

Olympic Delivery Authority and London Development Agency

Code of Consultation

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Introduction

This code sets out principles for effective consultation for the Olympic Delivery Authority (ODA) and London Development Agency (LDA) in relation to the London 2012 Olympic and Paralympic Games and their legacy. It aims to standardise practice and should be used as a reference tool for those involved in consultation.

The ODA and LDA together undertake the client role for the Legacy Masterplan Framework process, and are separately responsible for commissioning a range of Games-related projects that include detailed planning applications and training and employment schemes. In this client role they will use consultant teams to deliver a broad range of outputs, many of which will require consultation. This code is applicable to contractors working to the ODA/LDA in the delivery of Games-related projects.

This guide aims to ensure that the ODA and LDA consult and engage with stakeholders effectively. It promotes a common approach to consultation, based on best practice guidance from government bodies and private sector organisations. Consultation related to the Olympic and Paralympic Games and their legacy should not take place until these guidelines have been reviewed. This code enables you understand the following:

1. The overarching **principles** of stakeholder consultation and involvement
2. The **definition** of different terms
3. The **relationship** between the ODA and LDA and partner organisations
4. The process for planning a **consultation programme**
5. The individual **activities** available to you
6. How data should be **analysed** and fed into **decision-making**
7. How to **report** and present data
8. Commitments to **equality and diversity**
9. **Social inclusion** and how to engage **hard-to-reach** groups
10. Required standards for **accessibility**

This draft code of practice was tested throughout summer 2007 with the Greater London Authority (GLA), LDA, ODA, Department for Culture Media and Sport (DCMS), Department for Communities and Local Government (DCLG), and the five Host Boroughs through the Client Advisory group process and an internal sounding board (see Appendix 1 for the attendees). Two independently facilitated workshops were held with key stakeholders and community representatives (see Appendix 2 for the attendees). London Civic Forum also hosted a focus group with voluntary and community sector representatives (see Appendix 3 for the attendees). Suggestions from these meetings informed its development to a public draft which is now being consulted on publicly for 12 weeks. The final published draft will then be formally adopted by the ODA and LDA.

Principles of good consultation

The ODA and LDA aim to embrace best practice principles to underpin all consultation activities. Through an extensive review of best practice guidance,¹ the following principles have been identified. Consultation must be:

2.1 Proportional

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

2.2 Inclusive

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

2.3 Genuine

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

2.4 Consistent

With multiple consultant teams working on behalf of the ODA and LDA, consistency in tone and messages will become increasingly important to avoid confusion and consultation fatigue. The ODA and LDA aim to provide one voice, and all consultation activities must be reviewed by their External Relations teams to ensure consistency.

2.5 Transparent

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

¹ These principles are informed by Cabinet Office Code of Practice on Consultation, 2004, Listening to London – good practice guidance for the GLA group, GLA, 2002, Market Research Society Code of Conduct, 2005, Planning Policy Statement 1: Delivering Sustainable Development, ODPM 2005 and others

Definition of terms

There are many terms used to describe stakeholder interactions, and words like engagement, involvement and consultation may seem to mean the same thing, but are in fact quite different. It is important to understand the terminology and use it appropriately. The following definitions² aim to provide consistency when describing stakeholder relationships.

3.1 Consultation

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

3.2 Involvement

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

3.3 Engagement

Relationship-building activities with stakeholders that enable more specific activities to then take place.

3.4 Communication

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

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

² These definitions are informed by The Consultation Institute, The Environment Council, the RTPI Good Practice Guidelines on Effective Community Involvement and Consultation, 2005 and Listening to London – good practice guidance for the GLA group, GLA, 2002

Partner organisations

For the purposes of the delivery of the Legacy Masterplan Framework (LMF), the below organisations have agreed to collaborate as partners. They are as follows:

The **Olympic Delivery Authority** has been established as a government agency to prepare venues and infrastructure for the 2012 Games, with a view to maximising the benefit after the Games of things done in preparation for them. It is designing for legacy at the outset and is currently developing designs for individual venues, and preparing the site for the development. The ODA is also the planning authority for the Olympic Park site, and undertakes this in partnership with the local boroughs.

The **London Development Agency** is the Mayor of London's agency responsible for overall Legacy delivery and as such will undertake the lead client role for the LMF process. However, there is a recognised need for both the LDA and ODA to work together seamlessly throughout each legacy phase and comprise an effective joint client team for the LMF. This will enable maximum benefit and ensure that for all external partner and stakeholders the LDA/ODA represent a single untied client team.

The five **Host Boroughs** around the Olympic Park (the London boroughs of Greenwich, Hackney, Newham, Tower Hamlets, and Waltham Forest) are the elected authorities for the Olympic Park and the area around it. As community leaders and place-shapers, they have responsibility for detailed land use planning policy in the Lower Lea Valley, and will provide many of the services required to make the Olympic Park regeneration a success.

The **London Thames Gateway Development Corporation** is a government agency established to lead the development of sustainable communities within London Thames Gateway, with a focus on the Lower Lea Valley and the London Riverside Area. The Corporation promotes regeneration projects in these areas, and is the planning authority for major planning applications.

Lee Valley Regional Park Authority is responsible for maintaining and developing the Lee Valley Regional Park. LVRPA owns 20 percent of the Olympic Park site (50 percent of the area designated as parkland). It has committed to underwriting the cost of the VeloPark and white water slalom course in Broxbourne, and has also committed revenue funding to the Aquatics Centre.

The Greater London Authority (GLA), led by the Mayor of London, is a co-signatory to the Host City Contract, which governs London's staging of the 2012 Games. The Mayor is part-funding the work of the ODA through London council tax, and is one of the 'Olympic stakeholders' responsible for overseeing the 2012 Games and legacy. The GLA has planning powers and is responsible for establishing strategic planning policy for London.

The **UK Government**, led by the Olympic Minister, is also an Olympic stakeholder, and part-funder of the Games (using regeneration funding and lottery revenues). As well as promoting sport, Government sees the London 2012 Games as an opportunity

to promote and accelerate regeneration of the Lower Lea Valley, a key Thames Gateway priority area.³

³ Text taken from 'After the Games', LMF position paper, Richard Brown, July 2007

Stakeholders

The definition of a ‘stakeholder’ for the London 2012 Olympic project is anybody who might directly be affected by or have an influence on the regeneration of the Lower Lea Valley, or the hosting of the London 2012 Olympic and Paralympic Games.⁴

The ODA, LDA and their partners have a wide-ranging set of stakeholders. Both organisations engage regularly with various individuals, groups, organisations, sectors and partners on the development, delivery and evaluation of projects.

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

Some projects, such as business planning, require stakeholder involvement part of the wider corporate responsibility that the agencies have. The below table⁵ offers a simple guide to the types of consultation and stakeholders:

What to consult about	Who to consult	Why
<ul style="list-style-type: none"> - Policies - Masterplanning activities - Outline planning applications - Detailed planning applications - Transport Plans - Business plans 	<ul style="list-style-type: none"> - Statutory consultees eg. The Environment Agency; local planning authorities - Business eg. Business organisations - Community eg. Voluntary and community sector organisations, Local community reps - Specialist eg. Technical experts - Political eg. Government agencies, local authorities (inc. MPs/Cllrs) - General public 	<ul style="list-style-type: none"> - Shape objectives - Evaluate impact, fairness, transparency, equality - Mitigate harmful or negative impacts - Understand local priorities and issues - Engage local communities and groups - Increase accountability

⁴ Definition from the Olympic, Paralympic & Legacy Transformation Planning applications Volume 4 – Statement of Participation, ODA, February 2007

⁵ Adapted from both the London Development Agency Consultation Framework, 2007 and the ODA’s stakeholder engagement model

Good practice process for consultation

Recent legislative changes⁶ have raised the importance of consultation and it has become a central process for public authorities. The underpinning rationale for consultation is the idea that building a sound understanding of local and regional needs and a robust evidence base will improve planning.

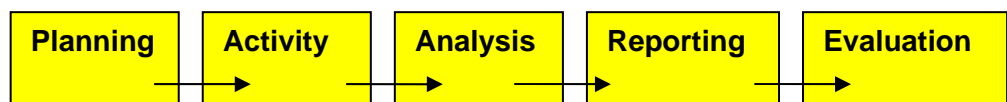
The Planning and Compulsory Purchase Act 2004 puts particular emphasis on the need for wide ranging consultation with stakeholders – and more specifically, communities – in order to deliver high quality and inclusive design. Planning guidance states that: “In developing the vision for their areas, planning authorities should ensure that communities are able to contribute to ideas about how that vision can be achieved, have the opportunity to participate in the process of drawing up the vision, strategy and specific plan policies, and to be involved in development proposals.”⁷ As the Olympic Park covers such a large urban area, there is a wide diversity of communities living around it and it is important not to treat the “community” as one homogenous mass, section seven gives more detail on the communities around the Park.

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

The role of the External Relations teams

The LDA and ODA external relations teams play a key role in the delivery of all consultation and are there to oversee and guide users of this document in their consultation activities.

The ODA and LDA teams will help you adhere to the process outlined below for managing consultation effectively. Depending on the breadth of activity, not every part of the process will be required or appropriate. The process is divided into the following stages:

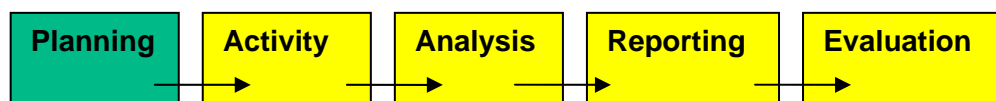


⁶ Legislation such as the Planning and Compulsory Purchase Act 2004, the Equality Act 2006, the Freedom of Information Act 2000, and the Data Protection Act 1998 all impact how public bodies should consult. The recent Government white paper “Strong and Prosperous Communities” also impacts this.

⁷ Planning Policy Statement 1: Delivering Sustainable Development, ODPM 2005

6.1 Planning

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



Begin with the end in mind

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

Establish the purpose

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

Inform the ODA/LDA External Relations team

In this meeting the External Relations team will formally log the process in the consultation database. They will set a date to meet with the Town Planning Promoter Team to identify what statutory consultation is required for your particular project. If a statement of participation is required, the External Relations team will arrange a meeting schedule for client monitoring of activities.

Define a timeline

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

Set a budget

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

Set the parameters

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

Map the stakeholders

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

Plan for the needs of minorities

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

Decide on method

Select the activity that fits your needs and the audience's needs. Quantitative methods like surveys will enable you to ask what people think and how many people think it. Qualitative methods like workshops, meetings and focus groups are better for "researching sensitive or complex issues, allowing more detailed probing on particular issues."⁸

Meet with the relevant local authorities

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

Write a draft contact list

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

Peer review the draft list

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

⁸ 'Survey Methods At Ipsos MORI', Research Methods Unit, Ipsos Mori, 2007

Submit this list to a gap analysis

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

Meet with the External Relations team with the plan

Discuss the full plan with a member of the external relations team to get it signed off, (for the ODA this is Hazel Peacock, for the LDA this is Emma Wheelhouse). At this point find out how this consultation fits in with other activities and previous consultations and where there may be opportunities to join up with other activities.

Hold informal pre-consultation discussions if necessary

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

Partner where possible

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

Review equality and diversity guidance (section 7)

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

Review accessibility guidance

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

Plan who's who

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

Observe data protection law with invite lists

The Data Protection Act 1998 states that "Information held by public bodies should not be passed onto anyone else, or used for any but

the most limited purposes apart from the purpose for which the information has been given.”⁹ If you intend to use a third party list of invitees (such as a Local Authority database), you must use an independent mailing house to process the data and no data can be saved to a hard drive. A person’s details cannot be saved to the stakeholder database if they have not opted in to it.

Send invitations early

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

Conduct pre-meetings

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

Provide training when needed

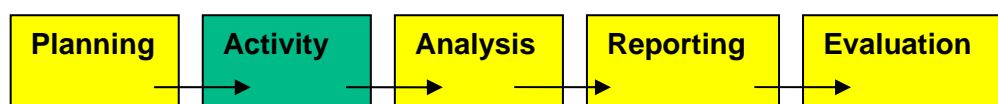
For large-scale public engagement events, provide in-house message training to ensure that all staff are well-informed and able to talk to the consultation topic and understand how to run an accessible meeting.

Give delegates information upfront where possible

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

6.2 Consultation activity

There is widespread acceptance that consultations should be delivered in a variety of ways¹⁰, however, the amount of activity planned should be in proportion to the impact of the project. Not everything should be multi-channel as this could lead to confusion and mixed messages. There are many options available to you: for qualitative methods such as public events, stakeholder workshops, conferences, public meetings, consultative committees and focus groups, the standards required are outlined in 6.2.1. For quantitative formats such as surveys to collect statistically valid data, guidance is outlined in 6.2.2. For panels and forums guidance is outlined in 6.2.3.



⁹ Data Protection Act, 1998 – Legal Guidance note

¹⁰ The Consultation Institute

6.2.1. For workshops and public meetings

- **Design the event with feedback in mind.** Clearly outline the parameters of the discussion (outlining what can be influenced and what can't), and provide adequate resources for recording the data and additional methods for data capture (such as feedback forms or ideas walls).
- **Consider your audience's preference.** Informal events such as drop-ins and roadshows can be a more inclusive and user friendly alternative to public meetings. Attention needs to be paid to properly organising and recording feedback to these.
- **Select the right venue.** Ensure that you have adequate space and that the place that you use meets accessibility requirements. See section 8. Make sure it is in a convenient location for your target audience.
- **Provide a clear agenda and delegate pack.** A pack should include a briefing note that states why you are conducting the consultation and what your expectations of participants are. It should also include copies of any relevant maps or presentations.
- **Delegate packs should meet access guidelines.** See section 8.
- **All meetings must have minutes.** Ensure that all meetings with stakeholders (including pre-meetings, etc) are properly minuted, and that minutes are drafted with their publication in mind as they are, in effect, public documents subject to the Freedom of Information Act.
- **Have a chair to lead proceedings.** Events should have a chairperson who manages the programme to time and frames the discussions appropriately.
- **Provide proper facilitation.** Successful events require trained facilitators to ensure the active involvement of all. The Environment Council says "A good facilitator needs to be open to multiple perspectives, approachable and flexible, while also being capable of maintaining positive group dynamics, tactfully handling participants inclined to dominate a discussion, and encouraging more reticent people to have their say"¹¹.
- **Record data accurately.** Note-taking is an under-valued skill and should not be underplayed in event production. Every discussion group should have a dedicated note taker who takes notes on flipcharts and checks in with the group regularly to ensure that notes are an accurate reflection of discussions.
- **Provide a mailing list that attendees can join.** Encouraging attendees to opt in to this list will grow the in-house stakeholder database.
- **If you are working with children or young people** you must get parental consent, ensure that venues meet access guidelines and that facilitators are CRB checked. Engaging young people may

¹¹ Designing Waste Engagement, The Environment Council

require particular training to assure good results and elicit valuable feedback.

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

6.2.2 For written consultation, questionnaires, and opinion polls

- **Distinguish between what is research and what is consultation.** When using quantitative research methods such as surveys and qualitative methods such as focus groups, it is important to distinguish between what is research and what is consultation. Market and social research can provide the opinions of people who might not otherwise get involved - but this is often different from them being consulted. It also takes specialist research skills independent researchers should manage this.
- **Give adequate time for response.** Response time for written consultation will vary depending on the project, for formal consultation on policies and strategies, standard practice is 12 weeks. However, requirements for consultation will vary within the planning process, and the response time will be shorter. Always give clear guidance on the closing date for input.
- **Ensure that questions are approved by the External Relations team**
- **Use surveys if you need statistical information.** Surveys and questionnaires provide a good way of obtaining quantifiable data. Do not attempt to quantify responses from qualitative exercises.
- **Opinion surveys should reach a broader audience than events.** The benefits of large scale surveys are that they reach the stakeholders who are most difficult to reach through community based groups, and “who may also be labelled as ‘the silent majority’”.¹²
- **Consider monitoring the impact on equality of the survey** Including equality monitoring as part of the survey enables you to report on the representation of different groups among respondents, in order to analyse if opinions differ, for example, between women and men, or between different ethnic groups.
- **Offer surveys in a range of formats.** Surveys and questionnaires should meet access requirements and should be available in print, online and audio where possible.

6.2.3 For panels and forums

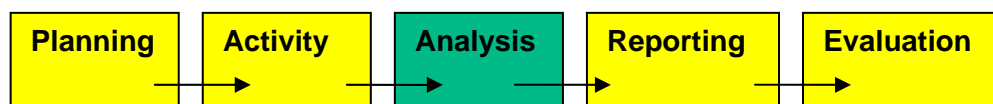
- **Selection process must be transparent.** Record the process through which you recruit members of your panel or forum. If members are nominate, record by whom and for what reason.

¹² Designing Waste Engagement, The Environment Council

Ensure panels are representative. Panels should be representative of the audience or group being consulted (where appropriate).

6.3 Analysis

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



- **Feedback forms.** In stakeholder workshops, provide space for additional comments by providing feedback forms with space for open contributions. Space for open comment should also be provided on questionnaires.
- **Collate, analyse and summarise results.** Write a summary of the report with the intention of publishing it. Guidance from the GLA advocates putting the data into context for readers of this report by considering the following questions: "How do the results compare with others? Were they expected or unexpected? [Were there] changes over time? Were respondents representative, or did certain groups participate more or less than others"¹³
- **Represent the results appropriately.** Qualitative data cannot be put into a context that can be displayed as statistics as it is not statistically valid
- **Explore if an equality analysis is appropriate.** Review the data to ascertain whether the sample was representative of, for example, minority ethnic groups or disabled people, if not, consider further targeted activity.
- **Consider independent analysis.** Quantitative research must be designed in accordance with proper guidance (For example the Market Research Society Guidelines¹⁴) and in some cases, it may be best to commission independent third parties to manage the research process, examine the responses and form an informed balanced conclusion based on the submissions. This is particularly important where there are high volumes of responses, and weighting the submissions is considered.¹⁵
- **Articulate how these results feed into decision making.** Once the data is collated, the full team should review and respond to the input, clearly identifying where results will impact the project. This decision-making should be captured as part of the final report.

¹³ Listening to London – good practice guidance for the GLA group, GLA, 2002

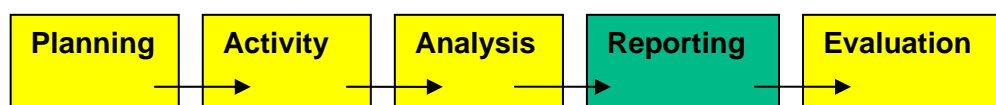
¹⁴

http://www.mrs.org.uk/standards/downloads/revised/active/using_surveys_final.pdf

¹⁵ The Consultation Institute's response to the Draft Code of Practice on Consultation

6.4 Reporting

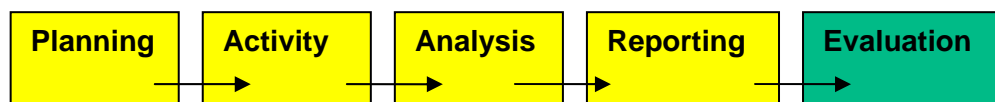
By keeping ongoing records and maintaining a good archive of the information that you have collected, reporting the results should be a simple editorial process. For statutory planning processes, you may have the responsibility to produce a statement of participation.



- **Feedback to participants should be planned in at the outset.** It should inform participants about how their contributions were applied or not applied. If the latter is the case, there should be some explanation.
- **Write a consultation report for decision makers.** Provide a summary of responses that includes a summary of the next steps for the policy.
- **For planning applications you may need to produce a statement of participation.** This is a public document that should summarise all activity that took place in the consultation phase, how it was fed into decision-making, and the impacts it had. This needs to spell out the degree of participation from all stakeholders.
- **Provide a user-friendly web report for the public.** This should be for the public to get feedback about what happened during a public consultation phase. This will need to be produced in collaboration with the external relations team. Make sure this report conforms to access guidance.
- **Provide participants with a feedback summary.** This may be in the form of a feedback report or event, but those involved in the process should be informed of how their contributions were applied.

6.5 Evaluation

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



- **Use evaluation forms productively.** Consultation should always be evaluated for effectiveness. Each event or intervention should be followed by a review of the numbers and types of responses, and how these responses clarified the options and affected the final decision.¹⁶ Evaluation forms, minutes from meetings and other feedback vehicles (such as telephone hotlines) from participants should be reviewed to identify what influence there was on decisions.

¹⁶ Cabinet Office Code of Practice on Consultation, 2004

- **Record Lessons learned.** Where possible hold an after action review meeting: what worked well and what didn't and what would change in the future
- **Log results.** Record the process, opt in stakeholders and results on the central consultation database.
- **Conduct a Process Review.** Take a close look at the consultation process and determine whether it conformed to best practice.

Equality and Inclusion

An underpinning principle in the ODA Equality and Diversity Strategy is to “engage with and involve diverse groups within the local communities.” To achieve its overarching vision of “an Olympic Park, venues and facilities [and legacy places] that are inclusive for women and men of all cultures, faiths and ages and fully accessible to disabled people with a wide range of impairments”¹⁷, effective consultation and engagement with target groups is vital.

The ODA and LDA intend to take a proactive approach to eliminating unlawful discrimination. Participation in consultation should be monitored and evaluated to ensure that the following broad targets for diversity and inclusion are being met:

- Participants are proactively drawn from a range of ethnic groups (unless the event is targeted at one specific ethnic or faith community)
- Women and men are equally represented.
- Disabled people are represented at mainstream meetings. If not, specific efforts are made to target disabled people’s organisations.

Those undertaking consultation must review their process for the following:

- Ethnic and faith diversity
- Inclusion of Deaf and disabled people
- Social Inclusion and Representation

7.1 Ethnic and faith diversity

Public authorities have a general duty to promote race equality¹⁸. To support this duty, the LDA and ODA intend to promote good relations between persons of different racial groups.¹⁹ The population in the five Host Boroughs is one of the most diverse in the UK. Forty-two percent of the population of the five Host Boroughs is from non-white ethnic groups, compared to 29% of London’s population and 8% of the UK population as a whole. A fifth of the population of the Five Boroughs is Muslim, significantly higher than the proportion of the UK and London populations. Only half of the population in the five Host Boroughs identifies as Christian, compared to over two thirds in the UK.²⁰ Furthermore, while there are a high number of non-white communities in the host boroughs, there are many minority groups who are white (Turkish, Kurdish, Orthodox Jewish, East European) and some of these are seldom heard.

Community involvement may require specific resources to meet the needs of such a diverse area. Before activity begins, discuss any potential needs for translation services with local authorities. The local authorities have existing networks that may be useful in ensuring consultation is inclusive, and can give advice and assist in identifying useful voluntary sector partners. Dialogue with the boroughs should be managed through the external relations team.

¹⁷ Olympic Delivery Authority Equality and Diversity Strategy, 2007

¹⁸ The Race Relations (Amendment) Act 2000

¹⁹ The Race Relations (Amendment) Act 2000

²⁰ ONS Census 2001

The local authority will also advise on key issues such as the appropriate choice of venue (i.e. in some instances it may not be appropriate to use church halls or pubs), catering (ie. what specific dietary requirements might mean), and timing, (ie. Faith days and holidays).

The ODA has committed to ensuring that the facilities it builds, and particularly those it leaves behind after the Games, will be welcoming to, and meet the needs of faith groups. Targeted consultation and involvement will be key to making this happen.

7.2 Inclusion of deaf and disabled people

With reasonable care and adjustment, disabled people should be able to participate fully in consultation and engagement. The ODA believes that the most significant contribution it can make toward promoting disability equality is to ensure that the buildings and environment it creates do not present disabled people with barriers. Involving disabled people in the design process is therefore key. The ODA has established a Built Environment Access Panel, and an Access and Inclusion Forum which are consulted at key stages of design. The ODA has also established a Transport Access Panel, which must be consulted on transport projects.

7.3 Social inclusion and representation

Consultation and engagement should be representative and inclusive. This may require proactive consultation with different groups or organisations and umbrella groups representing the following:

- Young people
- Older people
- Women
- Disabled people
- Homeless people
- Black and Asian Minority Ethnic (BAME) communities or groups
- Refugees and asylum seekers
- Lesbian, gay, bisexual and transsexual communities
- Faith communities

The ODA and LDA aim to recognise the needs of everyone through inclusive design. In its Equality and Diversity Strategy it recognises the specific design needs of:

- Women's design needs including safety issues, carers' needs and buggy parking;
- Family design needs including baby changing and feeding rooms and children's play facilities
- Faith needs including specific needs for privacy and prayer;
- The design needs of youth, and of older people.

The ODA's Equality and Inclusion Team has a checklist for reviewing target groups and can help you decide your priorities for targeting.

Accessibility

Adhering to accessibility principles will attract broader audiences and encourage involvement. Cultural differences and physical disabilities can make consultation harder to access, and so the ODA and LDA aim to make best efforts to overcome such barriers.

The Disability Discrimination Act (DDA) makes it illegal to discriminate against disabled people. The DDA requires service providers to make "reasonable adjustment"²¹ for a disabled person to avoid discrimination. The ODA and LDA expect the following standards for consultation events:

- **Ask for access and dietary requirements in advance of events.** Meet specific requirements wherever possible. Be sensitive to cultural needs such as Kosher, Halal, etc. With access requirements you also need to consider how those with disabilities will get to the venue.
- **Brief staff and presenters on the needs of disabled participants.** Preparation in advance of events will mitigate against exclusion during presentations and briefings.
- **Only use accessible venues.** All venues used for consultation events must be fully accessible to people with mobility impairments and other disabilities and they should incorporate the following:
 - Designated car parking spaces near to the entrance
 - A dropped kerb to level from designated parking
 - A ramped or level entrance and preferably an automatic door opening device at the principal main entrance
 - Floor surfaces that are not deep pile carpet and are non reflective.
 - Good lighting levels throughout the building.
 - Good signage to highlight doors, light switches, handrails, stairs, steps, telephones, etc
 - Free from excess noise such as piped music for those with hearing impairments and others
 - Induction loop systems available at reception points, training and meeting rooms. A hand-held system should be made available.
 - A unisex accessible toilet with all fittings
 - Lift to all floors (preferably with audio and braille instruction).
 - Fire alarms that include audio and visual communication.
 - An accessible level or ramped ground floor fire exit with clear signs
- **Meet print publication standards:**
 - Corporate publications should carry the following statement in English only: "This publication is available on request in other languages and formats".
 - Community publications and those aimed at a BAME audience will carry the same statement in the following languages: Albanian, Arabic, Gujarati, Polish, Portuguese, Punjabi, Bengali, Spanish, Turkish, Vietnamese, Chinese, French, Somali, and Urdu. This language selection is based on a review of the most common language translations offered in the five Host Boroughs.

²¹ Disability Discrimination Act 1995

- Translation services may be needed into each of the languages.
 - Produce easy read summary documentation for people with learning difficulties
- **Take a bespoke approach to language.** Community languages vary from borough to borough so for area based publications or activities this is best discussed with the local authority. In Newham the fastest growing languages in the borough are predominantly Eastern European. In Tower Hamlets, Sylheti is one of the most commonly spoken languages. The list of community languages should be revised periodically and the boroughs have translation and interpretation services that it would be possible to use which can be accessed via the External Relations team.
 - **Provide alternative formats on request** Braille, large print, easy read and audio as well as formats for people with learning difficulties such as Makaton. These may take additional time to produce. For large scale public consultation and involvement activity these formats should be produced as standard.
 - **Use plain English** to help people who have learning difficulties and those who use English as a second language.
 - **Produce accessible maps and plans.** If you are using maps and plans you should consider producing a tactile version or an audio file describing the plans of the Exhibition. These can be commissioned from the RNIB.
 - **All materials should be assessed for colour sensitivities.** The External relations team can advise on this.
 - **Consider photosensitive epilepsy when producing films and presentations.** With photosensitive epilepsy seizures are provoked by flickering light, flashing images and/or patterns. Ensure film, video or presentations comply with Ofcom guidance²² to avoid this.
 - **Web standards.** Design web surveys to be accessible to blind or visually impaired people. Consult the External Relations team for guidance.
 - **Provide British Sign Language and palantype support** where needed. In order to meaningfully include the Deaf community a BSL interpreter should be provided for large-scale events, statutory events and those targeting disabled people. For smaller, non-statutory events, a BSL interpreter can be requested in advance.

²² www.ofcom.org.uk/tv/ifi/guidance/bguidance/guidance2.pdf

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11. Data Protection Act 1998 Legal Guidance note
12. Better Engagement in the Waste Sector, The Environment Council, 2007

Appendix 1

Client Advisory Group members

1. Julie King, Head of External Relations, ODA
2. Jerome Frost, Head of Design and Regeneration, ODA
3. Emma Wheelhouse, Head of Consultation and Engagement, LDA
4. Irene Mann, Planning Manager, LDA
5. Eryl Smith, 5 Borough Liaison Officer
6. Ralph Ward, DCLG
7. Peter Wright, DCMS
8. Gary Cox, Olympics and Thames Gateway Team, GLA
9. Eleanor Fawcett, Design for London
10. Mark Downes, Olympic Venues Project Director, LDA
11. Chris Stendall, GOE
12. Ken Glendinning, Deputy Director of Development, London Thames Gateway Development Corporation

Internal Sounding Board members

- Godric Smith, Director of Communications, ODA
- Lurene Joseph, Group Director of Communications and Marketing, LDA
- Gareth Blacker, Director of Olympic Land Team, LDA
- Alison Nimmo, Director of Design and Regeneration, ODA
- Neale Coleman, GLA
- Niall McNevin, Head of Town Planning, ODA
- Mark Todd, Principal Access Officer, ODA
- Vivienne Ramsay, Head of Development Control, ODA PDT
- Jackie Brock-Doyle, Director of Communications, LOCOG
- Andrew Leani, GOE
- Terry Day, Head of Equality and Inclusion, ODA
- Head of Equality and Diversity, LDA
- Ralph Luck, Director of Property, ODA
- Dan Epstein, Head of Sustainability, ODA
- Paul May, Head of Venue Development, LOCOG
- Simon Wright, Director - Infrastructure & Utilities, ODA
- Keith Khan, Head of Culture, LOCOG

- Focus Group attendees

- Adam Brown, Planning Aid for London
- Maddelyn Sutton, LB Waltham Forest
- Yvonne Folkes, LB Hackney
- Dannielle Duggan, Discover
- Martyn Coe, Greenwich Peninsula Multi Faith Chaplaincy
- Caroline Rouse, Aston Mansfield
- Alison Young, Stratford Renaissance Partnership
- Anna O'Brien, Hackney Community Empowerment Network

- Additional Voluntary sector input

- Miriam Haywood, London Civic Forum