



# convergence

Within 20 years the communities who host the 2012 Games will have the same social and economic chances as their neighbours across London

## Convergence Framework and Action Plan 2011 - 2015

# Foreword

## A Partnership for Legacy

The Mayor of London and the elected Mayors and Leaders of the six Olympic Host Boroughs have already committed themselves and their organisations to working toward achieving socio-economic Convergence between the Host Boroughs and the rest of London over the period to 2030.

The London Mayor has made this plain in the revised London Plan, his Economic and Transport Strategies and most recently in the consultation for the proposed Mayoral Development Corporation. The Host Boroughs, jointly and severally through the Strategic Regeneration Framework (SRF) and their individual corporate plans and LSP strategies, have similarly committed themselves to the Convergence objective.

In November 2010 the Government incorporated the objective of Convergence and the supporting Olympic Legacy Strategic Regeneration Framework (SRF) in their most recent statement of Olympic legacy.

## Going for Convergence

The common theme which runs through all of these actions is the determination to create the most enduring legacy of 2012 in the communities of the Host Boroughs and to do that by ensuring that over the next 20 years the residents of the Host Boroughs will come to enjoy the same life chances as other Londoners.

The challenge of Convergence is to ensure that over 20 years the scale of disadvantage experienced by Host Borough residents is greatly reduced through:

- Higher educational attainment
- Achievement of greater skills qualifications
- Increases in the number of economically active adults
- Reduction in child poverty
- Increase in life expectancy
- Reduction in housing overcrowding
- Reduction in violent and gang crime

The Convergence Action plan for the period 2011 – 2015 is a clear statement of how in the next 4 years the Host Boroughs, the Mayor of London and their partners will take practical steps to attack these issues.

However, the single most important factor in reducing disadvantage is getting more residents into work and better paid work. There is no more important factor to be addressed in tackling the persistent long-term deprivation in the Host Boroughs.

## Going for Convergence with Growth

The Oxford Economics forecast of the Host Boroughs economy to 2030 identifies the potential that in the Host Boroughs it is highly likely that investment by the public and private sector over the next 20 years will not only confirm the Host Boroughs' position as London's and the UK's major growth point, but also create in excess of 200,000 new jobs in addition to natural job growth.

The challenge for the Mayor of London and the Host Boroughs is therefore to ensure not only that such economic growth is realised, but also that the residents of the Host Boroughs are able to take full advantage of the opportunities which such growth will create.

The Convergence Action Plan shows the ways in which the Mayor and the Host Boroughs are coming to grips with tackling disadvantage. The Oxford Economics model of the future economy of the Host Boroughs points to the need for them similarly to ensure that the potential for economic investment and growth is there for Host Borough residents.

We are determined to ensure that we do everything we can to realise fully the economic potential of the Host Boroughs

Therefore alongside the Convergence Action Plan the Mayor of London and the Host Boroughs are working towards the realisation of the economic potential of the Host Boroughs both for the benefit of the London Economy and as a key driver in achieving Convergence.

To this end we are:

- Using the vehicle of the Olympic Transport Legacy Action plan to develop a strategic investment approach to transport in the Host Boroughs that will unlock further economic potential.
- Working to improve the skills levels of people within the Host Boroughs through targeted development with employers and trainers in order to maximise future employment and take up capacity within the Host Boroughs labour market.
- Working with the wider public sector, London and Partners and the private sector to produce by the end of 2011 a compelling narrative to promote the Host Boroughs for all manner of investment during the events of 2012 and beyond.

## After the Games

We have recognised that the achievement of Convergence requires a sustained long term commitment from the Mayor and the Host Boroughs and we have structured our future arrangements in order to ensure such a commitment.

This Convergence Action Plan together with its reporting and governance arrangements and the specific projects to support the realisation of economic potential in the Host Boroughs represents, alongside the plans for the Olympic Park MDC, the most compelling and comprehensive statement of Legacy as it will benefit the communities of the Host Boroughs.

# 1. Executive Summary

## 1.1 Summary

This report reviews the Strategic Regeneration Framework (SRF) in light of changing events and circumstances. It explains why Convergence is still the blueprint for Olympic legacy planning and highlights the potential impact of policy changes on its deliverability.

The SRF action plan for 2011 – 2015 is set out under three new themes of:

- Creating wealth and reducing poverty
- Supporting healthier lifestyles
- Developing successful neighbourhoods.

## 1.2 Background

In October 2009 the Strategic Regeneration Framework brought together a vision and strategy for achieving Convergence of the socio-economic conditions of the people of the host boroughs to that of the average for London. The SRF is an expression of the Host Boroughs determination to use the 2012 Games as a catalyst to reduce poverty and transform the environment for the benefit of all our citizens. The SRF was endorsed by the Mayor of London, who has embedded a commitment to Convergence in his draft replacement London Plan and committed the GLA and its Functional Bodies to take account of this ambition in the development and implementation of all strategies, plans and business plans.

In 2010 Barking and Dagenham joined the original five Host Boroughs of Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest.

## 1.3 Context

The recent recession, and in particular its impact on public sector finances, will pose threats to the achievement of Convergence by 2030. The requirement for reductions in public sector expenditure will necessitate both review and reinforced common purpose to ensure the life chances of residents in the host boroughs converge with those of other Londoners. The reduction in spending capacity across the six Host Boroughs in terms of local authority and social care spending alone will be in the region of £300M over three years. As other public services are also facing comparable reductions, there will be significantly reduced public expenditure in the local economy. The challenge is to ensure that against this background, Convergence remains a regional and national priority; that the host boroughs area benefits from new funding and growth initiatives and that “the Olympic factor” can be fully exploited to the benefit of the area.

Juxtaposed against this is the huge potential highlighted in the work carried out for the Host Boroughs by Oxford Economics<sup>1</sup>. This work highlighted that investment in east London would have major positive economic and fiscal benefits for London and the UK as a whole.

It forecasts that the area will outperform other UK regions during the economic recovery largely due to major developments and concludes that if productivity and employment rates in the sub-region had matched the average across London as a whole, the UK GDP would have been £5.9bn higher in 2008. If productivity and employment rates in the sub-region had matched the average across London

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<sup>1</sup> Six Host Boroughs Strategic Regeneration Framework – Economic Model, Oxford Economics, November 2010.

as a whole, public borrowing could have been £4bn lower in 2008.<sup>2</sup> These figures underline the importance of the principal of Convergence to host borough residents, to London and to the UK as a whole.

The Mayor of London and the Elected Mayors and Leaders of the six Host Boroughs have recognised that the challenge lies in maximising levels of investment and growth AND in ensuring that, through Convergence, such growth will bring benefit not just to their communities but to London and the UK as a whole.

The Mayor of London and the Elected Mayors and Leaders of the Host Boroughs, alongside Government, and the public and private sectors, have agreed to work together to realise the economic potential of the host boroughs area. This action plan incorporates priority actions to deliver Convergence goals, promotes investment and the marketing of development opportunities in the area, and seeks to exploit new and existing Government measures to encourage growth.

## 1.4 Progress

During the past eighteen months significant progress has been made against a number of targets set in the SRF in 2009 and details of this are contained in the 2009-2011 progress report<sup>3</sup>. Progress is summarised in the table below which shows that out of the twenty one indicators the trajectory of twelve are on track, five are not quite on track, two are off track or worsened and information is not available on two.

RAG	Indicators	Totals
Green on track	<ul style="list-style-type: none"> <li>Pupil achievement at KS2</li> <li>Pupils achieving 5 GCSE's</li> <li>19 year olds achieving Level 3 threshold</li> <li>Employment rate – aged 16-64</li> <li>Proportion of economically active people aged 16+ who are unemployed (model based)</li> <li>Life expectancy males</li> <li>Mortality rates from all circulatory diseases at ages under 75</li> <li>Pupils who participate in PE and School Sport</li> <li>People involved in no sport or activity (active people survey indicator)</li> <li>Recommended Adult Activity (3 times 30 mins per week)</li> <li>Additional housing units</li> <li>Violent crime levels</li> </ul>	12
Amber little movement	<ul style="list-style-type: none"> <li>Working age with no qualifications</li> <li>Median earnings</li> <li>Obesity levels in school children in year 6</li> <li>Life expectancy females</li> <li>Children living in families on key benefits</li> </ul>	5
Red position worsened	<ul style="list-style-type: none"> <li>Working age population qualified to at least Level 4</li> <li>Mortality rates from all cancers at ages under 75</li> </ul>	2
Pink no new information	<ul style="list-style-type: none"> <li>Overall satisfaction with the local area (no new figures will be available – Place Survey abandoned)</li> <li>Perceptions of anti-social behaviour (as above – Place Survey abandoned)</li> </ul>	2

*Performance rating of all indicators in the SRF*

<sup>2</sup> Six Host Boroughs Strategic Regeneration Framework – Economic Model, Oxford Economics, November 2010.

<sup>3</sup> Strategic Regeneration Framework – Progress Report, jointly published by the Host Boroughs and the GLA, July 2010.

## 1.5 Moving forward

Although significant progress has been made in a number of areas there are still huge tasks ahead to reach Convergence, even in some of those areas where progress to date has been strong. Most notable among these are reducing levels of unemployment, improving levels of good health and reducing violent crime rates. Providing high quality education and training, improving the housing offer and improving the quality of public spaces are keys to the delivery of this and sports and culture are tools to achieve a number of targets, improve quality of life and engage communities. The pressing need for action on many of these issues has again been highlighted by the riots in August 2011.

The action plan for 2011-15 has been developed after considering what we have already achieved between 2009 and 2011, what remains to be achieved and what the major challenges are. Added to this we have considered the major opportunities available in the area and taken into account key findings from research commissioned to review the SRF and evaluate programmes already undertaken, including:

- The economic model for the Host Boroughs produced by Oxford Economics.<sup>4</sup>
- The review of the SRF report conducted by the Marmot review team.<sup>5</sup>
- The evaluation of the City Strategy Pathfinder.
- The SRF stage 2 Sustainability Framework.

This analysis has culminated in the development of an action plan drafted around the three themes of: creating wealth and reducing poverty; supporting healthier lifestyles and developing successful neighbourhoods. There are interdependencies across the themes and cross cutting work is at this stage exemplified in some shared actions. The table below summarises the key areas that activity will be focussed on between 2011 and 2015.

### Creating wealth and reducing poverty

- To ensure that the Work Programme is effectively delivered and supports Convergence.
- To maximise the Olympic employment legacy.
- To maximise the inward investment legacy.
- To develop partnership architecture with employers and training providers to support achievement of Convergence outcomes.
- To increase the levels and relevance of qualifications of Host Borough residents.

### Supporting healthier lifestyles

- To give the children of the Host Boroughs the best start in life.
- To reduce the number of people dying prematurely from preventable causes.
- To reduce the number of people whose health affects their ability to secure or maintain work.
- To increase physical activity and social capital through changes in the built environment.
- To increase sports and physical activity participation especially in sports benefiting from a facility legacy from the 2012 Games
- To use Olympic and Paralympic momentum to motivate, raise aspirations and promote cultural activity

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<sup>4</sup> Strategic Regeneration Framework – Economic Model, produced by Oxford Economics 2010.

<sup>5</sup> Strategic Regeneration Framework – Stage 1 – Phase 2 response of the Marmot team 2010.

## Developing successful neighbourhoods

- To develop partnership arrangements for the developing successful neighbourhoods theme
- To reduce levels of violent crime and gang activity.
- To complete the Olympic public realm improvements programme and secure the legislative changes necessary for more effective environmental enforcement
- To increase the number of affordable homes and reduce overcrowding.
- To deliver new city districts with a range of accessible and high quality facilities.

Running through all themes is the aim of reducing the inequality gap in outcomes between disadvantaged groups and social classes with the average for London.

## 2. Context

### 2.1 Background

The Olympic Host Boroughs of East and South East London; the Olympic Park Legacy Company (OPLC); the Mayor of London and the Government are committed to the Olympic Legacy based regeneration of the host boroughs area for the benefit of the communities who live there, Greater London and through such regeneration, the UK as a whole.

The original commitment to this has its origins in the UK's London 2012 Olympic and Paralympic Bid's stated ambition to secure from the hosting of the 2012 Games a lasting legacy benefit for the surrounding communities. To realise that ambition the Host Boroughs, the Mayor of London and the Government agreed and adopted the Olympic Legacy Strategic Regeneration Framework in 2009 and with it, the ambitious commitment to secure Convergence with the socio/economic conditions enjoyed by other Londoners within 20 years.

This commitment has been re-iterated and strengthened by the Host Boroughs in their strategic and corporate planning and by the prioritisation of Convergence in key Mayoral policies for example the Draft Replacement London Plan. It has also been recognised and supported by the Government in the DCMS "Plans for the legacy from the 2012 Olympic and Paralympic Games," published in December 2010.

Further, local partners from the NHS, Job Centre Plus, the Metropolitan Police, Lee Valley Regional Park Authority and the London Fire Brigade have incorporated Convergence into their plans and actions and the Strategic Regeneration Framework and its organising principle of Convergence have received enthusiastic support from the East London Business Alliance and from London First.

The achievement of Convergence over the next 20 years will bring both social and economic benefits as public and private sector investment brings new employment and wealth creating opportunities to improve the life chances of the communities living in the host boroughs. This would be the most lasting legacy of the 2012 Games in terms of social and economic regeneration, and it could, as the Oxford Economics report indicates, over time, benefit both the regional and national economy and the Exchequer through significant GDP increases and the transition from being a net recipient to a net contributor to national expenditure.

### 2.2 Changing Circumstances

Since the Strategic Regeneration Framework was published in 2009 many important changes have taken place and the challenge is to ensure that the work to achieve Convergence continues. The Host Boroughs have reviewed these changes to assess their impact on Convergence.

Given the importance that all parties attach to Convergence in the host boroughs, it is necessary to explore how potentially adverse effects can be ameliorated particularly having regard to the growth, economic and fiscal benefits that Convergence will bring.

It will also be necessary to explore how new freedoms, Government initiatives like Tech City, the Enterprise Zone and new funding arrangements can be targeted in the area of the host boroughs.

#### ***Finance***

The almost unprecedented pressures on public finances, alongside changes to some funding allocation formulae, have had a major impact on the resources available to many public services



whose work is central to achieving Convergence targets, including the Host Boroughs themselves as well as other services such as policing and health. While the Host Boroughs and Mayor will continue to argue for the greatest possible allocation of resources to the Host Boroughs, the situation we currently face is difficult and will inevitably remain so for the short to medium term. This is a challenging position as the Host Boroughs and their partners strive to meet the Convergence targets and it will call for the examination of new approaches to maintain Convergence progress. Some of these new approaches are already reflected in the 2011/2015 Action Plan, which lays very heavy emphasis on working in partnership across the public sector and with private and voluntary sector partners to maximise scarce resources. Over the period covered by the Action Plan we can and must strive still further to innovate, collaborate, economise and prioritise those interventions which will offer us the greatest chance of meeting our shared targets.

We must in particular build on the momentum created by recent high profile private investment in the Host Boroughs, including but not limited to the area around the Olympic Park. This momentum will be further amplified by the profile and impact of the Games themselves, giving us a unique opportunity to attract new private partners to East London, and to explore new opportunities to deploy private sector resources and expertise in the pursuit of the Convergence targets.

### **Benefits**

The Host Boroughs have much higher proportions of people in social housing, higher levels of housing need and a larger percentage of households reliant on benefit income than the average for London. The Host Borough Leaders and Mayors are therefore concerned that the impact of changes to housing benefit and other benefits will be particularly pronounced.

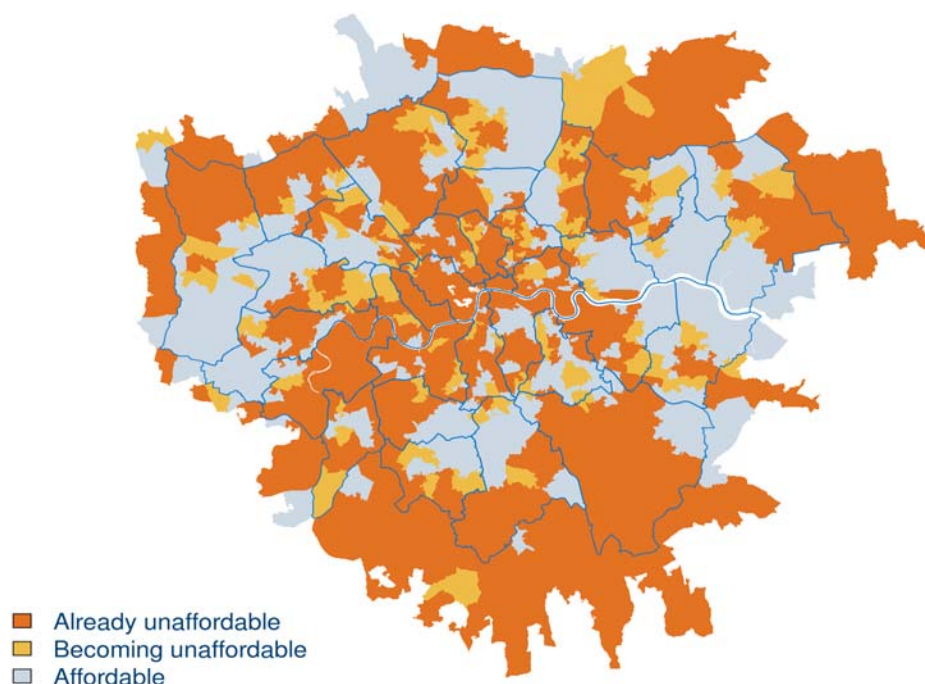
In addition, the risk of people on benefits from central and west London moving to the cheaper residential areas of the six boroughs could impact adversely on unemployment levels and put additional strain on services. Analysis by University of Cambridge<sup>6</sup> indicates that Housing Benefit Reforms will have a significant impact on the demographics of London. Illustrated in the map below, it predicts that by 2016 under 20% of Hackney and Tower Hamlets will be affordable to Local Housing Allowance (LHA) claimants whilst over 70% of Newham and Barking and Dagenham are likely to remain affordable. However the same study shows that many central London boroughs will become unaffordable – Westminster, Islington and Kensington & Chelsea will all have 3% or less affordability for LHA claimants and the overall trend predicted is a movement eastwards. Given the high levels of overcrowding already existing in the Host Boroughs there may also be significant challenges here especially in relation to larger families.

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<sup>6</sup> *How will changes to Local Housing Allowance affect low-income tenants in private rented housing?* Alex Fenton, University of Cambridge 2010

[http://england.shelter.org.uk/professional\\_resources/policy\\_library/policy\\_library\\_folder/how\\_will\\_changes\\_to\\_local\\_housing\\_allowance\\_affect\\_low-income\\_tenants\\_in\\_private\\_rented\\_housing](http://england.shelter.org.uk/professional_resources/policy_library/policy_library_folder/how_will_changes_to_local_housing_allowance_affect_low-income_tenants_in_private_rented_housing)

## By 2016



Map by kind permission of Cambridge University Centre for Housing and Planning Research

The introduction of Universal Credit is still a little way off and its exact impact and take up rates are hard to predict. Early work by IFS and others suggests that there will be winners and losers from it. Universal Credit will benefit poorer families more than richer ones, on average. The IFS predicts that the bottom six-tenths of the income distribution will gain on average, while the richest four-tenths will lose out slightly in the long run. On average, couples with children will gain more than couples without children, who will in turn gain more than single adults without children. Lone parents will, on average, lose in the long-run.<sup>7</sup>

### ***Economy and employment***

Changes in circumstances will also have an effect on employment. In the current economic climate, employment rates are likely to be negatively affected in the short term especially as the Host Boroughs are more dependent on the public sector for employment than the London average (30.1% vs. 22% London average) and residents in the host boroughs have lower skill levels than the London average making them less well equipped to compete in a competitive labour market.

According to Oxford Economics model, for every three public sector jobs lost, one additional job is lost within the local economy. As a result the impact of the cuts will result in between 0.3% and 1% of jobs being lost across the six boroughs. These additional job losses are principally in business services, education and distribution.

Using the Oxford Economics model we reviewed scenarios for between 5%, 10% and 15% reduction in public sector headcount for each of the six boroughs, between 2011 and 2013.

In financial terms the model suggests that between £31m and £86m per annum will be taken out of the six boroughs' economies through the loss in residents' wages. Additional impacts highlighted in the tables below include, loss in worker productivity, a decline in the average weekly wage and a drop in the GVA for the six Host Boroughs.

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<sup>7</sup> *Universal Credit: much to welcome, but impact on incentives mixed* IFS 2011 [www.ifs.org.uk/pr/uc\\_2011.pdf](http://www.ifs.org.uk/pr/uc_2011.pdf)

In financial and employment terms Tower Hamlets would experience the greatest impact as a result of each of the three scenarios, while Greenwich would experience the largest job losses as a proportion of its total employment and Newham the greatest loss of resident wages as a proportion of the size of its economy. As average financial cuts across London exceed 12%, with Host Borough cuts exceeding 15%, we have modelled the effect of 10% and 15% cuts in the table beneath, although cuts to budgets will not of course always correspond directly to resulting cuts in staffing.

Employment Reduction Scenarios	Public Administration and Defence - Total Loss of Jobs			All Employment Reduction, Total Loss of Jobs			Headcount Reduction Annual wages (Residents) £		
	2011 Base	10% cut in headcount	15% cut in headcount	2011 Base	10% cut in headcount	15% cut in headcount	2011 Base	10% cut	15% cut
Barking and Dagenham	1,800	-180	-270	50,850	-250	-370	1.781bn	-£5.20m	-£7.32m
Greenwich	7,100	-710	-1065	81,880	-970	-1,450	3.229bn	-£13.02m	-£17.18m
Hackney	3,300	-330	-495	97,070	-480	-710	3.044bn	-£7.65m	-£13.43m
Newham	5,900	-590	-885	83,660	-770	-1,160	£2.303bn	-£11.99m	-£16.19m
Tower Hamlets	8,000	-800	-1200	230,330	-1,020	-1,530	£3.838bn	-£7.80m	-£19.98m
Waltham Forest	2,500	-250	-375	70,820	-370	-560	£2.809bn	-£4.41m	-£12.36m
Total 6 Host Boroughs	28,600	-2,860	-4,290	614,600	-3,860	-5,780	£17.004bn	-£50.07m	-£86.46m

(Source: Oxford Economics Host Borough Development Model, 2011)

This impact on public sector employment creates an even greater than normal imperative to drive job creation in the private sector, and to support workless (and particularly low-skilled) residents of the six boroughs into those jobs. The Host Boroughs are committed to working with the Government, Mayor of London and others to ensure that their residents get the most direct possible benefit from the new Local Enterprise Zone arrangements, and in particular from the anticipated boost in the Newham Local Enterprise Zone. The new Work Programme should play an essential role in helping workless residents of the six boroughs to take advantage of the hoped-for growth in private sector jobs, building on the combined efforts of the Mayor and Boroughs to secure the best possible employment and skills benefits of the Games themselves.

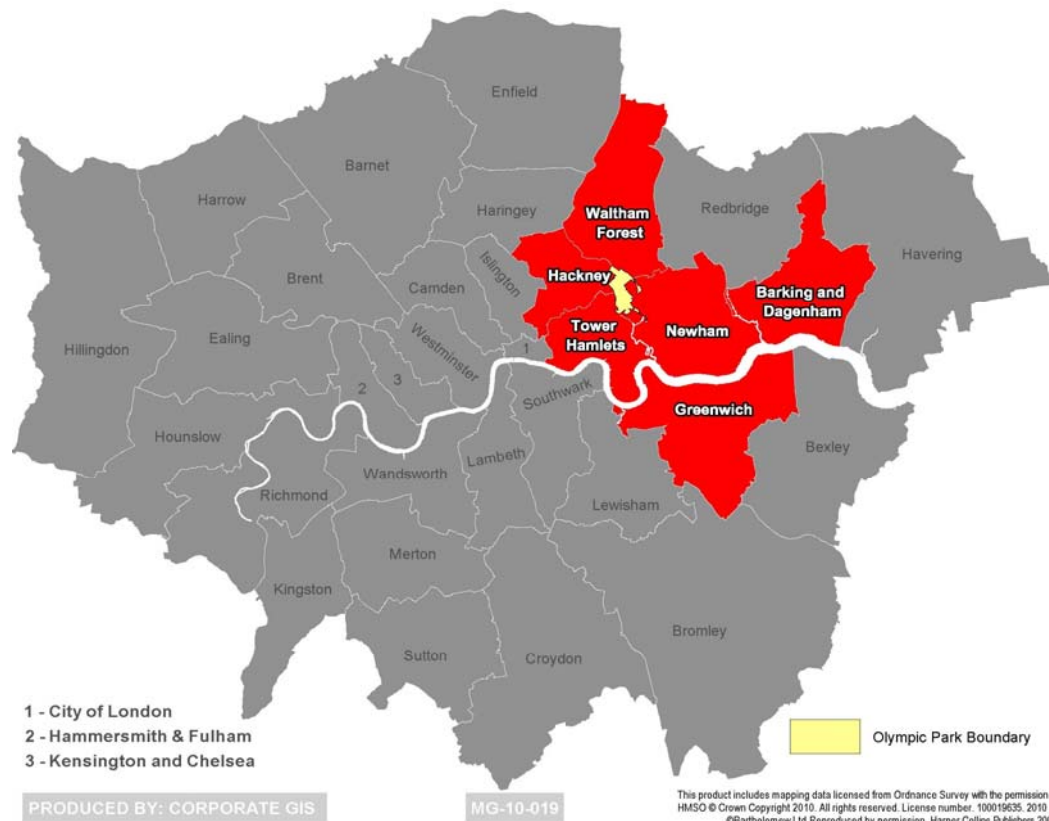
### **Education and Skills**

While school funding will not reduce in the short term, the capacity within local authorities to identify and address underperformance before it impacts on results will significantly reduce. This is function is an important part of the Host Boroughs' work to close the attainment gap with the London average for Key stage 2 and GCSE results.

The landscape for post-16 education has changed even more dramatically, including changes in pupil funding, the end of the Educational Maintenance Allowance and new arrangements for higher education funding. In this challenging environment, the Host Boroughs and their partners will have to work harder, and be imaginative, in seeking to close the attainment gap between the Host Boroughs and the London average for level 3 and level 4 qualifications.

## **2.3. New Host Borough**

With the addition of Barking and Dagenham the population of the Host Boroughs becomes roughly a sixth of the population of London. Like the other Host Boroughs, Barking and Dagenham has significant deprivation with high unemployment, poor levels of educational achievement and lower levels of life expectancy.



Map - Expansion of Host Borough area

Also like a number of the other Host Boroughs, Barking and Dagenham offers significant development opportunities. Over the next 10 years it is estimated that 10,000 new jobs will be created in Barking and Dagenham and the borough will be established as an exemplar for environmental sustainability with the range of green businesses around Dagenham Dock growing significantly. Over the same period there will be an additional 10,000 well-designed, high quality homes at all levels of affordability. Barking Riverside will be a major focus for these developments which will complement existing town centres and offer new public infrastructure and retail and leisure opportunities. Two new business centres are expected to be completed during 2011/12.

## 2.4. Changes to the GLA family

There have been changes in the structure and functions of the GLA Group as a result of the Localism Act 2011. These include:-

- devolution of executive powers over housing investment in London from the Homes and Communities Agency (HCA) to the GLA so that there is more decentralised control over housing investment decisions in the capital;
- the LDA's city-wide roles on regeneration and management of European funding will transfer to the GLA and the LDA will cease to exist;
- new powers for the Mayor to create Mayoral development corporations to focus regeneration where it is most needed, in partnership with local boroughs. The Mayor has proposed to reform the OPLC as a Mayoral development corporation with enhanced planning powers and a wider boundary including the Olympic Park and the wider area from April 2012. It will become a Functional Body of the GLA, accountable directly to the Mayor and through him to Londoners.

In late 2010 the Secretary of State for Health invited the Mayor of London, London Councils and London's borough leaders to develop proposals for collective work on health improvement in London. As a result the London Health Improvement Board (LHIB) was established in shadow form in July 2011 in a partnership between the Mayor of London, London Councils and NHS London.

The Mayor will continue his strategy to reduce health inequalities and improve the well-being of all Londoners and narrow the gap between those with the best and worst health. In 2012 the HIS delivery plan will be refreshed.

Under the Police Reform and Social Responsibility Bill, the Metropolitan Police Authority's functions will be divided between the Mayor and the Assembly with the Mayor taking on executive functions. It creates a Mayor's Office for Policing and Crime (MOPC).

The GLA, and subsequently MOPC will be supporting the development of 2 strategic pan-London initiatives to tackle gangs and serious youth violence which will be rolled out in host boroughs and will form a key element of convergence work to address gangs. The Met Police is leading the development of Multi-Agency Safeguarding Hubs (MASH) initiative led by the Met Police. This will aim to develop a multi-agency approach, bring together all the relevant partners within a borough, to work with young people with Safeguarding needs including those at risk of involvement in gangs or victimisation. Additionally, the GLA and MOPC will also work with the Ministry of Justice, The Home Office and London Probation on Integrated Offender Management (IOM) developing more effective multi agency management and monitoring of offenders and reduction of reoffending rates. An important element of IOM will cover activity to tackle gangs. In addition to both of these pan-London initiatives, the Met Police Operation CONNECT will tackle gangs in Waltham Forest, Hackney, Tower Hamlets and Newham, and will be complemented by the allocation of Home Office Communities Against Guns Gangs and Knives Funding which is allocated by the GLA.

The ELLG and the Host Boroughs will work collaboratively with MOPC to ensure that the above strands are incorporated into any broader strategy to tackle gangs.

## **2.5 Delivery**

Turning the policy ambitions for Convergence in the Strategic Regeneration Framework into actual achievements calls for:

- Effective monitoring and review of progress towards Convergence and the exploration by all parties of both successes and failures to make progress.
- Regular action planning to address the outcomes of monitoring and review by decisions of all parties to take actions in the short/medium term that will take Convergence forward.
- Governance which can provide, at the highest level, a framework for ensuring over time that Convergence is achieved.

These are achieved through the regular meetings of the Host Borough Chief Executives reporting to the Host Borough Leaders and Mayors and the Host Borough Joint Committee; the East London Legacy Group (ELLG) and the Olympic Park Regeneration Steering Group (OPRSG).

## **2.6 SRF Development**

Originally SRF addressed Convergence through key indicators of socio-economic conditions on a discrete basis. However as our experience has developed and in particular, as we have to come to recognise the cross cutting relationships between the way Convergence is achieved in respect of the various key indicators, particularly at a time of scarcening resources and structural changes in the



way services are delivered we will be taking a slightly different approach in the future. However for the sake of completeness we have reported the monitoring of Convergence on the basis of the original themes for the period from 2009 to 2011 in the Convergence 2009-2011 Progress Report.

For the future and as from the current financial year onwards we have agreed to group our activities into three themes:

**Creating Wealth and reducing Poverty**

Which captures Education, Skills, Employment and Child Poverty

**Supporting Healthier Lifestyles**

Which captures Health, Sport, and Culture

**Developing successful neighbourhoods**

Which captures strategic Housing provision, Crime and Public Realm and in particular the contribution they make to the development of sustainable communities.

This has enabled us to concentrate our scarce resources in the areas that, evidence suggests, are most likely to achieve Convergence and enables us to tackle many of the complex cross cutting issues that affect progress. It also enables us to set a framework for the contributions of our private and voluntary partners in accordance with the developing understanding of those aspects of Big Society which call for a local and partnership based approach to tackle these matters.

## 2.7 Progress since 2009

During the past eighteen months significant progress has been made against a number of targets set in the SRF in 2009 and performance against the indicators is contained in the tables that follow this section. Details of this against the seven outcome areas of the original SRF are contained in the 2009-2011 Progress Report.

Since October 2009 a number of reports and evaluations have been commissioned to examine the strengths and weaknesses of the SRF and point to where activity should be concentrated. Among these is the SRF Economic Model produced by Oxford Economics which has already been widely reported and has gained support in Government. At the request of OPRSG, GLA and the Host Boroughs are working on proposals to ensure the realisation of those forecasts.

The review of SRF carried out by The Marmot Review Team. Their key findings were presented to a conference of Olympic and Paralympic Host Boroughs in March 2010. Whilst the review recognised that tackling health inequalities was at the core of the SRF, they advised that the SRF would benefit from a wider view of lifelong learning starting with readiness for school and focussed on attainment and life skills along with more emphasis on “good work” and maximising income for healthy living.

The evaluation of the City Strategy Pathfinder highlighted that it allowed existing provision to be expanded and new innovative approaches to be tried as well as identifying the need for increased employer engagement at a sub regional level.

A further report, the SRF stage 2 Sustainability Framework highlighted five areas for activity including; green business, infrastructure, mobility, built environment and healthy active lifestyles.

Some major areas of Convergence progress are listed below.

**Creating Wealth and reducing poverty** - In 2009/10 local labour schemes provided training for three thousand eight hundred people and supported five and a half thousand people into work. At the

sub regional level increasing focus and action is being targeted on the LOCOG vacancies and a working group is in place to consider target areas for jobs and skills and establish accurate forecasting for LOCOG sub contractor vacancies by end June 2011.

To support this at a leadership level, the Host Boroughs Leaders and Mayors have established an Employment and Skills sub-committee with a wide ranging remit to support the collective ambitions of the Host Boroughs, their partners and employers.

The education and skills area saw good progress on achievement by young people at key stage 2, GCSE's and level 3 (A level equivalent). Over 945 host borough participants have achieved NVQ level 1 qualification in Event Volunteering through the Personal Best Programme.

**Supporting Healthier Lifestyles** - A five year rolling programme of NHS Health Checks across the Primary Care Trusts (PCTs) within the host borough area, has been developed so that by 2013/14 all people aged between 40 and 70 will have been offered a cardio-vascular disease check. New Health and Wellbeing Centres have been established along with locality clinical networks. The E20 (Olympic Village) Health and Wellbeing Centre is under construction and this will transfer to the NHS in Newham in 2013, post Games.

Overall good progress has been made in terms of developing common frameworks for different sports and agreeing joint initiatives and programmes of events to encourage sport and fitness. In addition a large programme of creative and cultural events is being delivered to increase participation. Host Borough Sports Plans for Hockey, Basketball, Cycling, Swimming, Athletics, Tennis and Disability Sport have been developed and commissioning and partnership work on a sub-regional basis has included agreements made with National Sports Bodies and collective bids made to the Mayors Sports Legacy Fund.

The Host Boroughs' CREATE festival has been designated as the key cultural legacy of 2012 and is in the course of being established as a charitable company "CREATE London" supported by the Host Boroughs, grant aid and sponsorship. Its clear and central target is the improvement of participation rates in all cultural activity across the area, together with the celebration and encouragement of what is already the largest concentration of cultural industries in any European City.

**Developing successful neighbourhoods** - Work on the public realm has been focussed on achieving the main goals framed in the Multi Area Agreement (MAA) which included: developing a joint plan for improvement and maintenance; achieving legislative change; and improving connectivity across the communities and neighbourhoods surrounding the park. Over £100m of public realm improvement projects has already been agreed of which many will be completed before the 2012 Games.

Over 13,000 new homes of which 4,300 were affordable have been completed or were under construction within the Olympic Host Boroughs in 2009/10.

Significant work has taken place at a borough level to analyse, understand and tackle violent crime, antisocial behaviour and gang and youth related violence and boroughs are contributing to sub-regional networks in relation to the Olympic and Paralympic Games.

The Convergence ambition has been embedded in the Mayor's draft Replacement London Plan and action has been taken forward by the GLA Group at regional, sub-regional and borough level, over the last year across all three theme areas, to enhance transport infrastructure and the public realm, address educational provision for marginalised groups, promote the London Living Wage as part of wider work to address child poverty issues in the capital, co-ordinate 2012 Games-related employment and skills activity, and pan-London activities aimed at addressing health inequalities,

alongside supporting crime and community safety initiatives in the Host Boroughs, and through delivery of the Mayor's sports legacy fund.

## **2.8 Governance and monitoring framework**

The governance framework established with the SRF was for the East London Legacy Board (ELLB) to be charged with supporting the implementation of the SRF and for the ELLB to be directly accountable to the Olympic Park Regeneration Steering Group. Since late 2010, governance for the East London Legacy Programme transferred from Government to the GLA. The GLA established the East London Legacy Group (ELLG) to replace the East London Legacy Board and ELLB Executive Group to coordinate the activities of stakeholders to help deliver a regeneration legacy from the 2012 Games. The ELLG continues to report to the OPRSG. Government remains ready to help where it can.

With the revised SRF action plan for 2011-15 it is proposed that a partnership group for each of the three themes will be taking these actions forward and will report to the ELLG.

It is envisaged that the three groups will report to the ELLG once a year in rotation. These reports could be on the whole work plan or just one element of it, e.g. for Developing successful neighbourhoods it could be on gangs.

An annual report looking at progress against the full indicator set will also be reported to the ELLG once a year. The reporting calendar may therefore look something like this.

Sept/Oct 2011 – report/presentation on Supporting Healthier Lifestyles

Dec/Jan 2011/12 - report/presentation on Creating Wealth and Reducing Poverty

March/April 2012 - report/presentation on Developing Successful Neighbourhoods

June/July 2012 – annual report drafted.



## Performance indicators reported against three new themes

Creating Wealth and reducing poverty								
Indicator	Original position			2014/15 Target	Current Position			RAG rating
	London Baseline	5HB Baseline	Gap		London	5HB	Gap	
Pupils achieving at least Level 4 in English & Maths at Key Stage 2 (Baseline 2008/09)	72.0%	68.2%	3.8% points	Achieve convergence with the London average by 2015	76.0%	74.4%	-1.6%	
Pupils achieving 5 GCSE grades A* - C (including Maths & English) in maintained schools	50.6%	42.8%	7.8% points	Narrow the gap with the London average to 3-4%	58.0%	51.8%	-6.2%	
Percentage of working age population with no qualifications (Baseline 2008)	11.6%	17.6%	6%	Achieve convergence with the London average by 2015	11.70%	16.8%	5.1%	
19 year olds achieving Level 3 threshold (Baseline 2007/8)	50.9%	42.5%	8.4% points	Narrow the gap with the London average to 2%	55.6%	49.8%	5.8%	
Working age population qualified to at least Level 4 (Baseline 2008)	38.2%	34.0%	4.2% points	Narrow the gap with the London average to 3 – 4%	39.7%	33.6%	6.1%	
Employment Rate (baseline 08)	70.1%	63.8%	6.3% points	Narrow gap with rest of London by 1 to 5 % points	68.2%	63.6%	-4.6%	
Economically active people unemployed Baseline 2007	6.8%	10.0%	3.2% points	Narrow gap with rest of London to 0.5 -1% points	8.9%	11.6%	2.7%	
Median earnings for full time workers living in the area (Baseline 2008)	£580.80	£548.10	£32.70	To be set in SRF stage 2	£606.80	£575.62	£31.18	
Proportion of children living in families on key benefits to London average (child poverty proxy measure)(Baseline April 2007) .....	27.9%	36.6%	8.7% points	To be set in SRF stage 2	26.3%	34.3%	8.1%	

## Supporting Healthier Lifestyles

Indicator	Original position			2014/15 Target	Current Position			RAG rating
	London Baseline	5HB Baseline	Gap		London	5HB	Gap	
(NI 56) Obesity levels in school children in year 6 (Baseline 2007/08)	21.0%	24.0%	3.0% points	Narrow the gap with the London average to 1%	21.8%	24.1%	2.3%	Yellow
Mortality rates from all circulatory diseases at ages under 75	83.5	112.1	28.6	Narrow the gap with the London average to 25	70.1	95.7	25.7	Green
Mortality rates from all cancers at ages under 75 (NI122) (baseline 2007)	109.0 (2007)	122.3 (2007)	13.3	Narrow the gap with the London average to 10	107.6	124.0	16.4	Red
<b>Life expectancy (males) (Baseline 2005-7)</b>	77.9	75.5	2.4	Narrow the gap with the London average to 2 years	78.6	76.4	2.2	Green
<b>Life expectancy (females) (Baseline 2005-7)</b>	82.4	80.9	1.5	Narrow the gap with the London average to 1.3 years	83.1	81.5	1.6	Yellow
(NI 8) Recommended Adult Activity (3 times 30 mins per week) (Baseline 2008)	21.2%	18.0%	3.2 % points	Narrow the gap with the London average to 0.5% point	20.9%	18.9%	2.0%	Green
No Sport or Activity (0 times 30 mins per week)	49.0%	55.0%	6.0% points	Narrow the gap with the London average to 1 % points	47.3%	51.8%	4.5%	Green
Percentage of pupils who participate in PE and School Sport (NI57)	75% (07/08)	76.4%	+1.4%	Achieve 100%	83.6%	83.7%	+0.1%	Green

## Developing successful neighbourhoods

Indicator	Original position			2014/15 Target	Current Position			RAG rating
	London Baseline	5HB Baseline	Gap		London Baseline	5HB Baseline	Gap	
<b>Violent crime levels (Baseline 2007/8)</b>	22.8	30.5	7.7	To be set in SRF stage 2	22.8	28.7	5.9	
Additional housing units :	(by 2015)			(by2015)				
Total planned	150,000			50,000	N/A	13,565	36,435	
Affordable - delivered	35,000			12,000	N/A	4,300	7,700	
Overall satisfaction with the local area NI5 (Baseline 2008/09)	74.9%	66.7%	8.2% points	Narrow gap with rest of London by 1.5 - 3.5% points	No longer measured			
NI 17 Perceptions of anti-social behaviour	26.5%	38.9%	12.4%	To be set in SRF stage 2	No longer measured			

## 3. The next four years

### 3.1 Revising the framework

Moving forward with the framework requires a redraft of the short and mid term targets and baselines to incorporate:

- information for Barking and Dagenham,
- changes to national data sets,
- lessons learnt from progress to date and
- streamlining the number of themes from seven to three.

The long term target remains “to achieve Convergence with the London average by 2030.”

In streamlining the themes from seven to three we also aim to engage local people into supporting our campaign to achieve three vital improvements in living conditions as a legacy of the Olympic and Paralympic Games. These are:

- Creating wealth and reducing poverty
- Supporting healthier lifestyles
- Developing successful neighbourhoods

We will also change the emphasis of the previous indicator set into three tiers; key measures, working indicators and Convergence (or distance travelled) indicators so that within the new framework:

The **key measure** is the single most important measurement of Convergence under each theme. However the key measures are largely so overarching that single projects or actions will not provide a significant impact in achieving a shift in the Convergence gap. For example, on life expectancy, there needs to be a plethora of smaller changes, some interventions need to take place in early years, some in later years, some about medical interventions and some are about healthy lifestyles.

The **working indicators** are the set of indicators that projects and programmes within the action plan will directly address. Examples here include unemployment levels and prevalence of childhood obesity. The working indicators represent those that cross borough work is being targeted at in this medium term plan.

The **additional** indicators are the rest of the suite of SRF indicators (amended) chosen for their relevance in measuring deprivation in east London relative to the London average. Many of these such as the achievement of 5 GCSE at A-C grade are already improving rapidly due to the sets of measures that have been established in each borough and work on these will continue on a borough by borough basis but does not form part of this plan.

Some clear actions and milestones will also be monitored on the journey to Convergence.

In addition we will be working with the GLA to review the **equalities** action plan. Key data sets will be updated to include Barking and Dagenham and the actions will be reviewed to ensure they are still the right ones. We will adopt the Marmot Health Inequalities indicators and investigate the potential for monitoring the trends in the Host Boroughs in relation to the Marmot Health Inequalities Indicators This work will then be fed back into the three theme areas.

Our aim is to **reduce the inequality gap in outcomes between disadvantaged groups and social classes and the average for London.**

The new baselines for the complete set of indicators are on the first page of each section of the action plan and include figures for Barking and Dagenham.

## 3.2 Creating wealth and reducing poverty

The aim of the theme, “Creating wealth and reducing poverty,” is to increase employment levels and reduce child poverty across the host boroughs area. The focus of partnership working between 2011 and 2015 is:

- **To ensure that the Work Programme is effectively delivered and supports Convergence.**
- **To maximise the Olympic employment legacy.**
- **To maximise the inward investment legacy.**
- **To develop partnership architecture with employers and training providers to support achievement of Convergence outcomes.**
- **To increase the levels and relevance of qualifications amongst Host Borough residents.**

Short and medium term actions will ensure that local people are better skilled to benefit from the jobs created by the Olympic and Paralympic Games, the Queen Elizabeth Olympic Park and the wider economic development of the host boroughs region. Providers for the new Work Programme, will also be supported so they can quickly start to deliver effective packages of training into work for local unemployed people. The work carried out by Oxford Economics demonstrates that convergence will require new enterprise and investment over and above that in the Olympic park. It also identifies the huge potential in the area for this to take place and within the key actions we have identified the timetable for the work on this to take shape. This will include work with the GLA and TfL to ensure further improvements to the transport infrastructure are made.

Over the last two years, work on employment and skills has shown that effective delivery has taken place when the strengths in each locality are built on and cross cutting initiatives are only introduced where they add value and provide a legacy. The evaluation of the City Strategy Pathfinder highlighted that it allowed “existing provision to be expanded and new innovative approaches to be tried.”<sup>8</sup> The evaluation also highlighted the need for increase employer engagement at a sub regional level and this is something that the new action plan addresses.

We will also start to address the longer term prosperity agendas (by equipping the current and future workforce to take up emerging higher level employment opportunities in the area (for example those generated by the expansion of Canary Wharf, and the Royal Docks Enterprise Zone). We will work to translate partner economic intelligence and employer links (at London and local level) into guidance for learners of all ages, to support appropriate subject choices and investment in training.

The majority of the SRF indicators in the set for, “Creating wealth and reducing poverty,” are on track. Of the four that are not on track, medium earning levels is a priority for the short to medium term actions where we are working with LOCOG and the GLA to encourage employers to use the, “London living

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<sup>8</sup> East and South East London CSP Evaluation Feb 2011. Shared Intelligence and CESI

wage,” rather than the national minimum wage as their standard. Likewise negotiations will take place with employers to encourage training and development to impact the “percentage of the population with no qualifications” indicator also currently ragged at amber. The other two indicators not on track, relating to child poverty and the percentage of people with a qualification at level 4 or above will continue to be monitored.

The key measure for this theme is the Employment Rate. The action plan for the theme is below.

## Theme: Creating wealth and reducing poverty - Action Plan 2011 – 2015

(previously outcomes 2 and 3 on attainment and worklessness)

Key Measure	London Baseline 2009	6 HB Baseline	Gap	2014/15 Target
Employment rate – aged 16-64	68.4 (Dec 09)	62.5	5.9	Narrow the gap to 2-3%
<b>Working indicators</b>				
Unemployment rate 16+	9.0 (Dec 09)	11.6	2.6	Narrow the gap to 1-1.5%%
Median earnings for full time workers living in the area	£606.80 (2010)	£568.10	£38.70	Narrow the gap with the London average to £25
19 year olds achieving level 2 threshold (new)				
Percentage of working age population with no qualifications	12.6 (Dec 2008)	19.1	6.5	Narrow the gap to within 3-4%
<b>Additional indicators</b>				
Proportion of children in working age families receiving key benefits	26.3% (2008)	34.6%	8.4%	Narrow the gap to -5-6%
(former NI 73) Pupils achieving at least Level 4 in English & Maths at Key Stage 2	76.0% (2010)	73.8%	-2.2%	Convergence with London average
(former NI 75) Pupils achieving 5 GCSE grades A* - C (including Maths & English) in maintained schools	58.0 (2010)	51.7	-6.3	Narrow the gap with the London average to 3 – 4%
(former NI165) Working age population qualified to at least Level 4	38.2 (Dec 2008)	32.4	5.8	Narrow the gap to between 3-4%
19 year olds achieving Level 3 threshold	55.6 (2010)	48.8	6.8	Narrow the gap to within 3-4%



Actions	Target	Timeframe	Indicator addressed	Lead agency and Partners
<b>To ensure that the Work Programme is effectively delivered and supports Convergence.</b>				
Establish arrangements for working with Work Programme prime contractors to embed working in the Host Boroughs.	Establish partnership arrangements Establish scrutiny arrangements	By Sept 2011 by October 2011		HBU, GLA
Agree delivery targets with Work Programme providers and jobcentre plus.	Develop targets on <ul style="list-style-type: none"> <li>• Numbers of long term unemployed into work each year</li> <li>• (of which x% are parents)</li> <li>• Reduction in those on health related benefits</li> <li>• Equalities breakdowns</li> </ul>	From Sept 11 to Sept 2015	Employment rate Unemployment rate	Work Programme partners
<b>Maximise the Olympic employment legacy</b>				
Work with Olympic Employers (LOCOG and Olympic Contractors) to maximise the number of host borough residents benefiting from employment, training and jobs.	15,000 residents into work 6000 of which were previously workless 4000 receive level 1 or 2 quals 2,250 retained (15%)	By July 2012 By July 2012 By Sept 2012 By Jan 2013	Unemployment Rate 16+ % with no qualifications Level 2 quals	HBU, GLA LLABS, JC+, LOCOG, Contractors, Host Boroughs and health partners,
Working with LOCOG and other Olympic volunteering package providers to ensure that host borough residents who volunteer for games time work benefit from the training and gain qualifications.	Develop targets for NVQ qualifications	By Sept 2012	% of people with Level 2 quals/ no quals	LOCOG, GLA Host Boroughs, HBU
Create Skills 2012 will use the Cultural Olympiad as a springboard to offer over 1,000 new opportunities for young people to get experience of working in the Creative and Cultural sector.	200 eight week work experience placements for 18 – 21 year olds per annum 50 cultural apprenticeships per annum for 18-21 year olds	800 by 2015  200 by 2015	Unemployment rate  Youth unemployment	Create Skills, GLA  Create skills
Establish employment and training targets for local residents in relation to the future development and running of the Queen Elizabeth Olympic Park and other development sites in the Host Boroughs.	To be determined	To be agreed	Unemployment rate Level 2/3 quals	OPLC/ HBU LVRPA, Host Boroughs and health partners.
Develop a consistent approach to Responsible Procurement across the Host Boroughs, Enterprise Zone, HCA, OPLC and future regeneration activity ensuring that employment and training opportunities are generated, including apprenticeships and opportunities for unemployed residents.	Review and pilot the OPLC "How To" guide to maximise local community benefits from public sector procurement across Host Borough developments.  Other targets to be developed	Jan 2012 – March 2013	Unemployment rate Level 2/3 quals	GLA, OPLC, Host Boroughs

Actions	Target	Timeframe	Indicator addressed	Lead agency and Partners
Establish a strategy and approach to ESF and other potential funding streams for employment and training.	To be determined	Sept 2011 – March 2012	Unemployment rate Level 2/3 quals	GLA - London Regional Ctee and CFOs (co-financing organisation)
<b>Maximise the inward investment legacy</b>				
Develop an approach to realise the potential opportunities for east London that are outlined in the Oxford Economics modelling	Present report to OPRSG Develop inward investment brochure Detailed targets to be developed.	July 2011 Oct 2011	Unemployment rate Median earnings Contribution to GDP	HBU, GLA, BIS OPLC. London and Partners (L&P)
Develop and implement green business proposals in line with the SRF sustainability framework.	Green existing business stock Attract environmentally –oriented investment and business into the area.	To be determined	Employment rate	Host Boroughs, GLA, OPLC
Develop a programme of transport improvements to increase connectivity across the six host boroughs, including river crossings and the expansion of light rail.	Improved the average number of jobs that a resident can reach within 45 minutes on public transport. Additional targets will be developed	2015	Contribution to GDP, employment rate	Host Boroughs, TfL, GLA, OPLC.
Develop and promote the sports, culture and visitor offer to attract regional, national and international events.	2017 World Athletics Championships Additional targets will be developed	To be determined	Employment rate	Host Boroughs, GLA, OPLC, LVRPA, L&P
Develop a tourism, business tourism and visitor offer for the Host Boroughs.	Detailed targets will be developed	To be determined	Employment rate	Host Boroughs, GLA, L&P, OPLC
Work with all new investors to establish targets for employment, apprenticeships and training.	Detailed targets will be developed	To be determined	% with level 2 & 3 qualifications	Host Boroughs, GLA, OPLC
<b>Develop partnership architecture with employers and providers to support achievement of Convergence outcomes</b>				
<p>Establish an employer forum to engage employers in the sub-region with a focus on developing higher level skills as well as partnering on job readiness</p> <ul style="list-style-type: none"> <li>consult with stakeholders</li> <li>develop a proposition for membership, TOR and integration</li> <li>implement the resulting recommendations and sustain</li> <li>Develop targets for local recruitment with key employers e.g. NHS, Olympic park venue managers</li> </ul>	Targets to be determined	July/Sept 2011 July/Sept 11 Oct – Dec 11 – ongoing March 2012	Unemployment rate	Membership to be determined

Actions	Target	Timeframe	Indicator addressed	Lead agency and Partners
Establish a learning provider forum to co-ordinate training requirements and support partners to meet employer training needs; <ul style="list-style-type: none"> <li>• consult with providers and institutes of higher education</li> <li>• work with employers to identify need</li> <li>• develop a proposition, TOR</li> <li>• implement resulting recommendation and provide ongoing support</li> <li>• develop partnership strategy for apprenticeships</li> </ul>	Targets to be determined	July/Sept 2011 July/Sept 11 Oct – Dec 11  ongoing		FE Colleges and Work Programme supply chain
<b>To increase the levels and relevance of qualifications of Host Borough residents</b>				
Improve learner awareness of current and emerging opportunities and sectors, influencing course choices in favour of those most relevant to employers <ul style="list-style-type: none"> <li>• Working with partners, develop an understanding of the new careers advice architecture in schools and for working age residents</li> <li>• Develop a flexible , renewable, cost effective approach/model to disseminate up-to-date and locally relevant information to Host Borough learners</li> <li>• Use developing links to employers and learning providers, and economic intelligence (e.g. Oxford Economics report) to populate the model</li> <li>• Pilot model, combined with direct employer engagement programme, in selected local schools and colleges.</li> </ul>	To be determined	Nov – Dec 2011  Jan – April 2012  Mar – Aug 2012 (& regularly after as new information emerges)  Sep – Dec 2012	Medium Earnings 19 year olds Achieving Level 3 threshold	Host Boroughs, GLA, OPLC, Employers, FE Colleges and Education Providers

### 3.3 Supporting healthier lifestyles

The “Supporting healthier lifestyles” theme targets actions to address health inequalities and the major causes of premature deaths. The focus of partnership working between 2011 and 2015 is:

- **To give the children of the Host Boroughs the best start in life.**
- **To reduce the number of people dying prematurely from preventable causes.**
- **To reduce the number of people whose health affects their ability to secure or maintain work.**
- **To increase physical activity and social capital through changes in the built environment.**
- **To increase sports and physical activity participation especially in sports benefiting from a facility legacy from the 2012 Games**
- **To use Olympic and Paralympic momentum to motivate, raise aspirations and promote cultural activity**

In reviewing progress made towards Convergence in terms of health, wellbeing and sports outcomes, it is clear that significant challenges remain. Since 2009 there have been some areas of improvement, but generally no major step change. In terms of mortality from cancer, the gap has actually increased.

The NHS commissioning organisations based within the six boroughs, in line with the findings of the Marmot Review of Health Inequalities (published in 2010) propose to focus on; children and young people, preventing premature death, improving health through employment and healthy urban planning. Alongside sports and culture partners we want to grasp the opportunity of the Olympic and Paralympic Games to motivate and engage local people.

Despite the upheaval and uncertainty caused by proposed changes to the NHS, local NHS organisations in the six boroughs are more committed than ever to working together, and working with others, to improve health outcomes and realise a longer term health legacy from the Games.

The focus on children and young people is crucial in ensuring that the young adults of the 2030s have very different outcomes in terms of health, education and skills, income and employment, and overall quality of life, than their parents.

Helping young people get the best possible start in life will continue to be woven through many of the Mayor’s policies; from improving housing and reducing health inequalities to encouraging businesses to sign up to the London Living Wage.

In addition, partners working together to deliver this action plan are taking action in relation to employment because, in short, employment is good for health and poor health is a barrier to employment.

Whether people feel safe on the streets and safe letting their children play outside or can find attractive spaces to walk and cycle in, will impact on how active people are. The Olympic and Paralympic Games will deliver new world class facilities, but we need to ensure that local people feel motivated and

confident to take up sport (and other physical activity), so that the new facilities benefit our communities as a whole. To deliver this, partners including the OPLC and the Lee Valley Regional Park Authority (LVRPA) are working to progress legacy planning for the venues they will be operating.

We will identify and monitor a set of supporting indicators against each objective as part of developing more detailed medium term work plans i.e. infant mortality, low birth-weights, still births, childhood immunisations, smoking attributable deaths, people on health related benefits, people signed off sick for more than 4 weeks, HSE work related injury rates.

The key measure for this theme is Life Expectancy.

<b>Theme: Supporting Healthier Lifestyles</b>		<b>Action Plan 2011 - 2015</b>		
(previously outcomes 5 and 7 on health and sports/participation)				
<b>Key Measure</b>	<b>London Baseline</b>	<b>6 HB Baseline</b>	<b>Gap</b>	<b>2014/15 Target</b>
Life expectancy: (male) (female)	78.6 (2007-09) 83.1	76.5  81.4	-2.1  -1.7	Narrow the gap to 2 years Narrow the gap to 1.5 years
<b>Working Indicators</b>	<b>London Baseline</b>	<b>HB Baseline</b>	<b>Gap</b>	<b>2014/15 Target</b>
Children achieving a good level of development at age 5 (%)	54.7% (2009/10)	48.7	-6.0%	Narrow the gap by 1.2%
Obesity levels in school children in year 6	21.8% (2009)	24.0%	2.2%	Narrow the gap to 1%
Mortality rates from all circulatory diseases at ages under 75	70.1 (2006-09)	96.0	25.9	Narrow the gap to 25 pts
Mortality rates from all cancers at ages under 75	107.6 (2006-09)	127.3	19.6	Narrow the gap to 10 pts
Recommended Adult Activity (3 times 30 mins per week)	20.9% (2008/10)	18.3%	-2.6%	Narrow the gap to 1%
No Sport or Activity (0 times 30 mins per week)	47.3% (2008/10)	52.7%	5.4%	Narrow the gap to 2%
<b>Additional indicators</b>				
Percentage of pupils who participate in PE and School Sport	83.6 (2009/10)	84.3	+0.7	Achieve 100%

Key Actions 2011 – 2015	Target	Timeframe	Indicator addressed	Partners
<b>To give the children of the Host Boroughs the best start in life.</b>				
We will develop short and medium term actions and targets for: <ul style="list-style-type: none"> <li>• ante-natal screening</li> <li>• smoking in pregnancy</li> <li>• breast feeding initiation and continuation</li> <li>• child immunisations</li> </ul>	Detailed targets are being developed	October 2011 and on-going for implementation	Infant mortality, low birth weight, still births	NHS, Host Boroughs, GLA, Department of Health, academic partners, Voluntary Sector
<b>To reduce the number of people dying prematurely from preventable causes.</b>				
Encourage people who undertake little or no physical activity to be more active, through interventions designed with and targeted at sedentary populations	Reduce percentage of sedentary adults so the gap is no more than 1 % point	By 2015	Adult Activity	NHS, Host Boroughs GP commissioning consortia (GP CC) Pro-Active East, OPLC
Share best practice on strengthening the systematic approach in primary care and across care pathways to preventing ill health, with a focus on supporting more patients to become more physically active.	Increase adult activity (3x30), so gap is no more than 0.5%	By 2015	Adult Activity	NHS, Host Boroughs, GP CC, Pro-Active East
Increase availability of healthy food by the retail and commercial sector, and support and develop initiatives to up-skill local communities around healthy eating and cooking e.g. Jamie Oliver Ministry of Food.	Reduce the convergence gap in the consumption of 5 a day	By 2015	Childhood obesity, mortality rate - circulatory diseases	NHS, Host Boroughs London Food Board OPLC, ELBA
Share best practice on stop smoking services and tobacco control and explore opportunities for collaboration to reduce smoking prevalence	Reduce the convergence gap in smoking rates	ongoing	Mortality rates - circulatory diseases/cancers	NHS Host Boroughs
Set out a programme of health equity audits for the Host Boroughs, to better target interventions to disadvantaged groups, building on what is already planned and identifying gaps.	Plan developed	Dec 2011	N/a	NHS Host Boroughs RPHG
Search out and share best practice to address minority health needs, utilising the robust evidence base about working through primary care to reduce health inequalities	Best practice and case studies written up and disseminated	March 2012	All	NHS, Kings Fund, Host Boroughs, GP CC.
<b>To reduce the number of people whose health affects their ability to secure or maintain work.</b>				
Improve workplace health and wellbeing, through initiatives such as promotion of Healthy Workplace Toolkit for SMEs and mental health awareness training	Reduce the incidence of work related ill health and injuries and their causes	Ongoing	Employment rate	NHS, Host Boroughs RPHG, HSE, OPLC

Key Actions 2011 – 2015	Target	Timeframe	Indicator addressed	Partners
Deliver and evaluate “Working for Better Health” pilots in primary care, with two aims of supporting people with long term conditions and on Incapacity Benefit to get back into employment and supporting GPs, mental health and AHPs with early intervention and improved use of the Med 3 (Fit Note)	Reduce the number of people whose health affects their ability to secure or maintain work	By 2014	Employment rate	NHS, GP CC , DWP and JCP Prime contractors
Work with local NHS employers to put in place local employment targets and method statements to increase proportion of local residents employed in the 6 Boroughs	Increase the proportion of local residents employed by the NHS	By 2014	Employment rate	NHS
Develop a health and employment outcomes framework to increase employment support within clinical pathways and prioritising the risk of long term unemployment in treatment planning	Greater clinical ownership of employment outcomes as a contribution to better health	2015	Employment rate	Clinical Commissioning Groups, NHS Trusts, JCP, DWP, Public Health
<b>To increase physical activity and social capital through changes in the built environment.</b>				
Work with partners including the Greater London Authority (GLA) and the Olympic Park Legacy Company (OPLC) to ensure that health and wellbeing outcomes are addressed through the Olympic legacy Supplementary Planning Guidance (OLSPG) and subsequent planning applications.	SPG's and planning applications address health and wellbeing outcomes	2011/12	Childhood obesity, Adult activity	NHS, Host Boroughs, GLA, ODA, OPLC LVRPA, TfL
Revise the Mayor's Supplementary Planning Guidance (SPG): Providing children and young people's play and informal recreation to reflect the new London Plan Policy.	SPG revised	2011/12		GLA
Revise the Mayor's Best Practice Guidance (BPG) on Health Issues in Planning to take account of the recommendations of the Healthy Urban Planning report	BPG revised	Q1 2012		GLA
Develop health and wellbeing outcomes tool (checklist) for use by development control officers in all boroughs, engaging elected members, senior planning officers, planning policy officers and development control officers from all boroughs in the health and wellbeing agenda, focusing on the use of the health and wellbeing tool for assessing all master-planning and major applications	Toolkit developed Toolkit utilised	Dec 2011 From 2012		NHS, Host Boroughs OPLC, LVRPA, TfL
NHS organisations and TfL contribute to legacy park design and use to support the provision of space and facilities that encourage people to pursue healthier lifestyles e.g. fitness trails, activity trails, marked walking routes, active play including active transport considerations.	Targets are being developed	2011 onwards	Childhood obesity, Adult activity	OPLC, Host Boroughs NHS , LVRPA, TfL
Ensure that boroughs link into the cultural development plans for the park to ensure that residents and local arts organisations are encouraged to engage with cultural activity and opportunities for employment in the park's arts and events programme.	Targets are being developed			OPLC, Host Boroughs, Create, NHS, LVRPA



Key Actions 2011 – 2015	Target	Timeframe	Indicator addressed	Partners
Deliver a range of interventions to increase the rate of walking and cycling. These include Barclays Cycle Superhighways, Barclays Cycle Hire, Biking Boroughs, Olympic Walking and Cycling routes, cycle training, legible London and better streets initiatives.	Increase the combined mode share of cycling and walking	Ongoing	Activity rates	Host Boroughs, TfL, OPLC.
<b>To increase sports and physical activity participation especially in sports benefiting from a facility legacy from the 2012 Games</b>				
Implement the 7 sport plans, allied to the Olympic & Paralympic venues which foster talent, cater for elite sportspeople and encourage sports participation by residents of all ages, income levels and backgrounds.	Targets are set out in the 7 sports plans	Ongoing	Activity rates	Host Boroughs; LVRPA; OPLC; Sport England and their funded organisations
Work collaboratively to develop a programme of community, regional and major sporting events to promote engagement in sport and disabled sport and build the foundations of a long term sporting culture.	Annual programme of sporting events established	Ongoing	Activity rates	Host Boroughs, OPLC, LVRPA; GLA; London & Partners.
Ensure that there is a community sports legacy to any bids that London makes to host major sporting events .in the Olympic Park	To be developed	Ongoing	Activity rates	GLA, London & Partners, OPLC
Develop mechanisms to ensure 50% of those working in host borough sport and leisure facilities are host borough residents and secure more employment routes including apprenticeships into the leisure industry. (Joint activity with the creating wealth theme)	50% of those employed in facilities are host borough residents		Employment Rate	Host Boroughs, OPLC, LVRPA
<b>To use Olympic and Paralympic momentum to motivate, raise aspirations and promote community involvement</b>				
Continue development of Cross Borough Sports Plans to increase adult and young people's participation levels, including participation of people with disabilities with a focus in 2011/12 on athletics, aquatics, cycling, basketball and disability sport.	All pupils participate in PE and School Sport	Ongoing	% pupils participating in sport	Host Boroughs, OPLC
	Achieve convergence in adults taking part in sport or activity	By 2015	Adult activity	Host Boroughs, Sports governing bodies, OPLC, LVRPA
Grow the annual Create festival year on year to increase audience numbers, local participation and to develop the relationship between the arts and creative industry sector and local boroughs.	80,000 residents participate and get involved 1,000,000 + attendances	Annual count	Participations numbers	CREATE
Use physical activities, sport and culture to build community cohesion and ensure young people choose positive pathways	Targets are being developed	By 2014	Satisfaction with area, Crime rate	Host Boroughs, OPLC,CREATE, LVRPA
Develop and promote the sports, culture and visitor offer to attract national and international events (Joint activity with the creating wealth theme)	To be developed	Ongoing	Employment rate	Sports governing bodies, Create, OPLC

Key Actions 2011 – 2015	Target	Timeframe	Indicator addressed	Partners
Roll out the Mayor's Mentoring Programme in Hackney and Waltham Forest to connect young people with mentors to help make a real difference to their life choices.	300 additional young people linked to mentors	To March 14		GLA
Increase the capacity for and scale of volunteering to support healthy lifestyle changes.	To be developed	By 2012	All	NHS, GLA, RSPH ELBA., LVRPA, OPLC
Develop more employment routes into health and social care careers including through links from leisure and volunteering. (Joint activity with creating wealth theme)	Targets are being developed		Employment rate	NHS, Host Boroughs
Building on the "Biggest Cultural Quarter in Europe" strap line to help change perceptions of East London.	Targets are being developed	2015	Increase in positive coverage of East London	CREATE

### 3.4 Developing successful neighbourhoods

The aim of the “Developing successful neighbourhoods” theme is to address environmental inequality and the high crime rates that can blight communities and lives. The focus of partnership working between 2011 and 2015 is:

- **To develop partnership arrangements for the developing successful neighbourhoods theme**
- **To reduce levels of violent crime and gang activity.**
- **To complete the Olympic public realm improvements programme and secure the legislative changes necessary for more effective environmental enforcement.**
- **To increase the number of affordable homes and reduce overcrowding.**
- **To deliver new city districts with a range of accessible and high quality facilities.**

Progress towards Convergence in terms of crime, housing and the public realm is variable. Significant activity has resulted in over thirteen thousand new homes being built including over four thousand affordable homes but social housing waiting lists have grown. The number of violent crimes recorded decreased between 2007/8 and 2008/09 but increased slightly in 2009/10. Public realm improvements have taken place around the Olympic Park fringes but as the park itself is still in development, the improvements in connection between the communities around the park is yet to take place.

Reducing levels of violent crime and gang related violence remains a high priority and we aim to re-energise joint work in this area in a partnership between the Host Boroughs, the GLA and the metropolitan police.

The Host Boroughs and the GLA will also explore the potential for developing joint work to address violence against women and girls and how this may help impact on the target of reducing violent crime levels, with the potential of adding actions into the Developing Successful Neighbourhoods plan as it develops over the next 12 - 24 months.

A programme of public realm improvements around the fringes of the park began in earnest last year but this needs completing to ensure that fringe communities blend with the new communities of the park in 2014 and beyond. Likewise we are gaining momentum in bringing forward legislative changes that will enable more effective environmental enforcement action. We hope to streamline current arrangements to ensure quick effective action can be taken before, during and after games time.

Overcrowding is still a problem in the host boroughs area and we will look again at options for joint work that could alleviate this while increasing the range of homes on offer. The new HCA Affordable Rent model and changes to welfare benefits will have significant impacts on work in this area and will be kept under review. Funding responsibility for the Affordable Homes programme 2011-2015 passes to the Mayor, when the HCA’s powers in London are transferred in April 2012. Olympic Host Boroughs are keen to be properly involved in ongoing negotiations over scheme grant approvals and efforts

to ensure that rent levels for new family sized homes can be held below maximum benefit levels, even after the full extent of proposed welfare reforms are introduced. This is of particular importance in continuing to help alleviate overcrowding. The Mayor's new pan-London mobility scheme *housingmoves* will be launched in 2012. It will give social housing tenants access to a range of properties across London, in particular promoting moves related to employment, providing care to relatives and downsizing from under-occupied homes. Greater mobility should be shaped to support achievement of key Convergence outcomes such as reduced overcrowding, improved health and increased employment opportunity.”

The Olympic Park Legacy Company has submitted its Legacy Communities Scheme (LCS) planning application in which it is seeking to create successful neighbourhoods in the Olympic Park, with up to 8,000 new homes (including 40 per cent family homes). It is also well advanced in securing tenants and operators for legacy venues and in planning the programme of events and activities that will make the Queen Elizabeth Olympic Park an amenity for local people, a magnet for visitors, and a driver of local economic development. The Company, which the Mayor of London proposes to remodel as a Mayoral Development Corporation with an expanded remit from 2012, continues to work closely with the Host Boroughs to ensure that the Olympic Park can fulfil its potential as a catalyst for regeneration, helping local people gain skills and jobs and helping businesses win work and grow, as well as providing a legacy of sports infrastructure and participation.

The success of the new city district being built in and around the Olympic Park is crucial in demonstrating success in the Host Boroughs. This can provide the base for the business confidence needed to make the projections in the Oxford Economics model a reality.

The key measure for this theme is the violent crime rate. The action plan for the theme is below.

## Theme: Developing successful neighbourhoods

## Action Plan 2011 - 2015

(previously outcomes 1, 4 and 6 on attractive city, homes and safety)

Key measure	London Baseline 2009	6 HB Baseline	Gap	2014/15 Target
Violent crime levels Violence against the person, per 1,000 population	22.8 (2009/10)	28.9	+6.1	To narrow the gap to 3-4%
Working indicators	London Baseline	HB Baseline	Gap	2014/15 Target
Additional housing units :  Total planned Affordable - delivered	(not baseline but number planned in London) 150,000 35,000	N/A		(by2015)  50,000 12,000
Improved street and environmental cleanliness (proposed new indicator being developed with GLA/TfL)				
Overcrowding measure (developing measure with GLA)				
Additional indicators	London Baseline	HB Baseline	Gap	2014/15 Target
Overall satisfaction (Can no longer be measured through Place survey developing new measure with GLA)				

Key Actions 2011 – 2015	Target	Timeframe	Indicator addressed	Partners
<b>To develop partnership arrangements for the developing successful neighbourhoods theme</b>				
Establish “developing successful neighbourhoods” partnership arrangements <ul style="list-style-type: none"> <li>consult with stakeholders</li> <li>develop a proposition for chair, membership, terms of reference and forward plan</li> <li>Hold meetings</li> </ul>	Stakeholders consulted  Terms of reference developed Partnership established	Nov Dec 11 July/Aug 11  Jan12		LA's GLA, Met Police, OPLC, RSL's
<b>To reduce levels of violent crime and gang activity.</b>				
Develop analysis of gang issues across host borough area	Report presented	Dec 2011	Violent crime	Host Boroughs, Met
Building a cross borough gangs strategy to reduce youth crime and build safer neighbourhoods with regard to the broader strategic approach on gangs in London	To be determined	April 2012	Violent crime	Host Boroughs Met Police, GLA
Undertake a strategic assessment to gain a better understanding of the levels of all forms of violence against women and girls and identify any gaps in service provision	To be determined	April 2013	Violent Crime	GLA, Host Boroughs, Met Police.
<b>To complete the Olympic public realm improvements programme and secure the legislative changes necessary for more effective environmental enforcement.</b>				
Implement the Multi Area Agreement (MAA) for the area around the Olympic Park: developing a joint plan for improvement and maintenance; achieving legislative change; and improving connectivity across the communities and neighbourhoods surrounding the park.	New connections across the Park including foot bridges, cycle paths, bus routes, waterways and roads	2011 -2013	Satisfaction with the area	Host boroughs, TFL ODA, OPLC, LVRPA
Secure the legislative changes necessary to speed up and combine enforcement action to quickly tackle emerging problems.	Single enforcement actions to result in improvements that currently take numerous separate actions.	April 2012	Improved street and environmental cleanliness	Host Boroughs

Key Actions 2011 – 2015	Target	Timeframe	Indicator addressed	Partners
<b>To increase the number of affordable housing units and reduce overcrowding and fuel poverty.</b>				
Provide 50,000 new homes of which a minimum of 12,000 are affordable housing including shared ownership	50,000 new homes	2015	Additional housing units	LA's, RSL's, OPLC, ODA
To develop joint working methodology for tackling overcrowding.	Reduce levels of overcrowding	2015	Over-crowding measure	LA's, RSL's, GLA
Develop a retrofit programme to achieve low carbon homes and alleviate fuel poverty and unaffordable fuel bills.	To be determined	2015		LA's, RSL's, GLA
<b>To deliver new city districts with a range of accessible and high quality facilities</b>				
Provide a number on new high quality buildings and facilities for the public as a result of the 2012 games.	Chobham academy education facility opens Health-centre opens to the public Venues open to the public acres of public space improved and returned to public use	2013  2014  Phased opening from 2014	To be determined	ODA/Lend Lease   OPLC, LVRPA

### 3.5 Summary

The action plans can be summarised as follows:

<p style="text-align: center;"><b>Convergence</b></p> <p style="text-align: center;">Within 20 years the communities who host the 2012 Games will have the same social and economic chances as their neighbours across London</p>		
<p><b>Creating wealth and reducing poverty</b></p>	<p><b>Supporting healthier lifestyles</b></p>	<p><b>Developing successful neighbourhoods</b></p>
<ul style="list-style-type: none"> <li>• To ensure that the Work Programme is effectively delivered and supports Convergence</li> <li>• To maximise the Olympic Employment legacy.</li> <li>• To maximise the inward investment legacy.</li> <li>• To develop partnership architecture with employers and training providers to support achievement of Convergence outcomes.</li> <li>• To increase the levels and relevance of qualifications of Host Borough residents.</li> </ul>	<ul style="list-style-type: none"> <li>• To give the children of the Host Boroughs the best start in life.</li> <li>• To reduce the number of people dying prematurely from preventable causes.</li> <li>• To reduce the number of people whose health affects their ability to secure or maintain work.</li> <li>• To increase physical activity and social capital through changes in the built environment.</li> <li>• To increase sports and physical activity participation including those sports benefiting from a facility legacy from the 2012 Games.</li> <li>• Using Olympic and Paralympic momentum to motivate, raise aspirations and promote cultural activity.</li> </ul>	<ul style="list-style-type: none"> <li>• To develop partnership arrangements for the developing successful neighbourhoods theme.</li> <li>• To reduce levels of violent crime and gang activity.</li> <li>• To complete the Olympic public realm improvements programme and secure the legislative changes necessary for more effective environmental enforcement.</li> <li>• To increase the number of affordable homes and reduce overcrowding.</li> <li>• To deliver new city districts with a range of accessible and high quality facilities.</li> </ul>
<p>To reduce the inequality gap in outcomes between disadvantaged groups and social classes with the average for London</p>		



