the ODA ran Open House events every year where people from across the UK had an opportunity to find out more about the design and build programme.

LOCOG

LOCOG has reached, inspired and engaged with residents, businesses and community stakeholders living around venues and from across London, providing access to a range

of London 2012 opportunities to generate enthusiasm for the Games.

During 2011, the Community Relations team attended more than 30 different community events across London engaging with more than 20,000 members of the public. The advocates programme specifically:

- Delivered a reception for Olympic gold medallist Tommie Smith, which created a truly inspirational and memorable experience for London and UK Black communities.
- Hosted a tour of the Olympic Park for the Archbishop of Canterbury and other faith leaders to celebrate their involvement in London 2012.
- Designed and developed a series of pin badges including Faith, Gender and Gender Identity, LGBT, Inclusion and Age which mark the richness of London's diversity.
- Provided the opportunity for more than 250,000 individuals, including school and community groups, to tour the Olympic Park and see the progress being made.
- Brought together women from east London at a recruitment event to empower them through knowledge about the Games and how they can apply for jobs.

Get Set Education Programme

LOCOG committed to enhance young people's learning about diversity and inclusion in the world and their community through sport, culture and education. The Get Set programme, has encouraged 24,000 out of 30,000 UK schools and colleges to use the Olympic and Paralympic Values to explore diversity and inclusion.

The Get Set programme activities and learning materials to promote diversity and inclusion for 2 million students, included:

- Materials to promote Paralympic Values and Paralympic athletes, to help to engage young people in learning about disability.
- Films, assembly materials and activity ideas to introduce the Olympic Truce, to encourage young people to use sport to promote peace, and to build bridges between and within communities.
- Activities to learn languages using healthy recipes from different countries taking part in the London 2012 Games.
- 'Shine a spotlight' competition, where students were rewarded for living an Olympic or Paralympic Value.

The 'Get Set goes global' programme promoted global learning and intercultural exchange. Schools were encouraged to follow and support at least one Olympic and one Paralympic nation. They then celebrated the teams and cultures they learned about in June for London 2012 World Sport Day, presented by Lloyds TSB.

GLA

Mayor of London Presents

A key element of the Mayor's City Operations programme focused on extending the celebratory atmosphere and spirit from the Games sporting venues to destinations across the city, including iconic venues, high streets, parks and open spaces. The Mayor supported a programme of free events and cultural activities to add to the excitement of 2012.

Working with international artists and world-class cultural organisations, the *Mayor of London Presents* programme took place

throughout the capital, to add to and complement the London 2012 Festival. Free to access events, festivities and activities created the potential for maximum participation, particularly from communities which experience disproportionately high levels of disadvantage.

Showtime: entertainment everywhere

The organisers engaged a range of community organisations to ensure a diverse range of artists was selected for the final programme. Thirty-two groups including children, young adults, older people, Deaf and disabled artists and performers were at the live sites. Events were designed to be family friendly to attract a varied audience. In December 2011, the Mayor's Showtime team recruited five young apprentices - who wanted to develop a career in producing outdoor events - to help produce the Showtime festival.



Scoop All stars © Sue Johnson

The Discovery Trails

The trails were walking routes to help visitors and Londoners discover the unique sights and sounds of the capital as host city, and many of the attractions and regular festivities, capturing the spirit of the capital.

GLA worked with Enabled London to produce photo routes of the South Bank and the discovery trails. The six routes were accessible for all and were lined with life-size statues of Wenlock and Mandeville, the Games mascots, offering great opportunities to take photos and capture visual memories of the Games.

BT London Live

The live sites transformed Hyde Park, Victoria Park and Trafalgar Square into ideal locations to take part in and celebrate the Games for free. The landmark venues played host to all the live sporting action on giant, state of the art screens, fun filled sports activities, top class music, entertainment and more.

Liberty Festival

The 2012 festival marked ten years of celebrating the talents of the very best Deaf and disabled artists from the UK and abroad in 2012. It coincided with the Paralympics and provided two days of live music, dance, comedy, outdoor arts, kids' entertainment and more. With a host of live performances from homegrown and international talents, the festival is one of the world's biggest Deaf and disabled events.

The research conducted on behalf of the GLA at Games time showed over 85 per cent of people who attended an event, rated it as "excellent" and over 90 per cent said they made them feel part of the Games celebrations, even if they didn't have tickets for the sport. Almost 90 per cent of visitors said the Mayor's programme improved their overall experience of the Games and said they had a positive impression of London.

All said they would visit London again and recommend it to friends and family.

Children and Young People's Unit (CPYU)

The GLA's CYP, and the Peer Outreach Team within it, has a long standing good relationship with a number of disability organisations and continually works to highlight good practice across the board. Projects which have been undertaken to highlight issues and good practice include:

- Disability groups were involved and had direct input into the 2012 Legacy work with Redbridge College. This included young people at risk and those with learning difficulties.

Young people with different disabilities are represented on the Peer Outreach Team which has worked in partnership with **Whizz Kidz** (a charity working with disabled children) to host two stakeholder and fundraiser events at City Hall:

- an event for stakeholders and supporters in London's Living Room at City Hall in 2011; and
- an event where fundraisers could meet and celebrate the different ways in which to fundraise for the charity in 2012.

The **Young Londoners Network**, run from City Hall, is regularly attended by groups who work directly with disabled young people. The Children and Young People's Unit has also supported and presented at various Disability Forums.

The Legacy Corporation

The Legacy Corporation has funded a number of projects which delivered outcomes before and during the Games and will continue to develop these projects in legacy.



Whizz Kidz: (L- R) Katie Simson-Smith; Ellie Harper; Ex-Paralympian, television presenter Ade Adepitan MBE and George Fielding

Olympic Park timebanking scheme

The Legacy Corporation's Queen Elizabeth Olympic Park Timebank scheme aims to increase the number of local people and organisations that volunteer their time and resources on environmental projects in the Olympic Park and the local neighbourhoods surrounding it. It is a real opportunity to bring diverse communities from different backgrounds together in a positive activity that increases local community ownership of the Park.

The **Big Waterways Clean Up 2012** was used to pilot ideas for the Timebanking scheme and was developed hand in hand with local communities and aimed to allow as many people as possible to take part in and share in the green legacy of the London 2012 Games.

The project launched in February 2012 involved 600 volunteers in 32 events. It aimed to inspire and support the next generation to care for their water spaces, with planned hands-on 'waterway discovery days' and an education pack developed especially for school children.

The volunteers planted 80 trees, five wildflower meadows and one reed bed to help to transform areas into safe and fun places for people and wildlife well into the future.

Thames21's training programme, which ran alongside the programme, will ensure the sustainability of the campaign, by equipping volunteers who want to lead their own events with the skills, confidence and support to do so. Thames21 strives to make their volunteering opportunities as accessible, inclusive and rewarding as possible. Their public events are free and open to all and they particularly welcome people who have suffered mental distress, or people who consider themselves to have a disability.

Schools programmes

The Legacy Corporation has established links with a number of local schools running activities from assemblies and workshops such as Living Legacy, working with 8/9 year olds in four primary schools close to the park to build models of their park, thinking about the types of facilities and spaces they can create to accommodate their local community, to curriculum-based activity, such as M.A.D.E in East London, which gave children, aged between 13 and 15-years-old, the opportunity to come up with ideas for a space on the Park.

Wild Kingdom

Wild Kingdom is a new imaginative and challenging play space for Three Mills Green designed by We Made That. It was funded by the Legacy List, London Legacy Development Corporation and supported by Lea Valley Regional Park Authority, as part of the Lee River Park initiative.

The space is designed for both younger and older children and has a range of accessible play features, such as accessible play hardwood armrests on seating, areas of accessible height for wheel chair users including raised planters and a range of sensory experiences through the feature planting.

Supporting the build is an engagement plan which features a range of activities and events before, during and after the build of the playspace. The plan aims to introduce the new playspace to the local community and potential users by involving them in its creation as well as establishing a network of groups who would be interested in forming a 'friends' of group and therefore animate the space in the future. In addition to public workshops, the construction of the playspace will introduce a local SEN school, John F. Kennedy, to the project.

Legacy Youth Radio

Sixty young people from the host Olympic boroughs have learnt broadcasting skills as part of the Legacy Youth Radio that has been set up by the Legacy Corporation. Young people aged 14 to 25 were given an opportunity to gain skills, qualifications and experience in broadcasting working with youth radio station Rerezent FM 107.3FM and London-based arts organisations. The project had been funded into 2013.

Community case studies

Curwen Primary School and the Paralympic Games

Curwen Primary School (Plaistow, Newham) joined the Get Set network in April 2010. The school has used a variety of different projects to learn about the history of the Paralympic Games, its athletes, the Paralympic Values and the wider theme of disability, using dance, poetry, music and art.

They have also established their own Paralympic sports club, with boccia, goalball, sitting volleyball and wheelchair basketball offered to students. Focusing on the Paralympic Games has helped pupils to learn about disability and change attitudes.

All together for the Olympic Games and the Paralympic Games

St Mary's Grammar School, a Catholic school in Northern Ireland, has been working with a local school from the Protestant community, culminating in a trip to London.

Students from St Mary's have been engaged in a four year project with peers from other schools and have met together several times and taken part in a range of activities based around the Olympic and Paralympic Values.

New Direction

New Direction students received broadcast training. They then produced a series of in-depth programmes, including panel debates, live shows and guest interviews on the 2012 Games and plans for Queen Elizabeth Olympic Park. The group took part in a two day training session, which included inspirational talks by musician Goldie and young Paralympic swimmer Amy Marren. Two of the participants from Newham were successful in gaining a place on the BBC 2012 Community Reporters scheme. The students have continued to develop their skills in broadcasting.

Join In

The 'Join In' weekend, took place between the Olympic and Paralympic Games. 6,000 events were held in sports clubs across the country for Games Makers and others to get involved.

The Join In programme targets the continuing engagement of the LOCOG

Games Makers promoting volunteering opportunities both in local communities and at other sporting events. The programme also allows for the continued interaction of the 70,000 Games Makers, ensuring that the positive experience of volunteering is disseminated into legacy.

Communities Legacy

Community Engagement

For the future success of Queen Elizabeth Olympic Park (QEOP), it is essential that the Legacy Corporation reaches out to those communities who might not naturally think it is for them. This will result in more visits to the park and its attractions, and more users of the venues.

Strong and positive relationships with these communities will help the Legacy Corporation to programme a diverse range of events and activities to attract the maximum audience and ensure that everyone feels it is their Park, and contributes to make it a success.



In the first year relationships with local communities and groups have already been strengthened and deepened through engagement and outreach activity at a community level, targeted at those groups that live closest to the Park, but are least likely to engage.

In the second year a small grant pot for 'Bring it to the Park' will be available to support activities which bring new participants to the Park. Similar to the 'street party' model, this fund will facilitate communities doing what they already do well, but in and around QEOP. This project will be developed with the boroughs surrounding the Park building on their ongoing programmes, such as the Newham street party programme, perhaps called Bring the Party to the Park. Organisations will put on 10- 20 events or activities in the Park per year.

The Legacy Corporation has a number of other programmes and projects which will deliver community engagement for the legacy.

Legacy Youth Panel

During 2012 an additional thirty young people have joined the Legacy Youth Panel to help shape the future of the Queen Elizabeth Olympic Park, taking the total up to around 100. This youth forum will continue into 2014, to focus on shaping key pieces of legacy such as the North and South Park Hubs. The Panel will also help facilitate consultation sessions, as well as being hosts at community facing events.

Programme of Park Tours

The Legacy Corporation resumed the Park tours by bus in the autumn of 2012 alongside boat tours on the waterways, walking and cycling tours. A future programme will train local people to be able to host tours.

The Good Gym

The Good Gym unlocks volunteering potential by providing people with meaningful ways to exercise; the Legacy Corporation make it easy for people to connect with local good causes that can benefit from their visits or physical labour. The Good Gym connects individual 'runners' who live and/or work in the host boroughs with 'coaches' who are isolated older people to whom they make regular visits and deliveries. The Good Gym also organises regular group runs that perform physical tasks for community, third sector and public sector organisations. Members consistently report improved motivation to exercise. The Legacy Corporation is supporting the social enterprise to expand its operations from Tower Hamlets across the rest of the Host Boroughs.

Dents in the Fence

A future Legacy Corporation programme will create a network of viewing centres, which seek to connect community hubs such as the View Tube, Three Mills, The Chandos Centre, The White Building, and the Hackney Wick Lifestyle Centre.

The project will enable local people and visitors to follow the Park development, get an insight into the Park unfolding, access information on forthcoming opportunities around jobs, training and events, as well as enabling people to post blogs, photos and comments. A number of outreach activities will be run from the centres to draw local people closer to the Park and engage people in activities outside the Park that can move into the Park from summer 2013. Outreach will link to arts and culture and sport and healthy living programmes.

Grow Your Own

A future Legacy Corporation initiative to engage local people in cultivating local produce that could have links with the Park, this could include vegetable plots, herb-

growing, beekeeping or worm farms. This would be focused on intergenerational activity to encourage people of all ages and families to be involved.

Join In

The Join In programme will target the continuing engagement of the LOCOG Games Makers promoting volunteering opportunities both in local communities and at other sporting events, ensuring the positive experience of volunteering continues beyond the Games.

5 Participation

Our Commitment

The Bid commitment for the Games was to increase sports participation by women, disabled people, people from minority ethnic backgrounds and people who had never taken part in sport before.

Active People

Sport England's Active People Survey provides information about people's participation in sport and physical activity. From October 2011 to October 2012, 15.513 million, 36%, adults aged 16 and over, participated in sport at least once a week for 30 minutes at a moderately intense level.

The results of the survey indicate that there has been a significant increase in sports participation at this level. Over 750,000 more adults are participating in sport or physical activity than in 2010/11 and 1.6m more than 2005/6. The results also show the following demographic increases from 2005/6, the first year of the survey:

- Female participation up by 626,000 from 6.248 million to 6.874 million, with a 578,500 increase since 2010/11.
- Participation by BAME people has increased by 429,300 from 1.346 million to 1.775 million, with a 131,500 increase since 2010/11.
- Participation among adults with a limiting disability or illness has increased by 361,900 from 1.317 million to 1.678 million, with a 64,700 increase since 2010/11.

The results are encouraging as they show that more people are playing sport, from cycling and netball to hockey and

badminton. Women are really driving this growth helping to cut the gender gap in sport participation. Sport England hope that the increases from 2005 to 2012 will continue to build, following the inspirational performances of the female and disabled athletes in the Olympic and Paralympics.

Further studies have shown that the number of people taking part has risen sharply since the Games with strong increases in many Olympic sports. More disabled people are playing sport at least once a week, but participation rates are still far behind those for non-disabled people. More needs to be done to tackle this challenge.

By every measure, sports participation is up including the number of times people are taking part in sport through to increases by gender, ethnicity, and for disabled and non-disabled people.

Programme Delivery

The commitment has been delivered through a number of partnership projects since the start of the build programme.

Sport England

Places People Play

Places People Play is the £150 million programme to create a grassroots sport legacy before and beyond the London 2012 Olympic and Paralympic Games. It has three themes:

- Transforming the **places** where people play sport.
- Inspiring thousands of **people** to make sport happen in their local area

- Giving people in every community more varied opportunities to **play** sport

Places People Play is being delivered by Sport England, in partnership with the British Olympic Association and the British Paralympic Association with the backing of LOCOG and DCMS. The programme carries the London 2012 Inspire mark.

Inspired Facilities

The Inspired facilities programme has delivered £65m investment in 732 projects which have modernised and extended clubs and other local facilities.

Iconic Facilities

Iconic Facilities is an investment in large-scale, regionally-significant state of the art facilities, catering for several sports. Twelve projects have benefited so far:

- University of Worcester - Worcester Community Sports Arena (£1.5m);
- Telford & Wrekin Council – Dawley Sports & Leisure Community Centre (£1.5m);
- FC United of Manchester – Moston Community Stadium Facility (£750k);
- Derby City Council - Multi-Sports Arena (£3m);
- Cheshire West & Chester Council – Ellesmere Port Arena (£1m);
- Surrey Canal Sports Foundation – Surrey Canal London Sports Village (£2m);
- Essex County Council - Hadleigh Farm Legacy Venue (£1.5m);
- University of Oxford - Iffley Road Sports Centre (£1m);
- Sheffield & Hallamshire FA - Westfield Football Community Centre (£750k);
- London Borough of Havering - Romford Leisure Development (£2.074m);
- Scarborough BC - Weapness Leisure Village (£2.21m); and
- University of Birmingham - New Sports Centre (£2m).

Protecting Playing Fields

The Protecting Playing Fields programme has seen the protection and improvement of 159 playing fields across the country. This programme works in tandem with and supporting Fields in Trust on their Queen Elizabeth II Playing Fields Challenge.

Sportivate

Sportivate has provided opportunities for up to 300,000 participants aged 14-25 to receive six weeks of coaching in the sport of their choice and then guided them into regular participation within their community. To date nearly 100,000 teenagers and young adults have taken part in over 6,000 Sportivate projects.

Gold Challenge

The Gold Challenge is an independent initiative that is motivating over 100,000 adults to test themselves in multiple Olympic and Paralympic sports, and in doing so raising millions of pounds for charity. Gold Challenge exceeded its target of 100,000 registrations by 5,000. The over 16 age group was 51% males and 49% females. Together they raised over £1m for charities ahead of the start of the Olympics.

Inclusive opportunities for disabled people

The Inclusive Sport Fund has been established with £10.2 million of National Lottery Funding to invest in programmes designed to increase the number of disabled people aged 14 and over to regularly play sport. 44 projects received awards in December 2012.

In November 2012 the Inclusive Sport Training Programme was launched with Sainsbury's and the Secretary of State for Culture Media and Sport. This programme will ensure that more individuals will be trained to increase their skills and confidence to deliver opportunities for disabled people to take part in sport at a community level. Sport England will invest

up to £1 million into this programme which aims to train around 10,000 people through 500 workshops.

Sport Makers

Over 55,000 people have registered for Sport Makers against the aim to recruit, train and deploy 40,000 Sport Makers, as the next generation of sports volunteers to organise and lead grassroots sporting activities. Over 32,000 Sport Makers were inspired through a local event and are actively undertaking 10 hours of sport making; over 1,000 are Disabled Sport Makers.

Club Leaders

The Club Leaders programme provides free training and support to at least 10,000 volunteers who deal with the day to day running of community sports clubs. The programme is helping create a robust, economically sustainable and enterprising sports network. 38 clubs are currently receiving mentoring support with the second phase of matching taking place to support a further 22 clubs before the end of the year.

Playground to Podium

Playground to Podium (P2P) aims to help young disabled people progress from physical education (PE) and community sport to high-level performance and competition. It focuses on the identification, development and support of young disabled people.

At least 31,517 young disabled people engaged in the initiative and by September 2012, 8,997 young disabled people have attended Athlete Assessment Days where they are signposted either to a club or to a fast track sports opportunity.

Schools Games

The School Games is the Government's framework for competitive school sport and a key strategy for creating a meaningful sporting legacy from the 2012 Olympic and

Paralympic Games. Over £150m of Exchequer and Lottery funding has been secured to 2015 to fund the School Games, which aims to give every pupil in the country the chance to take part in competitive sport, regardless of age, ability, disability or gender. Up to October 2012 10,479 schools are on the School Games database, these include primary, secondary, special and independent schools.

Thirty-one National Governing Bodies of sport have created new sports formats, including seven disability-specific sports, to encourage all young people, whatever their ability or disability, to take part in competitive sport.

Project Ability is a bespoke project within the School Games designed to help drive and increase opportunities for young disabled people. Project Ability supports schools to improve and extend their provision for young disabled pupils to take part in competitive sport. Around 5,000 youngsters have benefitted from the work of this project.

At the inaugural National Finals held in and around the Olympic park in May 2012, over 35,000 spectators cheered on 1,600 elite young athletes from across the UK, 15% of whom were disabled.

Change4Life Clubs

The Department of Health has committed £8.4 million to establish 13,500 Change4Life Sports Clubs (C4LSC) in schools by 2015. These clubs are designed to get more children and young people involved in physical activity and sport and reach those who are least active, including girls and disabled young people. In its first year, a total of 2,786 C4LSC were created, attracting 61,175 young people.

Change4Life clubs are designed to engage young disabled people and those with

special educational needs through games and activities that can be adapted to different club participant's needs and also through including disabled young people in the running of their clubs.

Seven Olympic and Paralympic sports are on offer in the 3,000 clubs in secondary schools. These are: badminton, boccia, fencing, handball, table tennis, volleyball and wheelchair basketball. 4,500 Creative, Target or Adventure multi-sport clubs have been established this year in primary schools, providing children with the physical literacy skills and confidence to take part in sport and be physically active.

ODA

Time to Shine

The ODA worked in partnership with the Park contractors and WheelPower to provide an annual programme of sport for over 400 disabled children from the five Olympic host boroughs.

Time to Shine was a fun, positive, life changing experience, offering the children the chance to try over 14 sporting and cultural activities at Stoke Mandeville Stadium, the birthplace of the Paralympic Games. Due to the generous contributions of the Olympic Park contractors, all costs, including travel, meals, accommodation and coaching were included. Attendees of the events were able to experience a variety of sporting activities to suit all abilities run by qualified coaches and volunteers. Each year a number of Paralympians also attended the event to inspire the next generation.

LOCOG

Games time Participation

London 2012 hosted the first Olympic Games in which all teams, including Saudi Arabia, Qatar and Brunei welcomed women to compete in sport for the first time.

The Paralympics Games saw more than 4,000 athletes from 164 teams compete. Some countries sent a single athlete while Paralympics GB had the largest team, with 294 competitors.

Inspire Mark

London 2012's Inspire programme helped bring the benefits of the London 2012 to every part of the UK. The programme provided millions of people with access to participation events in the run up to Games.

The programme was launched in 2008 and was open to non-commercial organisations delivering projects and events genuinely inspired by the London 2012 Games. Across the UK more than 2700 projects and events have been awarded the coveted Inspire mark for their work in one of six areas: sustainability, education, volunteering, business, sport or culture.

Over 10 million, 1 in 6, people in the UK have been involved in Inspire projects, 78% of Inspire projects are expected to continue after the Games. The most positive impacts of Inspire are providing new skills and involving people in local communities:

- 88% of projects have helped to provide new skills;
- 83% of projects have involved people from local communities;
- 79% of projects have improved the wellbeing of local people;
- 73% of projects have boosted the health and fitness of participants;
- 72% of projects have created a long-term interest in sport among participants;
- 69% of projects have got young people involved in sport for the first time;
- 60% of projects have boosted awareness of disability sport; and
- 57% of projects have helped to divert young people away from crime.

“For me, I’ve got loads out of this as an individual. I have actually decided to go back and study dance as a mature student at Belfast Metropolitan College. Because I’ve done dance for so long, I’ve got to that point where I want to keep going further and further with it. Working in inclusive dance is something that is really interesting to me as a disabled dancer.”

Helen from the Inspired Luminous Soul project

“The project is all about promoting participation in an adaptive activity, one that perhaps potential riders had not previously considered or even heard about. It is also concerned with providing coaching opportunities, quality outdoor experiences, and facilitating the growth of a new aspect of adaptive cycle-sport.”

Graham from Challenge Your Boundaries: Momentum Rides 2012

Equality Standard for Sport

The home Country Sports Councils and UK Sports Equality Standard for Sport aim is to remove all types of discrimination in line with the Equality Act 2010. The Equality Standard for Sport enables National Governing Bodies (NGBs) to demonstrate their commitment to achieving a higher equality standard in sports delivery.

DCMS is working with Sport England on a cross Government plan to improve sports equality for Lesbian, Gay, Bisexual and Transgender sports people and to reduce instances of homophobia and transphobia in sport.

LOCOG was the first organisation in the United Kingdom to be awarded the Advanced Level of the Equality Standard for Sport, demonstrating that Diversity and Inclusion is fully embedded into LOCOG’s organisation and culture. The Diversity and Inclusion team identified 22 different projects where LOCOG had included Diversity and Inclusion in a ground breaking and tangible way.

International Inspiration

The London 2012 International Inspiration programme was launched in 2007. The aim of the programme is to enrich the lives of children of all abilities through the power of good quality and inclusive physical education, sport and play. The programme was in schools and communities in 20

countries and had three different levels of intervention with partner countries:

- Government and policy makers;
- delivery infrastructure, including schools, sports clubs and practitioners;
- children and young people.

International Inspiration is primarily funded through the International Inspiration Foundation (IIF) with financial support from the Department of International Development (DfID) and DCMS. The British Council, UNICEF and UK Sport are the lead delivery partners.

IIF work with local in-country partners through agreed country plans to deliver the programme across the 20 countries. The programme has created a range of different opportunities to help support improvements in the quality and variety of sports participation for young people.

More than 120,000 coaches, PE teachers and young sports leaders have so far been trained through the programme. Through advocacy work, conferences, research and the positive demonstration effects of activity, International Inspiration has raised awareness of the importance of inclusive PE and sport and the role of sport in supporting the development of young people. This has begun to change attitudes among policy makers with the programme having influenced more than 30 improvements to sports policies and related legislation. Many

of the changes made are now being implemented by the partner countries.

In 2011 the Nigerian Federal Ministry of Education and Ministry of Sports, facilitated by UNICEF and with technical input from the Youth Sport Trust and British Council drafted a new policy in PE and school sports. The policy ensures provision of regular and systematic PE and sport in all schools. International Inspiration has been a key influence though reciprocated visits between UK and Nigerian policy makers, which highlighted gaps in national policy, the steering committee, a policy dialogue event and a presentation by young leaders.

The Mozambique changes to the Annual Financial Plan of the Ministry of Education and the Teacher Training Institutes' curricula has led to the inclusion of additional and enhanced training provision in PE and sport. UK Sport worked with the Task Force to develop a new PE Manual, which represents a significant improvement over the previous format used by schools.

In 2011, Sport for Development, an independent, not for profit organisation was established in Azerbaijan. The principle aim is to continue the work of International Inspiration by using the power of sport for the holistic development of children and young people. The Chairman of Sport for Development previously worked for UK Sport and led on their International Inspiration activities in Azerbaijan. The organisation has secured funding from the Ministry of Education and the World Bank to educate PE teachers across all schools in three regions.

International Inspiration has now achieved its initial ambition of reaching 12 million children and young people in 20 countries. The programme will now focus on ensuring the programme is sustainable, leaving a

lasting legacy in these countries after the final year of the programme in 2014.

Legacy Corporation

The Legacy Corporation has delivered two inclusive community events to actively showcase and increase access for local people, including disabled participants before the Games.

Six Host Borough Swimming Gala

Around 300 young people from the Host Olympic Boroughs took part in the annual Six Host Borough Swimming Championship, to give local people the opportunity to use the main 50m pool before the Olympic athletes.

One Movement Event

The One Movement event was run by ELBA and supported by the Legacy Corporation in partnership with local sports clubs and borough youth provision.

Over 1,000 young people between the ages of 11 – 18 years old from the six host boroughs came along to the Copper Box to take part in a fun, interactive sporting event. Activities included athletics, rowing, table tennis, dance, handball, cycling, resistance sliding, with representatives from different sports clubs on hand to offer advice and the opportunity to try the sport again locally. The young participants on the day were a true reflection of the diverse communities that live within the six host boroughs, and a mixture of both active and in-active young people.

Participation case studies

Run in England

Run in England is a network of informal and formal running groups for women. The key to the engagement is that activity is locally organised and led by trusted and qualified women. The focus is fun, social, non-competitive and open to every age, stage, shape and size and support the complete beginner. The retention rate of participants is aided by the reduction in any emphasis on competition.

Run Leaders are trained to promote confidence and self-esteem, which are recognised as two barriers in sports participation by women.

British Cycling's National Women's Cycling Network

British Cycling's National Women's Cycling Network (Breeze) target audience is women from disadvantaged areas and/or women caring for children under 16. The project is designed to remove barriers that women face in participating, including the following:

- Bike Force removes the barriers associated with access to bikes, cycling equipment and bike maintenance for women wanting to engage in cycling;
- Cycling Training established a network of women cycling training instructors to teach basic skills and increase confidence on a bike to new participants;
- Led Rides facilitate the delivery of accessible women only led and family friendly rides in every local authority area in England.

Active People Survey shows that women's cycling has increased from 470,000 in 2005/06 to 525,500 2011/12.

Back to Netball

Back to Netball, is designed to create an environment where women feel more comfortable participating in sport and is aimed at encouraging women who had dropped out of the sport to return through a fun and flexible offer.

The programme recognises that 'one size netball' does not fit all and enables the sport to reach out to women who would never have contemplated returning to the game through more traditional structures, allowing them to participate on their own terms, which includes playing netball in a non-competitive, social, wear what you want way.

This participant centred approach puts the needs of the netballer at the forefront of design and implementation of the programme. Development officers have been able to refine the way the programme is delivered by appropriately understanding each group's varying needs, capabilities, expectations, aspirations and motivations.

The Active People Survey shows that weekly participation in netball has increased from 120,000 to 159,300 in the past two years, with strong growth among 16 to 34 year-olds.

Queen Elizabeth II Activity Centre

The Queen Elizabeth II Activity Centre provides activity opportunities for disabled people including canoeing and orienteering, archery, climbing, table tennis, badminton and bowling. Sport England awarded them £48,991 to refurbish the existing sports hall and replace the roof.



RUN © London Legacy Development Corporation

Participation Legacy

A major commitment in the Bid was to deliver a legacy which increased sports participation for all. This commitment will be delivered through a number of projects aimed at both the novice and elite sports person.

Youth and Community Sport Strategy

In January 2012 Sport England and the Government launched a £1 billion strategy setting out how they will deliver a sporting legacy from the 2012 Games to encourage everyone, particularly young people, to take up sport and develop a sporting habit for life.

Whole Sport Plans

Over £450 million of investment will be made to NGBs to increase the numbers of people playing their sports, with a specific focus on raising the proportion of 14-25 year olds who play sport once a week.

Funding for NGBs for 2013-17 is predicated on a Payment for Results regime, with targets linked to financial incentives that will be reviewed annually. Sport England will be able to turn on and off funding to NGBs very quickly after the first 12 months of delivery, if the NGBs are not delivering against their overall participation measures including those regarding women.

As part of their funding from 2013-17, NGBs should aim for their Board to comprise at least 25% women (or men where they form the currently underrepresented grouping) by 2017 as part of a journey to improve the diversity of Boards, in line with Davies report to have more women on boards.

NGBs have also been asked to have a specific focus on encouraging disabled participants into their sport, through integrated and distinct programmes.

Satellite clubs

Sport England are establishing at least 6,000 partnerships between schools and local sports clubs by 2017 and every one of the 4,000 secondary schools in England will be offered a community sports club on its site with a direct link to one or more of the sports' national governing bodies. A number of these clubs will be girls only.

College Makers

The College Makers funding provides £17 million for 150 new college sport makers to improve sporting opportunities for students. This programme has a particular focus on ensuring marketing of opportunities is attractive to young women to close the gap between male and female participation.

National Partners

Sport England is investing in the Women's Sport and Fitness Foundation, Sporting Equals, the English Federation of Disability Sport and Street Games. This work aims to help different sports bodies to address barriers to sport and to develop attractive opportunities to get more people involved.

Active Women

£10 million National Lottery money has been invested in targeting increasing sports participation amongst women from disadvantaged communities and women with child caring responsibilities. Participants design activities to suit their needs and interests. To date it has engaged almost 30,000 women.

Gold Event Series

The National Lottery funded £27 million Gold Event Series will aim to bring over 70 of the world's most prestigious sporting events to the UK, including 36 World and European Championships. These Events are targeted to support British athletes' preparation and qualification for Rio 2016 Olympic and Paralympic Games.

The Gold Event Series provides an opportunity for 2.5 million spectators to continue to experience world class Olympic and Paralympic sport on home soil. The flagship international events identified will be held in eight London 2012 and five Glasgow 2014 venues, generating approximately £287 million additional expenditure in host cities and regions across the UK and over 250,000 overseas visitors.

Legacy Corporation

The Legacy Corporation is supporting a number of key projects to deliver a Paralympic Legacy for London. A collaborative approach to planning for integrated sports development programmes has been developed with the Host Boroughs and venue operators, GLL and Proactive east London, and Lee Valley Regional Park Authority (LVRPA).

The programme of activities will reflect appropriate local, regional and national sports and broader cultural authorities' policies and programmes with clear pathways

identified for participants to progress and develop skills to improve their levels of performance. The Legacy Corporation will provide opportunities for individuals to maximise their personal and sporting success as well as driving programmes to Get More People Active; tackle inequality of access to sport and physical activity; take steps to generate increased participation from the staging of major events; support local initiatives and innovative approaches to increasing participation; and support national campaigns to increase participation.

The initial focus will be on eight key sports within the 'Frameworks for the Park', which are fully inclusive for aquatics, athletics, basketball, cycling, hockey, tennis, and football and recognise the need for specific programmes and projects to drive Paralympics Sport opportunities for disabled people.

The contract to operate the Copper Box multi-use arena and the London Aquatics Centre has been awarded to Greenwich Leisure Limited (GLL) through a competitive



© Tennis Foundation

procurement process which included challenges and targets around inclusion. The successful bidder, GLL, will maximise accessibility in terms of affordability and physical access through sensitive management of the facility which is inclusive, welcoming and that reflects the diversity of the local community.

GLL will deliver specific sessions for women and girls, young people, disabled people and older people and other under-represented groups or sports. GLL will work with health care partners to develop an exercise referral scheme to promote healthy lifestyles and widen access to sport and physical activity for those who may benefit from taking regular exercise in order to improve their health and wellbeing.

Annual Festival of Disability Sport

An Annual Festival of Disability Sport will be held on the future Queen Elizabeth Olympic Park, based on the Time to Shine model, which has worked so well with young disabled people in the host boroughs through the period of the construction of the Olympic Park. The festival, and aligned sports participation programme, will reach over 2,000 people per year and will bring disabled and non-disabled people together to celebrate participation in sport. It is anticipated the first event will take place on the Park in October 2013, growing in size each year and hopefully taking in more and more of the Park venues and major sporting events.

Inclusive Sports Programmes

Sport England has awarded the Legacy Corporation, Host Boroughs, GLL and Proactive east London a £564k grant from the Inclusive Sports Fund. The grant will be used to deliver a multisport participation and equipment programme alongside the annual festival of disability sport on the Park. The programme will create 30,000 new

opportunities for disabled people to take part in sport across east London.

Inclusive and Active

During the Paralympics, the Legacy Corporation also announced its commitment to be the 100th adopter of Inclusive and Active, a London wide strategy, with a vision to create active disabled Londoners. This commitment will help to ensure the venues are welcoming and accessible to disabled people.

All Ability Cycling

The All Ability Cycling programme is run by Bikeworks which is a local social enterprise. The programme will build on the pilot which supported over 60 young people from local schools to try cycling on specially adapted bikes during 2011/12. Attending the Saturday club during the pilot, was for some of the young people the first time they and their siblings and families were all able to undertake a leisure activity together, building self-confidence and opportunities to take part in sport.



Over the coming three years they will bring together schools which work with young people with physical impairments and learning or behavioural difficulties to attend sessions in school and in Victoria Park. Bikeworks expect to reach a further 300 young people during the next three years. Post opening, the club will move into Queen Elizabeth Olympic Park and bring young people into the Velo Park in partnership with Lee Valley Regional Park Authority.

Paralympic Ambassadors

The Legacy Corporation will recruit influential people and Paralympians, disabled people and community members to be advocates for a Paralympic legacy as champions. The community ambassadors will also be mentors to their peers and will have the opportunity to be trained as volunteers for events on the Park. The Paralympic Legacy Ambassadors will translate information about what sports are available for disabled people in the Host Boroughs and on the Park, through social media, in a way that can be easily understood and recruit their peers to volunteer and take part. The pilot will work with Learning Disabled Young People as a focus and, if successful, will be expanded to communicate the wider offer of the Park.

Paralympic Team Sponsorship

The Legacy Corporation will undertake sponsorship of a Paralympic team, to be selected post Paralympics, based on what will add value to GLL's offer in the park.

Community Support

The Legacy Corporation has previously supported a number of local events and festivals such as Hackney Wick Festival and the Mad Hatters Tea Party on the Greenway. The Legacy Corporation will be looking to support similar local events in the future.

The Park and sports venues will offer a full range of activities to help achieve convergence of activity rates with the rest of London and have real connection, integration and tangible meaning for local residents.

Appendix i

Diversity Statement

The London 2012 Olympic and Paralympic bid promised to reach out to the youth of the world through sport and to inspire the world through the diversity of London and the UK, with the Olympic and Paralympic ideals.

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

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

London 2012 will live those values in everything we do.

We will:

- Treat everyone involved in developing and delivering London 2012 fairly and with respect.
- Be an exemplar of equality and diversity practice in our employment and recruitment, in the way we procure and deliver goods and services and how we communicate with our stakeholders and the public.
- Build the Olympic and Paralympic Park as a model for inclusivity and accessibility.
- Engage with representatives of the UK's and London's many diverse communities to understand their aspirations for the Games and how we can involve them in its development and delivery.
- Encourage people across the UK and London to take pride in working

together to deliver the best Games ever.

- Reach out to young people across the world to inspire them with the Olympic and Paralympic ideals through encouraging participation in sport.
- Promote positively the diversity of London and the UK.
- Monitor and publish what we are doing to ensure that we are delivering on this promise.

We will know we have succeeded if:

- The UK's diverse communities take part and celebrate London 2012, and the world sees and recognises the inclusion of our diverse population.
- The employment, training and business opportunities arising from the regeneration of East London are shared by all its diverse communities.
- The facilities we leave in legacy are accessible and used by all.
- The diverse communities of East London feel engaged with and have a sense of ownership of the delivery of the Games.
- All people can take pride in what has been achieved.
- Young people from all communities in the UK and developing countries have greater opportunities to engage in sport and realise their potential.
- Other major projects use the Games as a benchmark of excellence for inclusivity both in physical design, accessibility and social impact.
- Future Games have equality and respect for diversity at their heart.
- Skills and experience are developed and sustained by individuals across our diverse communities.

Appendix ii

London 2012 Equality and Diversity Forum – Terms of Reference

Background

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

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

The national commitment to equality and diversity is reflected in the 2012 Olympic Diversity Statement, which was agreed by the Olympics Board Steering Group on 25 May 2007. The London 2012 Equality and Diversity Forum ('the Forum') has been established as the primary vehicle through which the Olympic bodies and stakeholder organisations will work jointly to support, champion and monitor the progress that is being made on the delivery of national and regional equality commitments and objectives for the Games.

Name

1. **The group shall be called the 'London 2012 Equality and Diversity Forum'.**

Aims and Objectives

2. **The Forum will:**

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

Membership

3. **Membership shall consist of senior representatives from:**

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

Accountability

4. The Forum will report to the Olympic Board Steering Group.

Meetings

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

Venues

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

Other

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

Other formats and languages

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

Public Liaison Unit

Greater London Authority
City Hall
The Queen's Walk
More London
London SE1 2AA

Telephone **020 7983 4100**
Minicom **020 7983 4458**
www.london.gov.uk

You will need to supply your name, your postal address and state the format and title of the publication you require.

If you would like a summary of this document in your language, please phone the number or contact us at the address above.

Chinese

如果需要您母語版本的此文件，
請致電以下號碼或與下列地址聯絡

Hindi

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

Vietnamese

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

Bengali

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

Greek

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

Urdu

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

Turkish

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

Arabic

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

Punjabi

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

Gujarati

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