
EQUAL LIFE CHANCES FOR ALL

Revised February 2012

MAYOR OF LONDON

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**Greater London Authority
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FOREWORD BY THE MAYOR OF LONDON

When I was elected Mayor of London I pledged to bring a fresh new approach to tackling the equality issues that impact on the lives of ordinary Londoners who live and work in this city. Since then, I believe that we have now developed a more holistic approach to minimising disadvantage, one which brings Londoners together rather than separating and pigeon-holing people as had been done in the past.



Despite the challenges that London continues to face, I have worked tirelessly to address the critical areas of disadvantage. Our new approach to achieving improved equal life chances for all Londoners has achieved real change and I am proud of our successes such as increasing the London Living Wage, and securing apprenticeship places for thousands of people. We are also on the verge of delivering the most accessible Olympic and Paralympic Games ever.

While we recognise that real progress is being achieved, and that quality of life is improving in the city, poverty and exclusion continue to exist for some people. As a regional authority, we have a duty to deal effectively with such disadvantages as they are both a threat to London's economy and to future levels of community cohesion.

London is truly a great world city and I look forward to working with each of you to ensure that everyone can develop their potential and benefit from all that it has to offer.

A handwritten signature in black ink, which appears to read 'Boris Johnson'. The signature is fluid and cursive, with a long horizontal line extending to the right.

Boris Johnson
Mayor of London

1 INTRODUCTION

‘Equal Life Chances for All’ is an approach that aims to bring Londoners together, rather than dividing them. The framework promotes outcomes for a diverse range of communities that attempt to bring real changes to the quality of life for all Londoners.

The Mayor wants this framework to deliver concrete, sustainable improvements for the city, and reduce the impact of the economic downturn on the most vulnerable, disadvantaged, and newly arrived communities.

The framework clearly outlines our aims over the next four years, recognises the progress that we have made towards achieving equality, focuses on what still needs to be done, and captures this need in our future equality objectives.

Since the original framework was published in 2009 the legislative landscape has changed. The Equality Act 2010 has been introduced, replacing strand specific equality legislation. The GLA is using this opportunity to align our approach, and publish specific and measurable equality objectives as required under the Act. We have also incorporated the valuable findings of a number of recent public consultations on our Race, Gender and Disability Equality Schemes.

While London is a prosperous city, an economic gateway, the city continues to be divided by huge inequalities in income, employment and quality of life. Poverty in London is linked to inequality and geography: most inner London wards show higher levels of deprivation, but there are serious areas of deprivation in outer London too, and most equality groups experience higher levels of poverty, poorer employment and social opportunities, and higher levels of ill health.

London is also a great world city and its strength continues to be its dynamism and the diversity of its constantly changing population. London has always, and will always, welcome migrants. It is migrants that have made this city great over many decades, and successive generations bring new energy, skills, enterprise, opportunities, prosperity, and a rich and varied culture to this thriving city.

The GLA has made a good start in achieving real change. Life expectancy continues to increase in London and the proportion of children living in poverty is on the decline. However, we also recognise that much remains to be done to achieve real equality. This revised framework reinforces the Mayor’s complete commitment to tackling inequality; improving life chances, and removing barriers that prevent people from reaching their full potential.

2 OUR AIMS

London is a dynamic world city and has much to offer and remains a great place to live and work. The Mayor is determined that London will continue to set the standard in relation to achieving improved social justice and quality of life for all.

The Mayor's vision is for a London that excels among global cities – expanding opportunities for all its peoples and enterprises, achieving the highest environmental standards and quality of life and leading the world in its approach to tackling the urban challenges of the 21st century. To achieve the Mayor's vision we aim to:

- ensure the capital's diverse communities, particularly the most vulnerable and disadvantaged, benefit from London's success
- embed equality at the heart of business and corporate planning, exemplifying the gold standard for best practice which brings real change to people's quality of life
- work with the GLA group and more widely with London councils, the public, private, voluntary and community sectors to provide practical solutions that effectively tackle inequality
- support the development across the London economy of diverse markets, workforces and suppliers, in particular through the GLA group Diversity Works for London and Responsible Procurement programmes
- ensure services delivered by the GLA group are accessible and appropriate to all Londoners
- ensure delivery of an accessible and inclusive London 2012 Olympic and Paralympic Games and a legacy to benefit all Londoners
- ensure we communicate and engage with all of London's communities so we understand and respond to the different needs of all Londoners
- seek to influence the local, national and international equality and diversity agenda

3 OUR DIVERSITY PRINCIPLES

When meeting the objectives of the Mayor's equality framework we will adhere to our diversity principles. The GLA will:

- use the process of mainstreaming – which is where equality is integrated into everything the organisation does and the work that everyone does on behalf of the organisation
- adopt an evidence and needs based approach where we seek quantitative and qualitative evidence and undertake research into inequality and disadvantage experienced within London
- assess the impact on equality as we develop our strategies, policies and programmes, and consider what actions, if any, may be appropriate to improve upon any identified adverse impacts.
- monitor the impact on equality as we implement our strategies, policies and programmes
- be open and transparent and publish all information regarding our progress on achieving equal life chances
- work in partnership with the range of local, pan-London, and national organisations to create new and better actions
- make consultation and engagement with diverse stakeholders in London a cornerstone of developing new equality actions
- promote best practice

4 OUR KEY ACHIEVEMENTS

Over the past two years significant progress was made moving towards the Mayor's vision of achieving exemplary equality policies and practices across the GLA. We have continued to further develop the building blocks of 'Equal Life Chances for All', including implementing methods of governance, scrutiny and monitoring. We have also collated and analysed information on the measures of success identified in the framework.

In this section we touch briefly on our key achievements to give a flavour of what we have achieved. For greater detail about any of the projects below visit: <http://www.london.gov.uk>

We are proud of our equality mainstreaming achievements such as:

- Reaching agreement with the Government to deliver a four-year affordable homes programme worth over £4 billion for the capital, which will provide homes for around 250,000 Londoners.
- Increasing the London Living Wage by more than five per cent to £8.30 per hour, a rise of 45 pence, to help further reduce poverty levels in the capital
- Developing InclusiveLondon.com so that people planning a trip to the city will be able to find out about the accessibility features of hotels, restaurants, pubs, shops, museums and tourist attractions, the 2012 Games venues and more.
- Publishing the Mayor's Health Inequalities Strategy to work with partners and stakeholders to improve equitable access to health and social care for all Londoners, including those who experience disadvantage.
- Developing a new approach for supporting motivated young people in custody to break the cycle of youth re-offending, by delivering intensive support to improve the chances of successful resettlement. This programme has been piloted at Feltham's Heron wing.
- Providing appropriately trained adult volunteer mentors for black boys aged 10-16 via the Mayor's Mentoring Programme.
- Staging another 'Know Your Rights' campaign, this year focusing on fuel poverty. This campaign supports our 'Equal Life Chances for All' strategy, tackling poverty and social exclusion among the most hard to reach and disadvantaged people in London.
- Finding a total of 28,120 people apprenticeship places on schemes with companies across a wide range of the capital's business sectors via the Mayor's campaign. London's share of apprenticeships leapt from just five per cent to more than 8.5 per cent nationally in a year – the largest growth anywhere in the country.
- Developing and leading the implementation of the Mayor's integration strategy for refugees and vulnerable migrants, 'London Enriched'.
- Working with partners to set a new higher standard for the design of accessible and inclusive international sporting venues.
- Preparing to host the most inclusive Olympic and Paralympic Games in 2012, which will leave a lasting legacy for all Londoners.

- Successfully starting a campaign to prevent and respond to a potential increase in human trafficking ahead of the London 2012 Games.
- Promoting accessible and inclusive design through our planning processes.
- Using Diversity Works for London to encourage and support businesses to realise the benefits of London's diversity by providing a comprehensive suite of tailored business support products to improve their diversity proficiency.
- Using the Responsible Procurement programme to influence and advise on delivery of the GLA group's procurement expenditure, which amounts to more than £3 billion per year.
- Rolling out a high profile programme to promote high-impact volunteering, 'Team London.' Part of the programme is aimed at building stronger neighbourhoods and improving social and community cohesion.

5 OUR EQUALITY OBJECTIVES

Our equality objectives are as follows:

Health	
Objective 1	Ensure that the work of the shadow London Health Improvement Board works to improve the health of all Londoners, aiming for greater improvements in more disadvantaged communities.
Objective 2	Continue to tackle the differences in the health of Londoners through the work laid out in the Mayor's Health Inequalities Strategy.

Education, employment, pay & skills	
Objective 1	Work to give all Londoners the opportunity to take part in London's economic success, access sustainable employment and progress in their careers.

Workforce monitoring (GLA group)	
Objective 1	Achieve a workforce across the GLA group which reflects London's diversity

Housing	
Objective 1	Increase the supply of affordable housing, particularly family-sized homes
Objective 2	Raise the standard of homes and neighbourhoods
Objective 3	Enhance choice and mobility
Objective 4	Tackle housing need

Safety	
Objective 1	The GLA and GLA group will continue to work cooperatively with partners to ensure that hate crime is reported and that people feel safe whenever and wherever they are in London

Violence against women and girls	
Objective 1	Show leadership in ending violence against women by developing, evaluating and improving interventions that will be a beacon for other cities and countries

Transport (safety)	
Objective 1	Improve safety and security on the transport system, reduce the crime rate on London Underground and London buses, and reduce the proportion of Londoners who have significant concerns about crime and anti-social-behaviour (ASB) on public transport such that it deters them from using it, and in the pedestrian environment
Objective 2	Reduce the number of Londoners killed and seriously injured on London's roads

Transport (accessibility)	
Objective 1	Ensure that transport accessibility takes into account the whole-journey approach, reducing the journey time difference between step free and non step free journeys

Transport (accessibility)

Objective 2	Maintain concessionary fares for children, pensioners and jobseekers
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Volunteering

Objective 1	Harness volunteers, drawn from all London’s diverse groups, to target some of our most pressing community needs to reduce crime, improve quality of life, and increase youth opportunities
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Olympic and Paralympic Games

Objective 1	Work with our partners to ensure that the Games workforce reflects London’s diversity, Games-related employment programmes benefit a diverse range of Londoners, and that the Games workforce reflects London’s diversity
Objective 2	Improve the accessibility of London as a visitor experience
Objective 3	Create an accessible and inspiring new place in the Olympic Park which welcomes and attracts diverse communities

Sport

Objective 1	Deliver a grass-roots sporting legacy for Londoners from the 2012 Olympic and Paralympic Games by securing a sustained increase in participation in sport and physical activity amongst all groups of Londoners and using sport to assist in tackling social problems including a lack of community cohesion
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Community engagement

Objective 1	Engage with London’s diverse communities to effectively inform, develop and deliver Mayoral strategies, priorities and programmes
Objective 2	Use traditional forms of social research and innovative digital engagement and social media monitoring to establish how Londoners see the world around them and respond to policy proposals

Responsible procurement

Objective 1	Support the development across the London economy of diverse markets, workforces and suppliers, in particular through the GLA Diversity Works for London and Responsible Procurement programmes
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In Appendix One we have demonstrated how we will measure our success and outline our desired outcome for each objective.

6 MEASURING AND DRIVING PROGRESS

Since publication of the first version of the Mayor's equality framework the GLA have developed an Equal Life Chances Measures Framework. The purpose of the framework is to provide easy access to up-to-date data on each of the Equal Life Chances objectives.

The Measures Framework will enable the GLA to report with maximum efficiency on progress towards our objectives and the measures of success of Equal Life Chances for All. To view progress data published to date please visit <http://www.london.gov.uk/equalities-measuring-success>

The Equal Life Chances Delivery Group monitors the overall implementation and effectiveness of the 'Equal Life Chances for All' framework. The purpose of the GLA Group Equal Life Chances Delivery Group is provide senior level oversight and monitoring, across the GLA Group, of the delivery of the objectives and outcomes of the Mayor's framework for equality "Equal Life Chances for All".

The London Assembly scrutinises the implementation of the Equal Life Chances for All policy with regard to GLA's role as an employer, by receiving regular monitoring reports whilst recognising the delivery of ELCFA is the responsibility of many partners.

The Statutory Deputy Mayor of London chairs the London 2012 Equality and Diversity Forum, which ensures that Equal Life Chances for All is progressed effectively through delivery of the London 2012 Games programme.

Post Games the Mayor and his officers will continue to engage with all of our partners to inform meaningful strategy that remains in touch with the real needs and aspirations of Londoners.

The GLA will work with local, regional, national and international decision-makers to drive and influence the future agenda for Equal Life Chances for All and deliver improved outcomes, and to share and promote the adoption of best practice.

The GLA will continue to consult Londoners on each strategy we produce, as well as undertaking regular engagement with the public and specific interest groups of Londoners associated with individual strategies.

7 CONCLUSION

While we have made some good progress turning our equality principles in practice, inequality continues to impact sections of London's population.

The Mayor does not under-estimate the scale of the challenge ahead and we are working to put the building blocks of equality in place to ensure that future generations of Londoners will benefit from all that this great city has to offer.

We are confident that with the support of all Londoners, we can begin to bring about real sustainable life changes for all, particularly the most vulnerable. The Mayor is determined that improved 'life chances' becomes a reality for all Londoners.

APPENDIX 1 - A COMPLETE LIST OF OUR EQUALITY OBJECTIVES

Our equality objectives are as follows:

Health	
Objective 1	Ensure that the work of the shadow London Health Improvement Board works to improve the health of all Londoners, aiming for greater improvements in more disadvantaged communities
How we will achieve objective 1	All work streams of the shadow London Health Improvement Board, will analyse the effect that they will have on health differences and work in a way that reduces the differences
	Refresh the Mayor’s Health Inequalities Strategy, integrating it into the work of the shadow London Health Improvement Board
Desired outcome	Reduce the variation in health between Londoners through greater improvements in more disadvantaged communities
How we will measure the success of objective 1	Measure the variation in life expectancy between the wards in the top quintile of life expectancy and the bottom quintile of life expectancy. Monitor improvements of outcomes using the national Public Health Outcomes Framework, especially Outcome 2, “Reduce differences in life-expectancy and healthy life expectancy between communities (through greater improvements in disadvantaged communities)”.
Objective 2	Continue to tackle the differences in the health of Londoners through the work laid out in the Mayor’s Health Inequalities Strategy
How we will achieve objective 2	Reviewing the delivery of the plan of the Health Inequalities Strategy to take into account the reforms to the Health Service and public health, and the challenging financial climate
	Work with the functions of the GLA to ensure that it works does not increase differences in health and, where possible, works to reduce the differences.
	Work with partners across London to ensure that work that happens does not increase differences in health and, where possible, works to reduce the differences
Desired outcome	To reduce the differences in health experienced by Londoners
How we will measure the success of objective 2	Monitor improvement of outcomes using the national Public Health Outcomes Framework, especially Outcome 2, “Reduce differences in life-expectancy and healthy life expectancy between communities (through greater improvements in disadvantaged communities)”.

Education, employment, pay & skills	
Objective 1	Work to give all Londoners the opportunity to take part in London’s economic success, access sustainable employment and progress in their careers.
How we will	Work with London’s employers to maximise the number, variety and quality of jobs needed to provide

Education, employment, pay & skills	
achieve objective 1	work opportunities for Londoners, and to meet the needs of London's growing and developing economy
	Work to close the employment rate gap between London and the national level by 2020 and maintain the London employment rate at or above the national level subsequently
	Work to ensure that all young people in London have appropriate opportunities to gain the knowledge, skills and confidence to succeed in London's labour market.
	Help people to secure and retain a job, working with partners to significantly improve training and employability support, with a particular focus on neighbourhoods with high concentrations of worklessness
	Work with other partners to meet the aspirations of Londoners to acquire relevant skills and qualifications to progress in their careers
	Help to ensure that all children in London get a good start in life, and encourage partners to work towards the government's target to end child poverty being achieved in London by 2020.
Desired outcome	Reduction in the gap in achievement of 5 GCSEs graded A* to C, including English and Maths, by groups of pupils (by gender, ethnic group, and disability) as compared with average or comparator group.
How we will measure the success of objective 1	Reduction in the employment gap between different groups of Londoners (by gender/parenthood, ethnicity, disability and age). Reduction in the pay gap between different groups of Londoners and their comparators
	Reduction in the percentage of young people aged 16 to 18 who are not in education, employment or training
	Reduction in the proportion of Londoners with no qualifications
	Increase in the numbers of apprenticeships and work placement opportunities and increase in the proportion of apprenticeships taken up by black, Asian, and minority ethnic (BAME) groups, women and disabled people
	Increase in the number of employers who have adopted the London Living Wage.
	Percentage of children living in poverty before/after housing costs

Workforce (GLA group)	
Objective 1	Achieve a workforce across the GLA group which reflects London's diversity
How we will achieve objective 1	Introduce placements where necessary to provide an opportunity for work experience in a political environment
	Ongoing work on apprenticeship and pre apprenticeship programmes

Workforce (GLA group)	
	Put in place development programmes for particular groups not represented at senior levels (i.e. Springboard)
	Ongoing work on the mentoring programme
	Monitor and analyse the data that we record to identify where we need to take mitigating action
	Complete and publish Equality Impact Assessments (EQIA's) for restructures and workforce changes to ensure we mitigate any disproportionate and negative impacts
	Analyse staff survey outcomes and take action where necessary to reverse any perceptions of the workplace from a particular equality group
Desired outcome	Increase in the levels of employment of under represented groups
How we will measure the success of objective 1	We will measure the workforce profile of all of our staff at all levels within the GLA ¹

Housing	
Objective 1	Increase the supply of affordable housing, particularly family-sized homes
How we will achieve objective 1	<ul style="list-style-type: none"> ▪ By meeting the London Plan target of 13,200 affordable completions ever year ▪ By ensuring that 36 per cent of new Affordable Rent homes allocated funding in 2011-15 are family sized (excluding supported housing)
How we will measure the success of objective 1	<ul style="list-style-type: none"> ▪ Number of affordable housing completions – units and bed spaces (annual – Greater London Authority (GLA), Homes and Communities Agency (HCA)/Department for Communities and Local Government (DCLG)/local authority (LA) data) ▪ Number of family-sized Affordable Rent completions – units and bed spaces (annual - GLA/HCA/DCLG/LA data)
Objective 2	Raise the standard of homes and neighbourhoods
How we will achieve objective 2	<ul style="list-style-type: none"> ▪ By ensuring that all new homes are built to the Mayor's housing design standards, including all meeting Lifetime Homes standards and 10 per cent being wheelchair accessible. ▪ By the Mayor taking responsibility for Decent Homes funding and working with boroughs to ensure they are delivering value for money in delivering Decent Homes
How we will measure the success of objective 2	<ul style="list-style-type: none"> ▪ Number of affordable housing completions meeting minimum standards (Code for Sustainable Homes Level 4; Lifetime Homes standards; wheelchair accessibility standards) – units (quarterly and annual – GLA/HCA/DCLG/LA data) ▪ Number of non-decent homes (annual - HCA/DCLG/LA data)

¹ The GLA will only monitor staff levels within the core GLA. Other functional bodies will monitor and report on staffing levels within their individual equality action plans.

Housing	
Objective 3	Enhance choice and mobility
How we will achieve objective 3	<ul style="list-style-type: none"> ▪ By meeting the London Plan target of 13,200 affordable completions ever year ▪ By delivering over 17,000 First Steps homes between 2011-15 ▪ By increasing opportunities for London’s social tenants to move over borough boundaries and out of the capital
How we will measure the success of objective 3	<ul style="list-style-type: none"> ▪ Number of First Steps completions (annual - GLA/HCA/DCLG/LA data). ▪ Pan-London mobility schemes in place by January 2012. ▪ Number of moves through Seaside and Country Homes (annual – GLA)
Objective 4	Tackle housing need
How we will achieve objective 4	<ul style="list-style-type: none"> ▪ By ensuring that by 2016 the level of severe overcrowding in social rented housing is halved to 7,000. ▪ Where the homelessness duty is discharged into the private rented sector, by encouraging landlords to offer tenancies that are for a longer period than the statutory minimum and encouraging boroughs to use only those landlords with a recognised accreditation (note that no data is or will be collected on this, so there is no measure attached) ▪ By ensuring that by the end of 2012 nobody will live on the streets of London and nobody arriving on the streets will sleep out for a second night.
How we will measure the success of objective 4	<ul style="list-style-type: none"> ▪ Number of severely overcrowded households in the social rented sector (annual – English Housing Survey) ▪ Number of family size homes completions (annual – GLA/HCA/DCLG/LA data) ▪ Number of rough sleepers in London and % sleeping out only once (annual – GLA/LA data)
	<ul style="list-style-type: none"> ▪ Number of homeless acceptances and % of BAME people among acceptances (annual DCLG/LA data)

Crime (young people)	
Objective 1	Reduce serious youth violence in London.
How we will achieve objective 1	Project Daedalus - Reduce offending with a smarter approach to custody and enhanced resettlement
	<p>Project Brodie - Raise attainment and reduce the risk of offending by keeping young people in education. Three strands:</p> <p>1) Safer Learning: To improve outcomes for learners, families, communities, schools and colleges by a coordinated partnership approach at pan London level, matched with local level intervention to help keep learners safe.</p>

Crime (young people)	
	<ul style="list-style-type: none"> ▪ We want all young people to be achieving the best they can in their studies ▪ We want to promote the positive contribution young people make in their schools/colleges and communities ▪ We want to minimise the risk of harm to young people ▪ Reviews and evaluation ▪ Development of the Safer Learning Framework web resource
	2) Parent Advocacy in Pupil Referral Unit Pathfinder: 5 pilots (Barking and Dagenham, Ealing, Hillingdon, Lewisham and Sutton)
	3) Study on court enforcement measures
	Project Titan - Build character, self respect and responsibility
	Project Oracle - Understanding and sharing what really works
How we will measure the success of objective 1	Reduce youth reoffending rate for London
	Number of young people into education employment and training
	<p>1) The number of institutions signed up to the Safer Learners framework.</p> <p>Number of direct local level intervention sessions with varied educational establishments. Ensuring outcomes are in line with the 8 Safer Learner Themes outlined in the framework.</p> <ul style="list-style-type: none"> ▪ Specialist events in partnership with MPS for YP and educators ▪ Number of schools/educators/partners who use the resource
	2) The final evaluation report. Number of excluded young people reintegrated to main stream education
	3) Changes in policy and practice
	<p>Project Titan:</p> <ol style="list-style-type: none"> 1) Number of adults volunteering to become mentors 2) Number of trained mentors 3) Number of mentees/mentoring relationships 4) Increase in number of young people involved in uniformed youth organisations 5) Increase in number of 'at risk' young people in uniformed youth organisations 6) Number of new uniformed youth organisation units 7) Increase in number of young people engaged with Metropolitan Police Service, Black Police Association VOYAGE programme
	Project Oracle:

Crime (young people)	
	1) Number of 'GLA family' projects completing Oracle self-assessment process
	2) Number of 'GLA family' projects listed on Oracle website
	3) Number of projects on Oracle website

Safety	
Objective 1	The GLA and GLA group will continue to work cooperatively with partners to ensure that hate crime is reported and that people feel safe whenever and wherever they are in London
How we will achieve objective 1	Monitor perceptions of safety, fluctuations in hate crime reporting and sanctions detections rates, and overall satisfaction levels of victims of crime
Desired outcome	People feel safer whenever and wherever they are in London
How we will measure the success of objective 1	Percentage of people and different groups of people who feel safe whenever and wherever they are in London (as measured in the Annual London Survey)
	Increase in reporting of disaggregated hate crimes (e.g. disability, race, religion (Antisemitic, Islamophobic), sexual orientation (gay, lesbian, transgender) (as measured by the MPS)
	Increase in the sanction detection rate following disability, race, religion (Antisemitic, Islamophobic), sexual orientation (gay, lesbian, transgender) crimes. (as measured by the MPS)
	Number of disaggregated hate crime perpetrators who are arrested, brought to justice, leading to a criminal conviction (as measured by CPS data).
	Increase in satisfaction levels of victims of racial and homophobic crime (other types of hate crime numerically too small) in relation to the Metropolitan Police Service's overall service.

Violence against women and girls	
Objective 1	Show leadership in ending violence against women by developing, evaluating and improving interventions that will be a beacon for other cities and countries
How we will achieve objective 1	Develop a range of measures to reduce the prevalence of violence against women over time with a strong emphasis on cultural change
	Improve the safety, wellbeing and freedom of women and children through access to better services that meet the needs of London's diverse communities.
	Support measures that reduce the long-term consequences of violence for women who experience it, improve their life chances and support them in rebuilding their lives
	Work with partners to ensure that the criminal justice system provides protection to women who need it

Violence against women and girls	
Desired outcome	Demonstrate leadership and best practice regionally, nationally and internationally when ending violence against women
How we will measure the success of objective 1	Increase in the sanction detection rate following reports of domestic violence, rape and sexual assault

Transport (safety)	
Objective 1	Improve safety and security on the transport system, reduce the crime rate on London Underground and London buses, and reduce the proportion of Londoners who have significant concerns about crime and ASB on public transport such that it deters them from using it, and in the pedestrian environment
How we will achieve objective 1	Increase confidence in the safety and security of travelling in, and moving around, London
	<p>To reduce crime and anti-social behaviour on the transport network we will:</p> <ul style="list-style-type: none"> ▪ Provide high visibility enforcement at transport hubs ▪ Integrate transport policing at priority hubs ▪ Target repeat sexual offenders ▪ Tackle bogus cabs ▪ Continue to improve the safety of night time travel
	<p>To increase confidence in the safety and security of travelling in London with a particular focus on women, younger people, and older people we will:</p> <ul style="list-style-type: none"> ▪ Provide reassurance to front line staff and passengers through policing, CCTV, lighting, signage and well trained staff ▪ Tackle fear of crime by listening and responding to local concerns about crime and ASB ▪ Engage with younger people to reduce fear among vulnerable young people ▪ Reassure older people travelling by providing high visibility policing
	<p>To improve cyclists' safety and security we will:</p> <ul style="list-style-type: none"> ▪ Support the implementation of the Mayor's Cycle Security and Cycle Safety Action Plan ▪ Reduce the volume of thefts in hotspots and increase detections of prolific cycle thieves ▪ Raise awareness amongst cyclists and other road users of how to reduce the risk of collisions ▪ Offer training to cyclists ▪ Tackle irresponsible and antisocial road use
	<p>To contribute to the step change in the walking experience through removing crime and the fear of crime as a barrier to walking we will:</p> <ul style="list-style-type: none"> ▪ Enhance joint working between safer transport and safer neighbourhood teams to ensure Londoners are provided with reassurance along their whole journey ▪ Work with local authorities and schools to place a greater emphasis on safe walking and safe

Transport (safety)	
	cycling in school travel plans
How we will measure the success of objective 1	<ul style="list-style-type: none"> ▪ Reduction in crime rate on LU/DLR ▪ Reduction in crime rate on buses
	<ul style="list-style-type: none"> ▪ Percentage of women, younger people and older people who have significant concerns about crime and ASB on public transport such that it deters them from using it. ▪ Percentage of Londoners who feel personal safety on buses, the tube, and trains has improved ▪ Percentage of women who feel safe using the following alone: local bus, tube, train, black cabs, mini cabs at night
	<ul style="list-style-type: none"> ▪ Percentage of Londoners who feel personal safety in the pedestrian environment has improved year on year
Objective 2	Reduce the number of Londoners killed and seriously injured on London's roads
How we will achieve objective 2	<p>To reduce the volume of Londoners injured on London's roads we will:</p> <ul style="list-style-type: none"> ▪ Work with London boroughs to monitor road safety schemes ▪ Improve reporting for near misses and antisocial driving ▪ Publish a new road safety plan ▪ Undertake enforcement operations ▪ Trial new intelligent speed adaptation technology
Desired outcome	Safer travelling in London
How we will measure the success of objective 2	<ul style="list-style-type: none"> ▪ Number of Londoners injured on London's roads as a result of criminal and antisocial behaviour
	<ul style="list-style-type: none"> ▪ Number of killed and seriously injured people in road traffic collisions each year ▪ Monitor reported road traffic collisions for diversity group profiling
	<ul style="list-style-type: none"> ▪ Casualty rate for killed and seriously injured cyclists ▪ Percentage of cyclists who feel cycling is becoming safer ▪ Number of bikes security marked each year
	<ul style="list-style-type: none"> ▪ Number of motorcyclists completing a Bikesafe course each year

Transport (accessibility)	
Objective 1	Ensure that transport accessibility takes into account the whole-journey approach, reducing the journey time difference between step free and non step free journeys

Transport (accessibility)	
	Maintain concessionary fares for children, pensioners and jobseekers
How we will achieve objective 1	<p>The Mayor, through TfL, and working with partners and other stakeholders, will seek to increase accessibility for all Londoners by promoting measures to improve:</p> <ul style="list-style-type: none"> ▪ The physical accessibility of the transport system, including streets, bus stops, stations and vehicles ▪ Information provision, staff service and the travelling environment
	The Mayor will continue to support the Freedom Pass
	The Mayor will keep and improve Dial-a-Ride services
Desired outcome	Services delivered by functional bodies are accessible and appropriate to all Londoners
How we will measure the success of objective 1	Use the Mayor's Transport Strategy indicators to report annually in Travel in London on the physical accessibility to the transport system, including the number of step free underground and accessible overground stations.
	Concessionary fares available for children, pensioners, jobseekers

Volunteering	
Objective 1	Harness volunteers, drawn from all London's diverse groups, to target some of our most pressing community needs to reduce crime, improve quality of life, and increasing youth opportunities
How we will achieve objective 1	<p>Roll-out the Mayor's programme to promote volunteering, 'Team London', across London and reflect London's population. This will target the most disadvantaged and include:</p> <ul style="list-style-type: none"> ▪ Volunteering programmes aimed at improving social and community cohesion as well as literacy, reducing crime and improving quality of life ▪ Rewarding and recognising volunteers ▪ Harnessing the volunteering interest in the Olympics from all of London's communities ▪ Increasing support for volunteering in London
Desired outcome	A significant increase in the level of, and satisfaction with, volunteering in London, with volunteers representing London's diversity
How we will measure the success of objective 1	Increase in the number of volunteer hours in London
	Increase in volunteer satisfaction
	Increased volunteering, and increased diversity of volunteers, in the areas of highest identified need with specific impact we can measure and build on.

Olympic and Paralympic Games	
Objective 1	Work with our partners to ensure that, Games-related employment programmes benefit a diverse range of Londoners, and that the Games workforce reflects London's diversity
How we will achieve objective 1	Mayor's £14m Olympic Employment and Skills programme, supporting previously workless people into sustained employment, working with specialist brokerages, and focus's on disadvantaged host boroughs
	Work with LOCOG and Games-time contractors to support and encourage diverse recruitment
	Targeted recruitment of London Ambassadors by the London Ambassador Programme who meet the language and cultural needs of the role. Effective monitoring of the London Ambassador Programme
Desired outcome	Games workforce reflects London's diversity and Games-related employment programmes benefit a diverse range of Londoners London Ambassadors are representative of London's diversity
How we will measure the success of objective 1	LOCOG Games-time workforce target zones are representative of BAME, Disabled, and LGBT people, women, host Borough residents, and previously workless
	London Ambassadors: <ul style="list-style-type: none"> ▪ A proportion of positions are offered to applicants that have a second language, other than English ▪ Applications for London Ambassadors reflect the 'face of London' ▪ London Ambassadors are representative by ethnicity, disability, sexual orientation, gender, faith and age
	Number of people into 12 months sustained employment is representative of BAME and disabled people, and women by: <ul style="list-style-type: none"> (a) 2012 Employment Legacy and Host Borough Employment and Skills project (b) Construction Employer Accord
Objective 2	Improve the accessibility of London as a visitor experience
How we will achieve objective 2	Work with the London Boroughs of Southwark and Lambeth to deliver infrastructure improvements between Tower Bridge and Jubilee Gardens, with the aim of making the South Bank more physically accessible by June 2012
	Continue to develop and market InclusiveLondon website
	Improve accessibility in the hospitality sector by developing a website providing online training for staff

Olympic and Paralympic Games	
	Produce guidelines for businesses on access requirements, and develop a triage service to support businesses in implementing the guidelines
Desired outcome	Increased use of the South Bank by disabled and older people
How we will measure the success of objective 2	At least 80% of website users find the site useful or very useful
	Improved service satisfaction by visitors with access needs, as measured by a follow up survey to the one carried out in 2009
Objective 3	Create an accessible and inspiring new place in the Olympic Park which welcomes and attracts diverse communities
How we will achieve objective 3	OPLC to establish and implement an Equality & Inclusion Policy and an Inclusive Design Strategy
	OPLC to embed accessibility and inclusion within the company's planning applications Work with OPLC to embed accessibility and inclusion within the Olympic Park operations & venues and real estate work programmes
How we will measure the success of objective 3	<ul style="list-style-type: none"> ▪ Work with OPLC Equality & Inclusion Policy and Inclusive Design Strategy Published – Autumn 2011 ▪ All contracts let by OPLC include a requirement to adhere to the Policy & Strategy
	<ul style="list-style-type: none"> ▪ Design and Access Statement, and Equalities Impact Assessment produced for the OPLC's Legacy Communities Scheme Planning application – Autumn 2011 ▪ Lifetime Homes - 10% of accommodation on the Park are wheelchair accessible – by 2014. ▪ OPLC Built Environment Access Panel established – 2011
Desired outcome	The Olympic Park is a legacy destination that is accessible to and used by all London's communities

Sport	
Objective 1	Deliver a grass-roots sporting legacy for Londoners from the 2012 Olympic and Paralympic Games by securing a sustained increase in participation in sport and physical activity amongst all groups of Londoners and using sport to assist in tackling social problems, including a lack of community cohesion
How we will achieve	Supporting projects specifically designed to get young women into regular physical exercise

Sport	
objective 1	
	Where mainstream sports provision is not suitable, ensuring that the Mayor's Sports Legacy Fund caters for those most severely disabled young people
	Ensuring every organisation that receives Mayoral funding is required to formally adopt the Inclusive and Active Strategy and a condition of funding is full implementation
	Lobbying local authorities and other major providers to adopt the Inclusive and Active Strategy and begin making a cultural shift in attitudes towards disabled people participating in sport.
	Sign up to the Charter for Action to stamp out LGBT discrimination in sport
Desired outcome	Increased participation rates in sport amongst people of protected groups
How we will measure the success of objective 1	Percentage of programme beneficiaries who are female. Number of funded projects specifically aimed at women and girls
	Percentage of special schools in London offered sporting opportunities through the Mayor's Sport's Legacy Fund
	Percentage of Participation Fund funding agreements which have formal adoption of I&A2 as an objective
	Number of London local authorities contacted by GLA in promotion of I&A2
	Measure participation rates using Sport England's 'Active People Survey', which measure people's (i) regularity; and (ii) level of "moderate intensity exercise"
	Charter for Action to be signed by 31 March 2012

Community engagement	
Objective 1	Engage with London's diverse communities to effectively inform, develop and deliver Mayoral strategies, priorities and programmes
How we will achieve objective 1	Develop and deliver a programme of engagement, projects and activities to communicate and implement Mayoral priorities
	Identify partnership opportunities with other organisations and community groups in delivering communicating and delivery of Mayoral priorities.
	Complete a calendar of engagement with London's many different communities that brings different Londoners together to build strong inter-community relations and fosters mutual understanding
How we will measure the success of	Evidence of participation of London's diverse communities in development of Mayoral programmes, strategies and activities.

Community engagement	
objective 1	
Desired outcome	Inclusive engagement with London’s excluded communities informs the development and delivery of all GLA strategies, plans and programmes
Objective 2	Use traditional forms of social research and innovative digital engagement and social media monitoring to establish how Londoners see the world around them and respond to policy proposals.
How we will achieve objective 2	<ul style="list-style-type: none"> ▪ Complete quarterly telephone polls of Londoners to monitor and generate intelligence and weight results by gender, age, ethnicity, tenure, working status and area of London lived in. ▪ Monitor social media and the Mayor’s correspondence to provide real time public opinion data to inform policy debate. ▪ Provide robust and trustworthy demographic, social and economic data on London’s population to inform policy development. ▪ Monitor key indicators contained in the Strategic Regeneration Framework for achieving convergence of the socio-economic conditions of the people of the host boroughs ▪ Deliver an online research community of Londoners to promote positive debate about how to improve their city. We will gather better and faster insight and reach an extensive range of audiences including those who don't typically engage with the GLA.
How we will measure the success of objective 2	<ul style="list-style-type: none"> ▪ Survey results reported to teams to inform policy development, communication and marketing activities also highlight significant differences by demographic groups. ▪ References to research and media monitoring that provided the robust evidence base for policy makers. ▪ Strategic Regeneration Framework published (Host Borough Unit / 2012 Team)

Responsible procurement	
Objective 1	Support the development across the London economy of diverse markets, workforces and suppliers, in particular through the GLA Diversity Works for London and Responsible Procurement programmes
How we will achieve objective 1	Use our procurement tools and influence to spread equality through business by championing equality in our own supply chains, encouraging more businesses to sign up to Diversity Works for London, and improving access to public sector contracts for small and diverse businesses.
Desired outcome	Londoners from all communities are able to access business, job and training opportunities arising from GLA group contracts
How we will measure the success of objective 1	<ul style="list-style-type: none"> ▪ Number of businesses signed up to the Diversity Works for London programme ▪ Diversity of businesses accessing GLA group contracts ▪ Number of diverse [London] businesses registered with CompeteFor

Other formats and languages

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Chinese

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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 नीचेर 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 مراسلة العنوان
أدناه

Punjabi

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

Gujarati

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