



Meeting of the

JOINT COMMITTEE OF THE LONDON 2012 OLYMPIC AND PARALYMPIC HOST BOROUGHES

Friday, 29 January 2010 at 9.30 a.m.

A G E N D A

VENUE

**COUNCIL CHAMBER, OLD TOWN HALL STRATFORD, 29 THE
BROADWAY, LONDON E15 2BQ**

Members:

Deputies (if any):

(Note: The quorum for this body is 3 Members).

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact: Roxanne Misir / Robert Walker
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LONDON BOROUGH OF TOWER HAMLETS
**JOINT COMMITTEE OF THE LONDON 2012 OLYMPIC AND
PARALYMPIC HOST BOROUGHES**

Friday, 29 January 2010

9.30 a.m.

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST**
- 3. MINUTES OF PREVIOUS MEETING**
- 4. ESTABLISHING GOVERNANCE ARRANGEMENTS FOR THE PUBLIC
REALM CAPITAL IMPROVEMENT GRANT**
- 5. FORMAL ENDORSEMENT OF THE STRATEGIC REGENERATION
FRAMEWORK PART 1**
- 6. ESTABLISHING GOVERNANCE ARRANGEMENTS FOR
WORKLESSNESS AND SKILLS**
- 7. ANY ORAL UPDATE: MULTI AREA AGREEMENT SIGNING**

Agenda Item 3

MINUTES OF A MEETING OF THE JOINT COMMITTEE OF THE LONDON 2012 OLYMPIC AND PARALYMPIC HOST BOROUGHES

MONDAY, 14TH SEPTEMBER, 2009

Councillors Present: Mayor Robin Wales in the Chair

Councillor Christine Bowden, Councillor Chris Robbins, Councillor John Fahy, Councillor Marc Francis, Councillor Guy Nicholson and Councillor Terry Wheeler

Apologies: Mayor Jules Pipe and Cllr Paul Brickell

Officers in Attendance: Frances Dolan (Director of Culture and Community Services, LB Greenwich), Joe Duckworth (Chief Executive, LB Newham), Gifty Edila (Corporate Director, Legal and Democratic Services, LB Hackney), Charlie Foreman (Head of 2012 Unit, LB Hackney), Andrew Kilburn (Chief Executive, LB Waltham Forest), Roger Taylor (Director, Host Borough Unit) and Roxanne Misir and Robert Walker (Democratic Services, LB Hackney)

1 Election of Chair

The decisions of the inquorate meeting of 4th September 2009 were ratified in this meeting and Sir Robin Wales was elected Chair of the Committee. It was agreed that in future, should any meeting be inquorate then any decisions would be ratified at the following meeting.

2 Apologies for Absence

Apologies were received from Cllr Paul Brickell (LB Newham) and Mayor Jules Pipe (LB Hackney).

3 Declarations of Interest

There were no declarations of interest.

4 Terms of Reference

The Joint Committee's terms of reference were noted.

5 Future Meetings

It was agreed that Hackney Democratic Services would canvas dates for future meetings.

Duration of the meeting: 8.30 - 8.40 am

Signed

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Chair of Committee

Contact:

Roxanne Misir and Robert Walker, Democratic Services, London Borough of Hackney;
democraticservicesteam@hackney.gov.uk

Agenda Item 4

REPORT OF THE CLERK TO THE JOINT COMMITTEE		
Establishing Governance Arrangements for the Public Realm Capital Improvement Grant	Classification Public	Enclosures Appendix A – draft grant protocol arrangements
Joint Committee of the London 2012 Olympic and Paralympic Host Boroughs		AGENDA ITEM NO.
29th January 2010		4

1. INTRODUCTION

- 1.1 The Secretary of State for the Department of Communities and Local Government (CLG) has offered a three year grant on a sub-regional basis to the five boroughs, starting this current financial year and totaling £27.4m, to be spent on specific public realm schemes developed by the boroughs and associated with the 2012 Games and their legacy. This sits within a wider public realm programme of £190m, the overall funding for which still needs to be resolved. This report recommends governance arrangements for the CLG grant, and the establishment of a Sponsors Board tasked with resolving the funding shortfall.

2. RECOMMENDATIONS

- 2.1 The Joint Committee is asked to agree the proposals set out in this report to establish governance arrangements for the £27.4m grant from Department for Communities and Local Government and specifically to:
- i) Appoint the London Borough of Waltham Forest as the Lead Borough for the Public Realm Capital Improvement Grant pursuant to paragraph 8.1 of the Inter Authority Agreement of 31 August 2006
 - ii) Authorise the Chief Executive of the London Borough of Waltham Forest to undertake all necessary measures to effect the detailed oversight and implementation of the funded programme
 - iii) Appoint the London Borough of Hackney as the Accountable Body for the Grant.

3. RELATED DECISIONS

- 3.1 Leaders and Mayors have regularly had reports on the funding bid and proposed grant. This report follows a letter from the Secretary of State to leaders and mayors

confirming the funding; and from Philip Cox, CLG Director, to Chief Executives confirming the amounts and proposed headline mechanisms.

4. ALTERNATIVE OPTIONS

4.1 No alternative options have been identified

5. SUSTAINABILITY AND LEGACY

5.1 The Public Realm Programme has been designed to improve strategic areas within the five boroughs so that the quality of design and materials used in the Olympic Park is also experienced by local residents in their local places and spaces. Each scheme in the Programme is designed to have a lasting benefit for local residents, as well as to aid a successful Games and to enhance the physical appearance of these boroughs when this part of London acts as the shop-window for the UK during the 2012 Games.

5.2 Boroughs have adopted headline design principles which include the durability of materials and the ease of ongoing maintenance, as well as designing out crime, accessibility and environmentally sustainable materials.

6. ECONOMIC IMPACT

6.1 By enhancing our places, we not only benefit local residents but also help to show that this is an attractive place to visit, live, work, invest and do business.

7. HUMAN RIGHTS

7.1 There are no issues.

8. RISK

8.1 This is a multi-million pound programme and therefore carries the need to manage risk, delivery and finances effectively. Individual boroughs will use their existing arrangements to ensure their use of the funding is in line with requirements and individual audit arrangements, and the draft protocol attached at Appendix A proposes that a dedicated programme manager is employed with oversight responsibility for the £27.4m programme.

8.2 This report proposes that the principles established in the 2006 Inter-Authority Agreement will apply; including indemnifying lead boroughs from any losses incurred, other than by their own negligence. Payments by the accountable body to other boroughs will be subject to actual receipt of grant.

8.3 The current main risk on the programme is under-spend as the funding cannot be moved between financial years. Should boroughs accept the grant, then collectively £5m needs to be spent this financial year, including £2m on design fees.

8.4 Conversely, there is also a risk associated with over-spending as any additional costs would need to be met by the relevant borough undertaking the works.

9. FINANCIAL CONSIDERATIONS

- 9.1 The £27.4m programme is set out in detail in Appendix A, broken down by borough. Although Hackney is recommended to be the Accountable Body, each borough will take primary responsibility and accountability for its own spending, including any overspendings on its own projects.
- 9.2 Funding for the full £190m is to be resolved, and CLG grant terms and conditions are awaited.

10. LEGAL CONSIDERATIONS

- 10.1 The proposals for the management of the public realm programme and its attendant financial arrangements are in accordance with the Inter Authority Agreement of 31 August 2006.
- 10.2 There are no immediate legal implications arising from the report.

11. BACKGROUND / TEXT OF THE REPORT

- 11.1 Following a five borough bid to the Department for Communities and Local Government for £550m on the 23rd December 2008, a £190m programme has been agreed with the boroughs and a Taskforce of funding organisations for 'pre Games' work.
- 11.2 Against this programme, an initial £27.4m has been offered by the Department for Communities and Local Government. The proposed Programme Manager would manage information on the wider programme, ensure any funding information is kept up to date and robust, and support the Sponsors Board (please see paragraph 11.6 below) to continue to secure funding and reduce the short-fall, which currently depends on funding decisions on some unsecured grants.
- 11.3 The attached draft Protocol at Appendix A has two main aims:
- to set in place arrangements for the management of the £27.4m grant which satisfies all five boroughs, including the accountable body for the grant, CLG as funding organisation and Her Majesty's Treasury (HMT) as the powers utilised by CLG require HMT approval;
 - to keep funding organisations actively engaged to champion the £190m programme and fill the funding shortfall, and to develop a further programme with funding for the post Games period.
- 11.4 It is proposed that the London Borough of Waltham Forest is confirmed as the lead authority on the public realm, which would endorse the existing informal arrangements. It is also proposed that the Chief Executive is given the authority by the Joint Committee to undertake all necessary measures to effect the detailed oversight and implementation of the funded programme. This forms a specific recommendation and point for decision by the Joint Committee.

- 11.5 Subject to this decision by the Joint Committee and then to agreement by the Chief Executive of Waltham Forest, it is proposed that a steering group is set up to manage the detailed performance oversight of the £27.4m programme from CLG.
- 11.6 It is proposed that the London Borough of Hackney acts as accountable body for this £27.4m grant, and any further funding made collectively to the five boroughs specifically for the £190m programme, drawing on their existing experience. This forms a specific recommendation and point for decision by the Joint Committee.
- 11.7 It is also proposed that a Sponsors Board is set up comprising representatives from the boroughs and a range of different funding organisations in order to champion the programme and secure further funding. Such a Board would be chaired by Peter Bishop (Design for London), who is keen to take on this role.
- 11.8 The relevant Borough officers have been consulted and the Chief Executives have approved the report. Informal discussions on the possible arrangements have been held with CLG and DfL.
- 11.9 The report has no direct impact on the equalities policies of the Host Boroughs.

Andrew Kilburn

**On behalf of Tim Shields,
Chief Executive of the London Borough of Hackney
Clerk to the Joint Committee**

Report Originating Officers: Beth Sedgwick ☎020-8432-0223

Financial considerations: David Bell ☎020-8356-7688

Legal Comments: Graham White ☎020-8356-6234

Background papers

The following documents have been relied upon in the preparation of this report:

Description of document	Location	Date
Letter from John Denham to Sir Robin Wales	HBU	15/10/2009
Letter from Philip Cox to Andrew Kilburn	HBU	5/11/2009
Overall Programme submitted to CLG	HBU	29/9/2009
Phase 1 Programme submitted to CLG	HBU	4/11/2009

**OLYMPIC HOST BOROUGH'S PUBLIC REALM CAPITAL PROGRAMME
PROTOCOL**

**DRAFT SUBJECT TO DECISIONS OF THE FIVE HOST BOROUGH'S JOINT
STATUTORY COMMITTEE AND FUNDING CONDITIONS CURRENTLY BEING
NEGOTIATED WITH CLG AND TREASURY.**

INDEX

Section 1	Full Programme Aims and Objectives	2
Section 2	Phase 1 Governance and Decision-Making	4
Section 3	Phase 1 Finance and Programme Management Arrangements	7
Section 4	Phase 1 Reports Schedule	9
Appendix A	Grant Agreement	10
Appendix B	Full Programme Schedule	11
Appendix C	Phase 1 Schedule	21
Appendix D	Scheme Appraisal Form	23
Appendix E	Example Finance Report Form to LB Hackney	33

Section 1 Full Programme Aims and Outcomes

The five host boroughs have devised a co-ordinated £190m programme of public realm capital schemes from 2009/10 to 2011/12 through a 12 month development and reiterative challenge process with a Funders' Taskforce including representatives from the Department for Communities and Local Government, the London Development Agency and Design for London, Transport for London, and the Thames Gateway Development Corporation.

Overall Aim

To improve the public realm in strategic locations in the five host boroughs to contribute to the success of the 2012 Games and to contribute to a lasting legacy for residents, and to our visitor economy.

Getting the place looking good, and improving and modernising the tourist infrastructure in the boroughs will make a considerable contribution to the success of the Olympic Games, and a success would attract international visitors to London in the following years, powering a substantial tourism economy for the UK.

As well as the need to focus on making sure the Olympic boroughs look attractive for the Games, there is a real imperative to ensure that the benefits of the Olympics are captured for the genuine, lasting, long term regeneration of this part of London. To stimulate transformational regeneration, places in the five boroughs need to reflect the Olympic Park high quality and sustainable design standards, and to be attractive places in which people and businesses want to visit and invest, growing prosperity.

Outcomes and Principles

Within the overall aim, the Programme has been developed to contribute to the following outcomes:

- Better accessibility
- Increased business inward investment
- Increased visitor economy
- Better connectivity to employment and training
- Increased security and reduced fear of crime
- Increased wellbeing
- Increased resident satisfaction.
- Tackling climate change and enhancing sustainability

With the following shared design principles:

- High quality design and materials
- Durable materials and easy to maintain schemes
- Sustainable
- Step free accessibility
- Target-hardening and designing-out crime

Packages and Criteria

The Programme forms ten strategic packages covering:

1. Stratford Town Centre
2. High Street 2012
3. Hackney Wick & Fish Island
4. North East Fringe

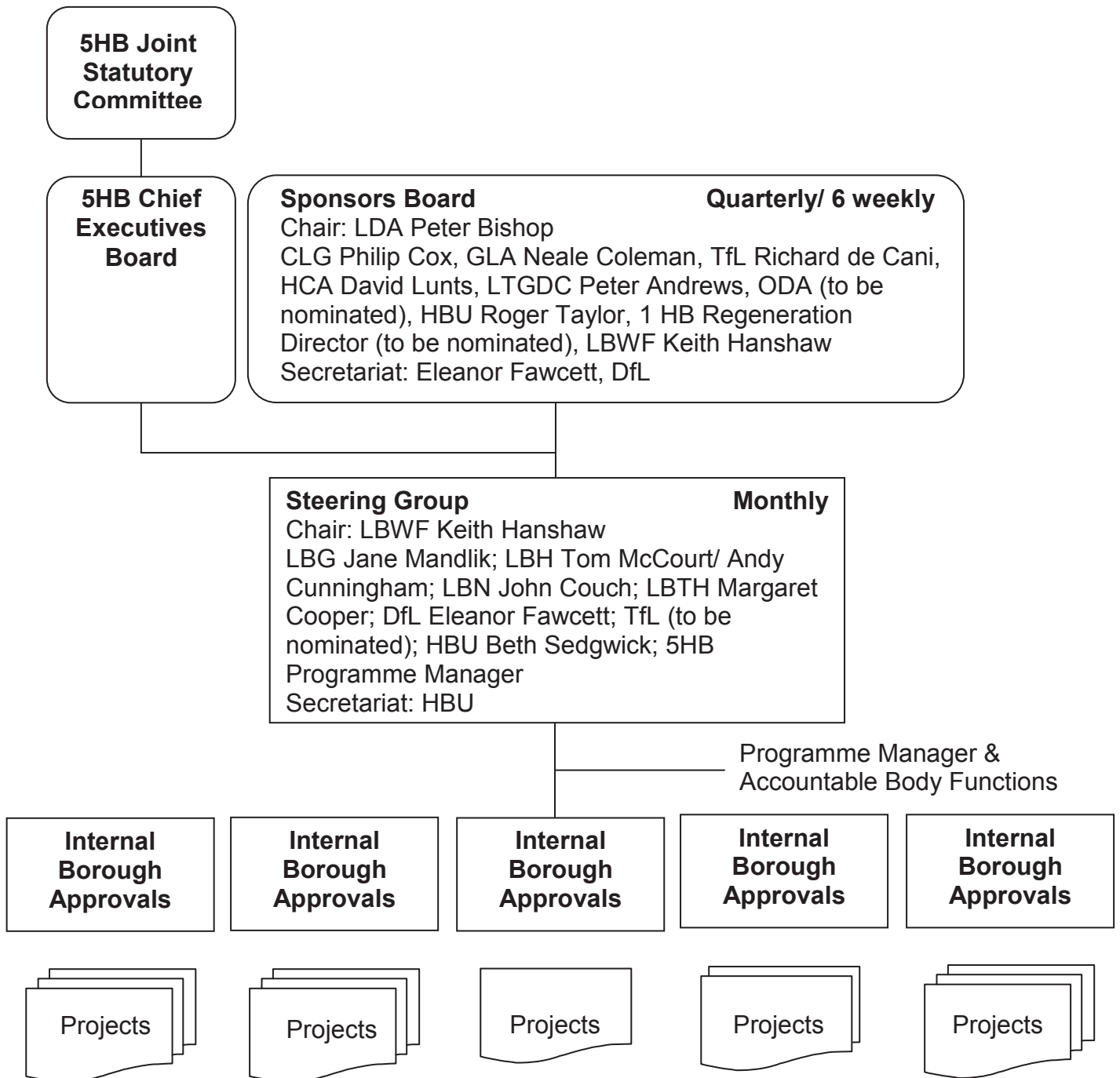
5. Live Sites and Town Squares
6. Hackney Marshes
7. Walking & Cycling Routes
8. Greenwich Riverside & Town Centre
9. Excel & Canning Town
10. Transport Hubs and Interchanges

These strategic packages and their schemes have been assessed by the Funders' Taskforce as meeting the following Taskforce criteria:

- Value for Money
- Deliverable - viable in the timescales; do not have major risks or require extensive public consultation
- High Profile - central to the Olympic Park and other venues; central to main transport networks; has Legacy value; contributes to or is part of a wider strategic plan

The Department for Communities and Local Government are providing a funding contribution of £25.4m, forming Phase 1 of the host boroughs' broader £190m programme, plus £2m design funding for Phase 2. The following sections refer specifically to this CLG funding. Other funding will go through individual organisations' approvals processes as applicable.

Section 2 Phase 1 Programme Governance



These Groups are collectively charged with:

- Ensuring high-quality public realm schemes are delivered within the agreed programme to make a lasting difference for both residents and visitors to the Olympic host boroughs;
- Ensuring effective use of resources, meeting grant and audit requirements;
- Ensuring schemes are delivered as originally agreed in the programme set out in Appendix C, that the design and delivery mechanisms are appropriate, and that any changes are agreed in advance at the relevant level

- Co-ordinating schemes in conjunction with other bodies and funding agencies, and with the wider programme.

Each Group has a different role and level of decision-making:

1. Individual Boroughs: Internal Borough Approvals – Each Borough has existing governance arrangements to oversee capital investment decisions. These existing arrangements will be used to:
 - Ensure both Phase 1 works schemes and Phase 2 design fees conform to the agreed Programme schedules (please see Appendix C) and meet the overall aims, design principles and criteria as set out in Section 1
 - Ensure expenditure meets the agreed annual profile (see Appendix C) and is made in line with this document, including the CLG Grant Conditions set out in Appendix A
 - Approve Phase 1 works scheme appraisals and design statements, and refer these to the Steering Group at RIBA design stage C and again before letting constructions contracts
 - Approve any changes to Phase 1 works scheme details beyond that set out in the agreed Phase 1 programme (Annex C) but which do not change the overall purpose, boundary or impact of the scheme
 - Approve changes of funding for individual borough schemes within the Phase 1 programme up to £500k
 - Make monthly reports to the Steering Group against delivery and spend milestones and exceptions reporting
 - Approve and submit monthly expenditure reports to LB Hackney as accountable body, signed by the borough project manager and relevant finance officer, as set out in the borough's individual schemes of delegation
 - Meet individual borough audit requirements for the expenditure

2. Five Boroughs: Programme Steering Group – This Group is chaired by the London Borough of Waltham Forest Director for Public Realm **[the following statement is subject to a specific decision by the Joint Statutory Committee on whether to delegate authority to the Chief Executive of Waltham Forest; if this decision is agreed by the JSC, it is then subject to a specific decision by the Chief Executive of Waltham Forest]** with delegated authority from the Chief Executive of Waltham Forest, the lead borough for the public realm. The Chairperson is authorised to take decisions, informed by the Steering Group members and in line with the remit of the Group as set out below:
 - Approves all Phase 1 works schemes at two key gateways – RIBA design stage C and before the letting of contracts.
 - Reviews progress reports on programme delivery and spend milestones to ensure effective delivery and spend
 - Approve any significant changes to Phase 1 works scheme details which have implications for change the overall purpose, boundary or impact of the scheme
 - Approves changes of funding for individual schemes in Phase 1 above £500k
 - Agrees changes to individual borough financial profiles, within the overall funding envelope of £5m (£2m design fees) in 2009/10; £17m in 2010/11 and £5.4m in 2011/12
 - Reviews any invoices or financial statements referred back from LB Hackney, accountable body as not meeting grant or audit requirements and makes recommendations to the Chief Executives Board for resolution

- Makes quarterly reports to the Chief Executives Board and the Sponsors Board on delivery and spend, and makes six monthly reports to the Joint Statutory Committee
 - Submits an end of year report on expenditure and delivery and a separate summary document of what has been achieved from the funding, including photographs as relevant.
 - Co-ordinates with the Sponsors Board and other organisations to ensure Phase 1 delivery fits with the broader Programme and with other public realm and public art interventions
3. Five Boroughs: Chief Executives Board has a role to:
- Ensure the programme is delivered in line with the Inter-Authority Agreement;
 - Intervene at the request of the Steering Group on high risk and slippage issues and any invoices or financial statements referred back from the accountable body as not meeting grant or audit requirements
 - Approve quarterly reports prior to submission to the Sponsors Board, and a mid year and annual report prior to submission to the Joint Statutory Committee and Sponsors Board
4. Five Boroughs: Joint Statutory Committee this body authorises any activities carried out on behalf of the five boroughs Joint Committee by nominating and authorising individual officers. In addition to this it will:
- Have oversight of the overall Programme within the five boroughs and its aims, outcomes and principles
 - Approve a mid year and annual report on Phase 1 delivery
 - Intervene on high risk and slippage issues, at the request of the Chief Executives Board
5. External: Sponsors Board – This Board has no stand-alone executive powers however it is formed of funding organisations, which each have a remit as individual organisations over specific funding streams, and representatives of the five boroughs. This Board has oversight of the full programme to ensure funding is used appropriately and the following role:
- Champion the overall Programme and its aims, outcomes and principles
 - Seek further funding for the £190m overall ‘pre Games’ programme, and champion further works for a lasting physical legacy following and building on the Games and Olympic Park transformation, and provide links to the London Mayor's Great Spaces programme
 - Approve quarterly reports on Phase 1 delivery; and the annual report and summary; and review projects within this
 - Intervene on high risk and slippage issues, at the request of the Steering Group

Section 3 Finance and Performance Management Arrangements

The Grant Agreement (please see Appendix A) sets out the following funding:

	2009/10	2010/11	2011/12
Phase 1 Delivery	£3m	£17m	£5.435
Phase 2 Design Fees	£2m		

This has been allocated in the schedule set out in Appendix C.

There is flexibility to move funding between schemes, as set out in section 2 of this document, but not between financial years (cash/accrual issue to be resolved).

[The following statement is subject to a specific decision by the Joint Statutory Committee on whether to confirm LB Hackney as the accountable body] LB Hackney will be the accountable body for this grant.

[The following statement is subject to a specific decision by the Joint Statutory Committee on whether LB Waltham Forest is the lead borough on the theme of Public Realm] LB Waltham Forest will act as the lead borough on the theme of the Public Realm.

In accordance with paragraph 15.1 of the 2006 Inter-Authority Agreement, the lead boroughs are indemnified for any financial losses incurred, other than by their own negligence.

Payments by the accountable body to other boroughs are subject to actual receipt of grant.

[The following statement is subject to negotiations with CLG as the funding body] The accountable body will draw down funding from the Department for Communities and Local Government on an accruals basis following signed financial reports from each borough according to borough schemes of delegation. Funding will be paid to boroughs in arrears based on borough approved invoices.

The Thematic Lead Borough will employ a Programme Manager, on behalf and as a resource for all five boroughs. This Programme Manager will be responsible for managing the £27.4m programme in detail, ensuring schemes are on time, within budget and follow the correct Gateway processes. They will also take an overview of the whole £190m pre-Games programme and report to the Sponsors Board, identifying risks and exceptions.

The costs of the programme manager and accountable body administration will not exceed £100k per annum, with a maximum of £50k incurred each by LB Hackney and LB Waltham Forest. These core costs will be top sliced from the programme grant with an equal amount of £20k per annum taken from each borough's allocation for 2010/11 and 2011/12. A proportionate cost will be incurred in 2009/10 following the Grant being made at the end of Quarter 3.

Section 4 Proposed Reports Schedule

Originator	Report	Sent to...	Frequency and Timings
Individual Borough	Financial statement of expenditure	LB Hackney Finance for processing; Programme Manager for monitoring	Monthly
Individual Borough	Milestones, risks and exceptions report	Steering Group for review (via Programme Manager)	Monthly, 2 weeks prior to Steering Group meetings
Individual Borough	Scheme appraisals for each scheme	Steering Group for approval (via Programme Manager)	RIBA design stage C; Prior to letting construction contracts
Programme Manager	Milestones, risks and exceptions report	Steering Group for review	Monthly, 3 working days prior to Steering Group
Steering Group	Progress report	5HB Chief Executives Sponsors Board for review.	Quarterly 5 working days prior to meeting
Steering Group	Annual Report and Glossy	5HB Chief Executives Sponsors Board for approval	Annually, by end March.
Chief Executives	Mid Year and Annual Progress report	Joint Statutory Committee for approval	Twice a year By end September and end March.

Appendix A Grant Letter

[to be inserted once Grant Allocation Letter has been written and sent to the five boroughs by CLG]

Appendix B Full £190m Programme Schedule

[DN to be double checked by borough theme group members]

Borough	Package Name	Scheme Name	Description	Total Cost
Greenwich	Live Sites and Town Squares	Woolwich Olympic Squares, LAG	Creation of an area of green space and a water feature, improvements to pedestrian movements through Woolwich Charter Market, better linkages between major developments, new lighting and improved sightlines.	7,690,000
Greenwich	Live Sites and Town Squares	Eltham Town Centre and Live Site	Provision of live site in the Well Hall Pleasance. Major improvement to the town centre including upgrade of paving, rationalisation of street furniture, reduction of severance and enhancement of pedestrian facilities based on the "High Street Kensington" model.	2,700,000
Greenwich	Walking & Cycling Routes	Riverside Pathway:Cutty Sark to the O2, LBG	Paving, lighting, safety and boundary structures, wayfinding, orientation, essential river wall repairs, path widening and consolidation, connections and exits and works to secure disused piers, wharves and jetties to allow the Riverside Walk between Cutty Sark and the O2 to be a safe route with sufficient capacity to accommodate increased numbers of pedestrians and cyclists travelling between Olympic venues and between the Jubilee Line and Greenwich.	6,000,000
Greenwich	Walking & Cycling Routes	Woolwich Road, LBG	Deepclean of route; Dressing of private vacant sites and derelict buildings; Improved pedestrian crossings facilities; New high quality footway paving (where needed) and street furniture to the appropriate materials template; Speed reduction measures (indicator devices); New public spaces and amenity areas; New Planting; Better Lighting (where necessary); Reduction in Street Clutter; Improved bus facilities; Better connections to existing (and proposed) public transport; Additional and improved cycle facilities. Overall the scheme will address many concerns of local residents and serve to encourage more sustainable lifestyle choices, leading to improved air quality and a better living environment.	1,100,000
Greenwich	Greenwich Riverside & Town Centre	Cutty Sark Gardens, LBG	Paving, lighting, wayfinding, orientation, street furniture, works to riverside wall and Billingsgate Dock, refurbishment of underground car park and construction of new accessible WCs, pedestrianisation of major town centre streets.	6,050,000
Greenwich	Greenwich Riverside & Town Centre	Greenwich Town Centre, LBG Traffic management	Re-scope highways work to remove gyratory	3,000,000
Greenwich	Greenwich Riverside & Town Centre	Greenwich Town Centre, LBG Pedestrianisation	Pedestrianisation in association with Highways works dependant upon Highways scheme.	4,000,000

Borough	Package Name	Scheme Name	Description	Total Cost
Greenwich	Greenwich Riverside & Town Centre	Cycle parking	Improved cycle parking at Greenwich Station	60,000
Hackney	HWick & FI	Hackney Wick/Fish Island Master Plan Priority Implementation Projects LBH	As proposed by the Boroughs (a) Improved pedestrian bridge over A12 at Wallis Road; (b) Enhance pedestrian/cycle access under A12 at Wick Road; (c) Enhance pedestrian/cycle link from Mabley Green to Eastway; d) new path on the Lea Navigation (linking Eastway to Hackney Wick station)	1,550,000
Hackney	HWick & FI	Hackney Wick/Fish Island Master Plan Priority Implementation Projects LBH	(d) Hackney Wick Environmental Improvements;	3,000,000
Hackney	HWick & FI	Hackney Wick/Fish Island Master Plan Priority Implementation Projects LBH	(e) Access to Hackney Wick - Improvements to Cassland Road	300,000
Hackney	HWick & FI	Hackney Wick/Fish Island Master Plan Priority Implementation Projects LBH	(f) Liveable Streets.	600,000
Hackney	HWick & FI	Homerton Station, LBH	Improvement project around the existing Homerton Station linking Barnabas Road and Bradstock Road with Gascoyne Road.	750,000
Hackney	Live Sites and Town Squares	Shoreditch LBH: a) Shoreditch SPD	Pedestrian and cycling permeability; cycle parking; wayfinding; widening & upgrade of footways; shared surfaces; junction & crossing improvements; new pedestrian/cycle links; upgraded street lighting; and improved accessibility to public transport. (a) Shoreditch SPD	3,540,000
Hackney	Live Sites and Town Squares	Shoreditch LBH b) East London Line Stations - Urban Realm Improvements	Pedestrian and cycling permeability; cycle parking; wayfinding; widening & upgrade of footways; shared surfaces; junction & crossing improvements; new pedestrian/cycle links; upgraded street lighting; and improved accessibility to public transport. (b) East London Line Stations - Urban Realm Improvements	1,400,000
Hackney	Live Sites and Town Squares	Shoreditch LBH c) Access to Shoreditch	Pedestrian and cycling permeability; cycle parking; wayfinding; widening & upgrade of footways; shared surfaces; junction & crossing improvements; new pedestrian/cycle links; upgraded street lighting; and improved	650,000

Borough	Package Name	Scheme Name	Description	Total Cost
			accessibility to public transport. (c) Access to Shoreditch	
Hackney	Hackney Marshes	Mabley Green Environmental & Access Improvement LBH	Boundary treatments, lighting, pathways and sustainable planting, improved "Gateway" treatments	4,137,189
Hackney	Hackney Marshes	Hackney Marshes, LBH	Environmental improvements and building works, include boundary treatments, lighting, pathways and sustainable planting.	11,046,456
Hackney	Hackney Marshes	Access to Hackney Marshes, LBH	Converting redundant carriageway into pedestrian areas, street planting, new crossings, public art, repaving of footway	800,000
Hackney	Hackney Marshes	Cow Bridge, LBH	Construction of a new bridge to Hackney Marshes to provide access to the pitches and changing rooms, as outlined in the Hackney Marshes masterplan.	2,600,000
Hackney	Walking & Cycling Routes	Local permeability schemes: a) Urban squares on Olympic walking and cycling routes	Urban Squares a the Hackney Olympic Cycling and Walking Route (Hackney Greenway); Wayfinding; Local Cycle Permeability; Annual programme of on-street parking at transport hubs and key locations. The scheme will contribute to the London 2012's aim of the 100% of spectators to get to the Games using public transport, walking or cycling by improving the feeder routes to the Olympic Greenways (c), ensuring the pedestrians and cyclists can navigate through Hackney by using the local landmarks and key attractions outside the Olympic Greenways (b) and that cycling and walking to the London 2012 via the Olympic Greenways in Hackney will be practical and enjoyable option. After the Games, the infrastructure created for the London 2012 will encourage the local residents to use sustainable transport modes and lead to long-term health benefits associated with a more active communities. The scheme will help achieve the Mayor and TfL's target to increase cycling in London by 400 per cent by 2025.	400,000
Hackney	Walking & Cycling Routes	Local permeability schemes: Wayfinding	As above	900,000
Hackney	Walking & Cycling Routes	Local permeability schemes: Local cycle permeability	As above	355,000
Hackney	Walking & Cycling Routes	Local permeability schemes: on street parking	As above	300,000

Borough	Package Name	Scheme Name	Description	Total Cost
Hackney	Walking & Cycling Routes	Regents Canal Parallel Route	Upgrading the London Cycle Network (LCN+) route 67 to Olympic Greenway status to relieve the congestion and conflict between pedestrians and cyclists on the Regent's Canal towpath, especially during the 2012 Games. This scheme will encourage spectators to use sustainable and active transport options to reach the Olympic Park and will create excellent cycling experience during the games period. It will also leave a lasting legacy after the games in the form of a high quality and safe cycle route linking parts of north and east London.	1,200,000
Hackney	Walking & Cycling Routes	SPECIFIC ROUTE: Lea Valley walking cycling improvements (Capital Ring), LBH	Improvements on the riverside adjoining Millfields Park North, immediately north of Lea Bridge Road. A major component of this scheme will be the repair of the riverbank structure that supports the towpath. Currently this section of the towpath is fenced off as it is structurally unsafe for public access. Improvements to the towpath from Cow Bridge to Homerton Road. These enhancements will include resurfacing, fixing drainage issues and removal of obstacles and clutter. This scheme will contribute to the ODA target of 100% of spectators to get to the Games using public transport, walking or cycling.	1,530,000
Hackney	Interchanges	Hackney Central / Hackney Downs Interchange, LBH	This is a different style of project, aimed at Network Rail for funding. The Hackney Central Interchange is a £10 million project to restore, in a modern and fully accessible form, the historic and direct pedestrian link between London Overground's Hackney Central Station and National Express East Anglia's Hackney Downs station.	10,000,000
Hackney	Live Sites and Town Squares	Victoria Park - Lauriston Road	Footway improvements, entry treatments, provision of new crossing points and widening of the pavements at junctions, such as south of Wetherrell Road, to allow the area better cater for the influx of visitors during the Games. The scheme will benefit the London 2012 visitors by enhancing the environmental quality around Victoria Park, which is one of the main live-site venues around the Olympic park. It is expected that the visitors are likely to be drawn to the shops and refreshment opportunities of Lauriston Road, but the area would benefit from some targeted urban realm improvements.	1,005,000
Hackney	Hackney Marshes	Access to Hackney Marshes (Southwold Road - Leabridge Road)	Footway improvements, entry treatments, provision of new crossing points and widening of the pavements at junctions to allow the area better cater for the influx of visitors during the Games. The scheme will benefit the London 2012 visitors by enhancing the environmental quality around Hackney Marshes, which is one of the main live-site venues around and entrance to the Olympic park.	445,000
Hackney	Hackney Marshes	Chatsworth Road	Footway improvements, entry treatments, provision of new crossing points and widening of the pavements at junctions to allow the area better cater for	690,000

Borough	Package Name	Scheme Name	Description	Total Cost
			the influx of visitors during the Games. The scheme will benefit the London 2012 visitors by enhancing the environmental quality around Hackney Marshes, which is one of the main live-site venues around and entrance to the Olympic park.	
Newham	Stratford Town Centre	Stratford Town Centre, LBN	Improvements at Meridian Square; Cultural Quarter; The Broadway; The Grove; Maryland General Street improvements Jupp Rd Bridge. (to be split out as design progresses)	13,800,000
Newham	Stratford Town Centre	Carpenters Estate - diagonal link to DLR station	Improvements to Hutchins Close / Wilmer Lea Close Diagonal from Stratford High St DLR to Olympics	650,000
Newham	Stratford Town Centre	Oxford Road Estate and Windmill Lane (combined)	New communal parking areas, sports court and under 5's play area, high amenity paths and enhanced lighting, street furniture and provision for cycle parking as necessary. Upgrades to carriageway & footway surfaces. Removal of visual barriers and street clutter. The scheme will discourage cut-through traffic to/from the Olympic Park and ensure that residential amenity is maintained. The scheme will also provide improved cycling and walking links, to improve permeability and maximise the potential for sustainable trips to the Olympic Park and ensure their integration with the newly developed area. The improved streetscape will also address the cliff-edge effect of the Olympic Park and help to integrate the surrounding urban fabric with the new Olympic Park development.	2,910,000
Newham	Stratford Town Centre	Maryland Station, LBN	Maryland station is likely to be used by significant numbers of residents and Olympic workforce. It falls with the Northeast Olympic Fringe master plan area where significant change and development is anticipated after the Games. The exterior environment of the station (which will be a CrossRail station when CrossRail is built) needs an uplift, pedestrian areas need repaving, street furniture needs renewing and street light needs improving. Maryland will be one the key nodes which will benefit from the renaissance of east London to which the Games are contributing. This scheme can be seen as a precursor to that by uplifting the area and increasing its attractiveness to developers thus bringing to fruition the stated aim of the Games stimulating the regeneration of east London.	1,000,000
Newham	High Street 2012	Stratford High Street DLR Stratford High Street Project (LTGDC Scope)	Opening up of old station building to improve the public realm and link to new DLR station	1,150,000

Borough	Package Name	Scheme Name	Description	Total Cost
Newham	High Street 2012	LBN Stratford High Street Project (LTGDC scope)	(a) repaving the road, reducing street clutter, new street lighting new planting, (b) laying out of two pocket parks, (c) Landscaping and public realm improvements to Cam Rd and the entrance to the Channelsea Path	10,200,000
Newham	High Street 2012	LBN Stratford High Street Carpenters (outside LTGDC scope)	Phase 2 of LBN Stratford High St project - Carpenters Road upgrade	As above
Newham	High Street 2012	LBN Stratford High Street Extras (outside LTGDC scope)	Phase 2 of LBN Stratford High St project- extra over works, kerbs, catenary lighting, art	As above
Newham	High Street 2012	LBN Complementary measures	Works to derelict and other sites to compliment public realm works. Where possible some costs will be recovered from site owners, including post works	1,000,000
Newham	Live Sites and town squares	East Ham	Improvements and remodelling of Central Park, an existing live venue. Refurbishment of High Street North from Barking Road to Milton Avenue by de-cluttering and removing superfluous benches, bollards and guard-railing; renewing tired and worn out kerbing, paving and street furniture with high quality, sustainable and easily maintainable materials; reducing crime and fear of crime by replacing street lights with energy efficient, white light units; Designing out hidden areas which encourage loitering and will therefore minimise opportunities for crime and anti-social behaviour; Improving conditions for the mobility impaired. This scheme will improve the environment for visitors and local residents and maintain the vitality of the area thus achieving the stated aim of the London 2012 Games to regenerate east London.	3,700,000
Newham	Walking & Cycling Routes	SPECIFIC ROUTE: The Greenway, LBN	Refurbishment of embankment fencing and garden boundaries; Enhancement of embankment ecology and grassland habitats; Improved wayfinding, signage and seating; Selective resurfacing of existing pathways; Improvements to Channelsea River path from Stratford to Greenway; Improved pedestrian and cycle connection at the A13 severance; Improved pedestrian and cycle connection with Gallions Reach Retail Park. Overall the project delivers an enhanced cycling and walking route with improved connectivity to the Olympic and Lea River Parks, improved ecology and environmental quality.	2,000,000
Newham	Walking & Cycling Routes	SPECIFIC ROUTE: Romford Road, LBN	Encourage walking and cycling by segregated provision, signing and markings and reduction of traffic dominance; Improve the environment for walking & cycling by de-cluttering, removal of superfluous guard-railing & street furniture; Improve the attraction of the gateway route by renewing the tired and worn kerbing, paving and street furniture to deliver high quality	5,000,000

Borough	Package Name	Scheme Name	Description	Total Cost
			surfaces and streetscape; Improve lighting to reduce reluctance to walk during lighting up periods and reduce energy usage and costs; Enhance the road's role as a busy public transport corridor by improving bus accessibility on foot to encourage modal shift; Prevent obstructive parking and illegal crossing of the footway while retaining legitimate access to premises. This busy route provides the first image of the approaches to the Park.	
Newham	Excel & Canning Town	Station exteriors Custom House and Prince Regent	Custom House and Prince Regent DLR stations will be the main access points to ExCeL and the external environment visible for the platforms is in need of uplift - street furniture renewal, street lighting upgrade and repaving.	9,500,000
Newham	Excel & Canning Town	Bridge Over Railway Corridor, LBN This scheme forms part of the walking route from Canning Town. If the walking route is not progressed this element should also be dropped	This scheme involves linking the proposed alternative pedestrian route from Canning Town into the ExCeL estate by means of a footbridge over the railway corridor. Works will involve the construction of a permanent structure over the railway corridor along with the necessary approach/accommodation works.	As above
Newham	Excel & Canning Town	Bridge Over Royal Victoria Dock, LBN	This scheme involves the creation of a new temporary bridge over Royal Victoria Dock to connect ExCeL with the North Woolwich Branch of the DLR. Works will involve signing, lighting, abutments, a temporary bridge that can be opened/moved to allow boats through and then the removal of the structure if required.	As above
Newham	Excel & Canning Town	Silvertown Quays Walking Route, LBN	This scheme involves the creation of a temporary walking route from the bridge across Royal Victoria Dock to the bridge over North Woolwich Road, thus linking ExCeL to Pontoon Dock DLR Station. Works will involve signing, street furniture, lighting, paving works and fencing.	As above
Newham	Excel & Canning Town	Live Site(s) Silvertown Quays and/or Barrier Park, LBN	Both the Silvertown Quays Site and the awarding winning Barrier Park provide opportunities to enhance the visitor experience as people leave the ExCeL Games venue. This scheme involves the creation of temporary facilities/infrastructure for events and exhibitions and the commissioning of the events/exhibitions. By utilising Silvertown Quays Site and Barrier Park, there is the opportunity to create a legacy as to how Barrier Park and vacant sites in the Docks could be exploited beyond the Games with future events/festivals.	As above
Newham	Excel & Canning Town	Bridge over North Woolwich Road, LBN	This scheme involves the creation of a pedestrian bridge over North Woolwich Road connecting the Silvertown Quays Site to Pontoon Dock DLR	As above

Borough	Package Name	Scheme Name	Description	Total Cost
			Station. Works will involve the construction of a permanent structure with landscaping to the northern abutment. These projects will both improve the visitor experience when attending Games events at ExCeL and prepare the way for that longer term development by providing improvement to vital local infrastructure and probably more importantly turning around perceptions of the Royal Docks and East London as a place to invest, live and work. This scheme is part of the planned work to create a high quality link from the Silvertown Quays site to the DLR and is an essential prerequisite for the regeneration of the Silvertown Quays site. It can fulfil an important role during the Games both as an alternative means of access to the DLR from ExCeL and if either Silvertown Quays site or Barrier park are used as complimentary event venues for ExCeL.	
Newham	Excel & Canning Town	Silvertown to ExCeL Pedestrian Route, LBN	This scheme involves the creation of/improvement to a walking route from Silvertown to ExCeL particularly to benefit access to ExCeL for local people in this isolated part of the borough. Works will involve signing, repair/renewal/repainting of street furniture, paving/repaving works and, depending on the route chosen possibly some fencing works. These projects will both improve the visitor experience when attending Games events at ExCeL and prepare the way for that longer term development by providing improvement to vital local infrastructure and probably more importantly turning around perceptions of the Royal Docks and East London as a place to invest, live and work.	As above
Newham	High Street 2012	Wise/Kerrison Roads, LBN	Implementation of a Home Zone type treatment in Wise Road; Enhance estate pedestrian movement through the estate; New communal parking areas, street furniture and provision for cycle parking as necessary; Relocation and upgrade of the existing play area; High amenity paths and enhanced lighting; Remove visual barriers and street clutter; Upgrade to carriageway & footway surfaces. The scheme will improve the traffic flows and reduce congestion within the estate and ensure that residential amenity is maintained. The scheme will improve permeability and maximise the potential for sustainable trips to the Olympic Park and ensure their integration with the newly developed area. It will also address the cliff-edge effect of the Olympic Park and proposed improvements to the Stratford High Street 'streetscene'.	1,300,000
Tower Hamlets	High Street 2012	LBTH HS2012 Whitechapel market area	New market structures, lighting and servicing. Pavement, median and street furniture Accent lighting to feature buildings	5,663,488
Tower	High Street 2012	LBTH HS2012 Mile	Lighting and public space improvements	2,109,499

Borough	Package Name	Scheme Name	Description	Total Cost
Hamlets		End Waste improvements		
Tower Hamlets	High Street 2012	LBTH HS2012 Ocean Green	New green space in front of Ocean Estate	1,391,500
Tower Hamlets	High Street 2012	LBTH HS2012 Street Actions	Street pavement infills	3,310,000
Tower Hamlets	High Street 2012	LBTH HS2012 Bow improvements	Historic building and improvements	3,982,623
Tower Hamlets	High Street 2012	LBTH HS2012 Aldgate	Historic buildings	1,346,820
Tower Hamlets	High Street 2012	LBTH Aldgate paving	Improvements to paving	181,875
Tower Hamlets	High Street 2012	LBTH Mile End Intersection	Various Works	601,750
Tower Hamlets	HWick & FI	Roman Road Town Centre, LBTH	Re-scoped at CLG request to focus on priorities of town centre improvement - heritage façade; streetscene improvements and reallocation of roadspace; wayfinding; public realm improvement to overcome barriers to movement; improved public space and street market infrastructure.	4,218,000
Tower Hamlets	HWick & FI	The Greenway Links, LBTH	As proposed by the Borough's (a) Improvements to St Mark's Gate, Victoria Park; (b) Mitford Canal Bridge; (c) A12 bridge; (d) Wick Lane from Jodrell Road to Crown Close; (e) Greenway surfacing in character areas along Wick Lane between Victoria Park and Crown Close; (f) Footway improvements from Greenway, along Wick Lane, across Crown Bridge to Parnell Road junction with Roman Road.	1,990,000
Tower Hamlets	Live Sites & Town Squares	Victoria Park, LBTH	As proposed by the Borough, Grove Road transformation, St Stephen's Road Green Link; Cadogan Terrace eastern park boundary enhancement; 20 park entrance improvements; internal strategic cycle hub infrastructure ; lighting improvements; decorative elements.	12,898,000
Waltham Forest	North East Fringe	High Road E10 (Grange Park Road to Crownfield Road)	Increasing footway widths, rationalising parking, street furniture, way finding, additional tree planting, opening up of the roadside aspect of Drapers Field.	4,500,000
Waltham Forest	North East Fringe	Ruckholt Road	Tree planting, street furniture, way finding information, landscaping, public art, feature lighting, improved pedestrian and cyclist access. From Ruckholt Road Bridge to High Road, Leyton including adjacent streets Ruckholt Close, Alexandra Road, parts of Grove Green Road, Warren Road and Oliver Road.	3,000,000
Waltham Forest	North East Fringe	Leyton Mills Walking & Cycling Route,	Improve direct access from Leyton Underground Station through the Leyton Mills Retail Park to Marshall Road and Ruckholt Road for cyclists and	2,000,000

Borough	Package Name	Scheme Name	Description	Total Cost
		LBWF	pedestrians, improve the aesthetic appearance and legibility and suitability of routes for cyclists and pedestrians. Particular attention will be paid to the needs of the many elderly and disabled who use this retail facility as well as those with young children and/or heavy shopping. This provides the most direct access from Leyton Underground Station to Ruckholt Road and into the Olympic Park for cyclists and pedestrians.	
Waltham Forest	North East Fringe	Drapers Field, LBWF	A major upgrade to a high quality park is planned following Games time. Potential uses include an urban beach sports facility and tentative discussions have already been held with Sport England. Some improvements can be achieved before the games including improving the aspect onto High Road E10.	3,500,000
Waltham Forest	North East Fringe	Crownfield Road and Thatched House, LBWF	Major improvements to streetscape, increasing footway widths and rationalising parking where possible. Design to incorporate improved and robust street furniture with wayfinding information provided based on Legible London principles and additional tree planting. Particular attention will be paid to needs of pedestrians, cyclists and public transport users. The scheme will present a high quality environment to visitors, on one of the main pedestrian and public transport routes to the Olympic site, and will enhance its reputation to the many thousands who will visit and will provide a welcome boost to local residents and businesses. The improved physical environment will allow easier access to the new employment opportunities being opened up in the Stratford area to Waltham Forest residents.	2,000,000
Waltham Forest	North East Fringe	Walthamstow Town Centre Live Site, LBWF	Street furniture, enhancements to the well-used play area, improved signing for pedestrians and cyclists, additional secure cycle parking facilities.	1,000,000
Waltham Forest	Walking & Cycling Routes	SPECIFIC ROUTE: Coppermill Lane, LBWF	Improvements to wayfinding at various points along the route using Legible London principles. New point of interest boards will be installed that complement signage within Lee Valley Park. Improvements will be made to facilities for pedestrians and cyclists, particularly at the junction of Coppermill Lane and St James Street. There are also locations available for appropriate pieces of public art. Coppermill Lane provides access to Lee Valley Park and the green walking and cycling routes to the Olympic Park. Improved and better signposted routes to Lee Valley park will leave a legacy post Games time.	500,000
Waltham Forest	Walking and Cycling Routes	SPECIFIC ROUTE: Leabridge Road, LBWF	Improved cycling and pedestrian facilities, including provision of high quality wayfinding, along this major east west route that provides access to Lee Valley Park and into the Olympic Park area. The route forms part of the London Cycle Network but specific measures will be implemented to improve	1,500,000

Borough	Package Name	Scheme Name	Description	Total Cost
			the cycling experience. New signing will emphasise the importance of this route to access the leisure activities in the Lee Valley Park and will conform to Legible London guidelines. This route forms part of East London Green Grid. This provides one of the main means for cyclists and pedestrians to access the routes into the Olympic Park along the Lee Valley.	
Waltham Forest	Interchanges	Leytonstone Station, LBWF	An improved streetscape, street furniture, introduction of a small urban square, removal of the demarcation between carriageway and footway to make the space available to all users, roundabout replacement incorporating a new piece of public art, tree planting, more attractive street lighting and improved landscaped areas. Particular attention will be given to wayfinding as Leytonstone provides an important access point to local amenities such as Whipps Cross Hospital and Hollow Ponds (part of Epping Forest). This is a major transport hub in Waltham Forest incorporating a London Underground Station and a bus station (split by the underground line). The immediate vicinity includes a retail area of local importance that requires investment to attract high quality outlets. Many visitors will pass through and use Leytonstone as a transport interchange and many may stay in area.	2,000,000
Waltham Forest	Interchanges	Walthamstow Central, LBWF	This major transport hub incorporates a London Underground station, Mainline train station and the third busiest bus station in London. Several of the buses which can be used to access the Olympic Park originate or pass through Walthamstow Central. The bus station abuts the Town Square live site and a major retail area in Selborne Walk Shopping Centre and the High Street. The area immediately surrounding the station has a very high footfall including commuters, those employed locally and visitors to the local retail and leisure outlets. The design will incorporate new and robust waymarking and rationalise existing street furniture and improve the experience for those visiting the live site or using Walthamstow as a means to access the Olympic Park.	1,500,000

Appendix C Phase 1 Schedule

Phase 1 Scheme Delivery: £25.4m over 3 years

Borough	Schemes	Scheme Spend	Total Spend
Greenwich	Cutty Sark Gardens	£5,410,000	£5,410,000
Hackney	Hackney Wick/Fish Island Master Plan Priority Implementation Projects LBH	£1,100,000	£5,025,000
	Shoreditch East London Line Stations - Urban Realm Improvements	£600,000	
	Hackney Marshes Environmental & Access Improvement	£800,000	
	Access to Hackney Marshes	£650,000	
	Local permeability schemes - Urban squares on Olympic walking and cycling routes	£300,000	
	Regents Canal Parallel Route	£550,000	
	Lea Valley walking cycling improvements (Capital Ring)	£580,000	
	Southwold Road - Leabridge Road	£445,000	
Newham	Stratford Town Centre	£5,000,000	£5,000,000
Tower Hamlets	HS2012 Whitechapel market	£1,680,000	£5,000,000
	Victoria Park	£1,900,000	
	Aldgate paving	£430,000	
	HS2012 Mile End Waste improvements	£130,000	
	Roman Road Town Centre	£860,000	
Waltham Forest	Crownfield Road and Thatched House	£2,000,000	£5,000,000
	Ruckholt Road	£2,250,000	
	High Road E10 (Grange Park Road to Crownfield Road)	£750,000	
		TOTAL	£25,435,000

Baseline Financial Year Expenditure Profile

[DN baseline spending profile by financial year to be inserted once developed]

Phase 2 Design Fees: £2m over 1 year

Borough	Schemes	Scheme Spend	Total Spend
Greenwich	Eltham Live Site and High Street	£60,000	£400,000
	Cutty Sark to the O2	£50,000	
	Woolwich Road	£75,000	
	Greenwich Town Centre	£215,000	
Hackney	Hackney Wick/Fish Island Priority Implementation Projects	£60,000	£400,000
	Homerton Station	£20,000	
	Shoreditch SPD	£15,000	
	East London Line Stations	£20,000	
	Access to Shoreditch	£25,000	
	Mabley Green	£50,000	
	Hackney Marshes	£75,000	
	Cow Bridge	£50,000	
	Local permeability schemes: Urban squares on Olympic walking and cycling routes	£20,000	
	Local permeability schemes: Wayfinding	£10,000	
	Local permeability schemes: Local cycle permeability	£20,000	
	Local permeability schemes: on street parking	£25,000	
	Regents Canal Parallel Route	£10,000	
	Newham	ExCeL/Royal Docks	
Oxford Road/Windmill Lane		£30,000	
Greenway		£85,000	
East Ham Town Centre		£85,000	
Tower Hamlets	Aldgate – Altab Ali Park	£25,000	£325,000
	Ocean Green	£50,000	
	Mile End Intersection	£50,000	
	Greenway links	£50,000	
	Roman Road streetscene design strategy	£25,000	
	Roman Rd Wayfinding	£25,000	
	Market	£50,000	
	Victoria Park	£50,000	
Waltham Forest	Ruckholt Road Area	£75,000	£475,000
	Crownfield Road/Cann Hall Road	£50,000	
	High Road E10	£75,000	
	Leytonstone Station Area	£50,000	
	Walthamstow Live Site and Station Area	£75,000	
	Lea Bridge Road (Cycling and Walking)	£50,000	
	Coppermill Lane (Cycling and Walking)	£25,000	
	Leyton Mills	£35,000	
	4 Borough Olympic Park Fringe Wayfinding	£40,000	
	TOTAL	£2,000,000	

5HBs/ CLG Public Realm Phase 1

PROJECT APPRAISAL FORM

Applicant and Basic Project Details

1 Name of Project	
2 Name of Strategic Package	
3 Lead Local Authority Name: Address: Legal Status: Local Authority	
4 Project Manager (The person who will be responsible for delivering the project and to whom all correspondence will be sent) Tel: Fax: Email:	
5 Total CLG PUBLIC REALM PHASE 1 Funds (Please insert the total amount of CLG funds required over the lifetime of the Project, profiled over the 3 years 2009/10 to 2011/12) Capital: £ Revenue: £ Total: £	
6 Project Duration : Start Date:	End Date:

PART A: PROJECT INFORMATION

SECTION 1 – PROJECT DESCRIPTION

1.1 OBJECTIVES: Please outline the key aim or purpose of the project.

1.2 Project details. Please describe the main elements, activities and physical details of the project, including who will deliver the activities and where it will take place, etc.

1.3 CONSULTATION: Please detail the methods used to consult, inform and involve the local community and their representatives during project development and implementation. Please summarise the results of any consultation already undertaken.

SECTION 2 – PROJECT IMPLEMENTATION

2.1 Is legislative permission or other authority (e.g. planning permission) required for the project to achieve it's goal? What actions are you taking to secure them?

2.2 Please describe the arrangements you will put in place to manage the project and how you intend to measure and evaluate the impact of the project:

(a) Project Management and Delivery

(b) Project Monitoring and Evaluation (Including: who is responsible & frequency of monitoring)

2.3 Please give details of any assistance your organisation will require in managing this project.

2.4 Will any other organisations be actively involved in the delivery and/or management of the project? (Do not include organisations who will simply be providing funding)

Name of Organisation	Nature of Involvement	Level of Commitment

2.5 MILESTONES: Please state below the key milestones and associated spending profiles in the design and delivery of this project including target start/completion dates.

Date to be Achieved	<i>Milestone</i>
Before the Project Starts	
Current Year of the Project	
Subsequent Years of the Project (where applicable)	

2.6 Please indicate how committed any non-CLG Public Realm Phase 1 funding, upon which the project relies, is and whether it is subject to conditions:

Funding Source (profiled over the years 2009/10 to 2011/12)	Cash or In Kind	Level of Commitment	Any Conditions

2.7 Please state below how financial controls will be operated over the project and who will be responsible for monitoring spend.

--

2.8 What audit and banking arrangements will be made to handle the project finances?

--

2.9 Outline the anticipated spend profile (000s) :

2009/10

Q1	Q2	Q3	Q4

Comment:

--

2010/11

Q1	Q2	Q3	Q4

Comment:			
2011/12			
Q1	Q2	Q3	Q4
Comment:			

SECTION 3 – PROCUREMENT ARRANGEMENTS

3.1 Please describe below the procurement arrangements that will apply, confirming whether or not you will be including local firms on your tender list. Will there be any benefits for local labour?

SECTION 4 – EQUAL OPPORTUNITIES

4.1 Please attach or state below your organisation’s Equal Opportunities Policy.

PART B: PROJECT SELF APPRAISAL

5.1 Meeting Key Objectives

	Goal	Challenge	(Tick if met)
Main Objectives	Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	Contributing to a successful 2012 Games and its legacy	
	Enhance the quality of life for all Londoners	Enhancing the built and natural environment	
Other Objectives	Support economic development	Supporting sustainable population and employment growth	
		Improving transport connectivity	
		Delivering efficient and effective transport system for people and goods	
	Enhance the quality of life for all Londoners	Improving health benefits	
	Improve the safety and security of all Londoners	Reducing crime, fear of crime and antisocial behaviour	
	Improve transport opportunities for all Londoners	Improving accessibility	
		Supporting regeneration and tackling deprivation	
	Additional Comments:		

State which of the Key Objectives are met by this scheme indicating how scheme meets the Public Realm capital funding objectives and supports draft MTS outcomes.

SECTION 6 – RISK ASSESSMENT

6.1 Please explain below what are the potential areas of risk to the successful completion of the project. What are you doing to reduce or avoid these risks? Include others that may be appropriate.

RISK	SIGNIFICANCE (Low, Medium, High)	STEPS TAKEN TO REDUCE IT (Where possible)	CONTINGENCY PLANS
<ul style="list-style-type: none"> • The risk of cost overruns • the failure of matched funding to be approved • refusal of any necessary authorities or permissions • meeting deadlines • risks from relying on other projects • capacity of your organisation to deliver 			

DECLARATION

I DECLARE that to the best of my knowledge and belief the information given on this form and in any supporting documentation is correct.

NAME: _____

TITLE: _____

**ON BEHALF
OF (ORGANISATION):** _____

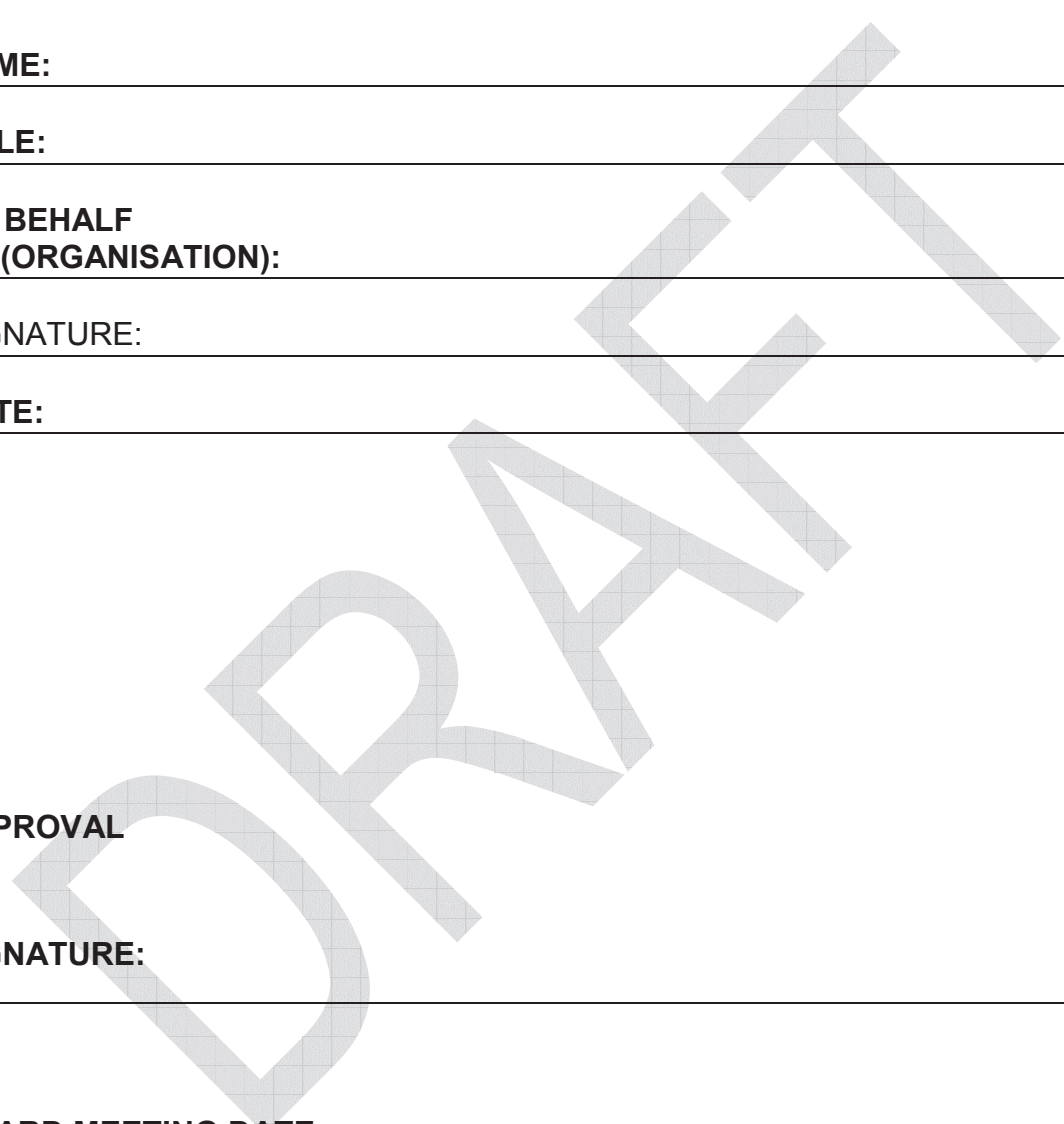
SIGNATURE: _____

DATE: _____

APPROVAL

SIGNATURE: _____

BOARD MEETING DATE: _____



Appendix E Example Financial Report Form to LB Hackney, Accountable Body

LONDON BOROUGH OF WALTHAM FOREST GRANT CLAIM APPROVAL FORM

.1	Grant Name:	
.2	Grant Ref. No:	CI Reference
.3	Grant Payment Body:	
Is this European Funding Yes/No NB FILES MUST BE KEPT FOR 13 YEARS		

Year to which grant relates	Claim:
e.g. Qtr1, Qtr2, Qtr3, Qtr4, 1st or final.	Subsidy: Base Data, 1st Adv, 2nd Adv, Final

Cumulative amount claimed this financial year.....

Total of grant received this financial year:-.....

Is grant subject to audit? Yes/No* External/Internal*

Date due to grant giving body.....

If claim submitted late - have the auditors been notified? Yes /No *

Has Grant Body been notified? Yes /No*

How is overpaid grant treated?.....
ie, C/Fwd or clawback via invoice or deduction from future year's claims

Have the following checks and controls been made?

Grant File prepared with required working papers Yes/No*

Grant Audit Checklist accurately completed (please attach) Yes/No*

Grant reconciliation to SAP completed Yes/No*

If no to any of the above, please provide explanation:-

.....

Completing Officer's NameExt.....

Location

Signature Date.....

To be completed by Head of Finance within appropriate Service

Is the claim arithmetically correct? Yes/No*

Is the claim form signed by Responsible Officer? Yes/No*

Is audit checklist attached? Yes/No*

EUROPEAN FUNDING RULES COMPLIED WITH Yes/No N/A

Date passed to Head of Finance for authorisation

Date forwarded to grant giving body

Date forwarded to auditor

Signature

If grant is auditable by External Auditor, please send completed forms and checklist by post direct to:-

Damian O'Neill,
Audit Commission,
Room 4, Walthamstow Town Hall,
Forest Road,
London E17 4JF

telephone no: 8496 8184

GRANT AUDIT CHECKLIST

Each grant that requires an audit will have a Certification Instruction issued by the Grant Issuing Body. This outlines all the tests and checks that the auditors have to perform in order to certify the grant. Please read these guidelines carefully when compiling your working papers to ensure all the relevant papers are available in advance for the auditors.

This checklist is to be completed by the Responsible Officer and the Head of Finance for the appropriate Service. Signing the form certifies that you have completed all required tests and have supplied all supporting papers.

The following requirements are applicable to all grants:-

1. Copy of grant claim bearing original signature of Certifying Officer:-
Grant Authorised Signatories are Bob Byron, Rishi Peetamsingh, Lin Burton, Alan Imber and David Maynes (all located in WFTH).
N.B.If there is an error on the form, please cross out the figure and write the new figure above & ensure change is initialled by the Certifying Officer. Do not use Tippex on forms as this makes them invalid. Yes/No*
2. Copy of grant claim with cells cross-referenced to individual working papers (e.g: grant approvals, SAP reconciliations, remittance advices, systems printouts). Yes/No*
3. Brief narrative description of compilation method of the claim and main contacts for information on each area of the claim, with telephone extensions and e-mail addresses. Yes/No*
4. A description of internal controls & a note on the extent of internal audit cover (particularly in relation to Council financial systems). Yes/No*
5. Copies of original grant approvals from the grant paying body & any letters of agreement for subsequent variations in grant, (project based grants only). A comparison of expenditure with approvals. Yes/No*
6. Copy of previous year's Audit certificate & any qualification letter... Yes/No*
7. Reconciliation of income & expenditure figures in claim to working papers & SAP. Yes/No*
8. Details of payments made to LBWF with copies of Remittance Advices from Grant paying Body. A reconciliation of debtor/creditor balance with grant paying body on SAP at date of the Chief Finance Officer's certificate, with the balance shown on grant claim form. Yes/No*
9. An explanation of significant variations of claim or return entries from previous year & from forecast budget. Yes/No*
10. Notes & working papers showing the basis of any expenditure apportionment included in claim. Yes/No*
11. Where Authority has incurred the expenditure, VAT has been excluded from claim. Where there is a partnership, VAT implications have been discussed with the VAT team and have been complied with. Yes/No*
12. Arithmetic on form correct. Yes/No*
13. The same expenditure hasn't been claimed on more than 1 claim, or more than 1 grant. Yes/No

14. An explanation of procedures to ensure expenditure is eligible. Confirmation that an expenditure analysis on a case by case/invoice by invoice basis has been reviewed and is available for audit sample selection. Where large journal transfers are included in expenditure, confirmation that details are on file with journal references. Yes/No*

15. The preparer and the reviewer have signed and dated all the working papers on the audit file. Yes/No*

The following tests may be applicable to some grants:-

16. Contracts are awarded in accordance with LBWF standing orders. (This applies where the claim or return includes charges for work carried out by a third party under contract) Yes/No*

17. **Asset register maintained for grant (if capital grant). Copy required. Yes/No***
NB IN THE CASE OF EUROPEAN FUNDING THIS INFORMATION MUST BE REVIEWED ON AN ANNUAL BASIS AND ANY DISPOSALS OR WRITE OFFS ADVISED TO GOVERNMENT OFFICE FOR LONDON IMMEDIATELY. THIS INFORMATION MUST BE KEPT AND UPDATED FOR A PERIOD OF 20 YEARS.

18. Evidence of independent review of expenditure, which is included in the claim or return, but incurred by another body. Yes/No*

19. Any payments made to a third party administering grant monies on behalf of the Council should be separated from any other payments. A specific SAP cost element has been created: 405038 Contractors – external funding, and this should be used and reconciled to claims at year end. Yes/No*

N.B. OFFICERS WHO SUBMIT FALSE OR MISLEADING DATA FACE THE RISK OF PROSECUTION AND/OR RECLAIM.

Please provide explanations for any NO response.

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Agenda Item 5

REPORT OF THE CLERK TO THE JOINT COMMITTEE		
Formal Endorsement of the Strategic Regeneration Framework Part 1 Joint Committee of the London 2012 Olympic and Paralympic Host Boroughs 29th January 2010	Classification Public	Enclosures Appendix A: SRF Part 1 AGENDA ITEM NO. 5

1. INTRODUCTION

- 1.1 This report seeks formal endorsement of the SRF Stage 1 by the Joint Committee of the London 2012 Olympic and Paralympic Host Boroughs. The Strategic Regeneration Framework was previously agreed by the 2nd October Leaders and Mayors meeting and the 19th October Olympic Park Regeneration Steering Group (OPRSG) meeting. It is the first comprehensive vision for legacy.

2. RECOMMENDATIONS

- 2.1 The Joint Committee of the London 2012 Olympic and Paralympic Host Boroughs is recommended to:
- i) **Formally endorse Stage 1 of the Strategic Regeneration Framework**
 - ii) **To agree in principle that a further iteration of the Strategic Regeneration Framework is produced in Autumn 2010 containing high level implementation plans and commitment from all tiers of government**

3. RELATED DECISIONS

- 3.1 The document was previously agreed by the Leaders & Mayors of the London 2012 Olympic and Paralympic Host Boroughs on 2nd October 2009, when they were presented with a pre-final draft. Comments were followed up and changes were made with a final consultation with all five borough Chief Executives on 9th October.

4. ALTERNATIVE OPTIONS

- 4.1 No alternative options have been identified.

5. SUSTAINABILITY AND LEGACY

- 5.1 The Strategic Regeneration Framework Part 1 is a vital first step towards the sustainability and legacy aims of the five boroughs working together. It sets the leading principle of Convergence, forms the foundations of the framework, and sets the scene for a more detailed iteration with commitment to action from a broad range of partners including regional and national government, for which the project plan is currently being developed on the proposed timing of approvals and publication in Autumn 2010.

6. ECONOMIC IMPACT

- 6.1 The Framework aims to improve the economic future of the five host boroughs, with convergence goals set on worklessness, skills, child poverty, educational attainment and broader social outcomes.

7. HUMAN RIGHTS

- 7.1 None

8. RISK

- 8.1 The Strategic Regeneration Framework has been very positively received by a wide range of stakeholders, including Government departments and business representatives. If it is not formally endorsed by the Joint Committee, we risk losing the significant amount of ground we have gained on getting Central Government to sign up to embedding the principle of Convergence. We also potentially undermine the visible leadership which is being given to the business communities, which reinforces the viewpoint that these boroughs are a good place to invest.

9. FINANCIAL CONSIDERATIONS

- 9.1 The SRF acknowledges that investment will be required in the existing social infrastructure, homes and social infrastructure for a growing population, improved economic performance, and development of more sustainable communities. It is intended to include a headline investment assessment of such needs and costs in the next stage of the SRF.

10. LEGAL CONSIDERATIONS

- 10.1 There are no immediate legal implications arising from this report.

11. BACKGROUND / TEXT OF THE REPORT

- 11.1 SRF Stage 1 is the first iteration of a Framework and importantly outlines the five host boroughs' shared principle about achieving convergence with the rest of London by 2030. It is based on London winning the bid to host the 2012 Olympic and Paralympic Games on the promise that it will regenerate the entire community for the benefit of everyone who lives there.
- 11.2 The SRF sets out initial proposals to deliver this ambition by working together and by the embedding the principle of convergence in the plans and strategies of partnering organisations and Government bodies at all tiers of Government.

11.3 More thoughtful work is needed to truly develop effective action plans and shared deliverables and this is proposed as a further iteration of the SRF, to be developed by individual theme groups with representatives from all five boroughs and relevant regional and central Government bodies.

11.4 This report has no direct impact on the equalities policies of the Host Boroughs although it's aims will support better outcomes.

Roger Taylor

**On behalf of Tim Shields,
Chief Executive of the London Borough of Hackney
Clerk to the Joint Committee**

Report Originating Officers: Beth Sedgwick ☎020-8432-0223

Financial considerations: David Bell ☎020-8356-7688

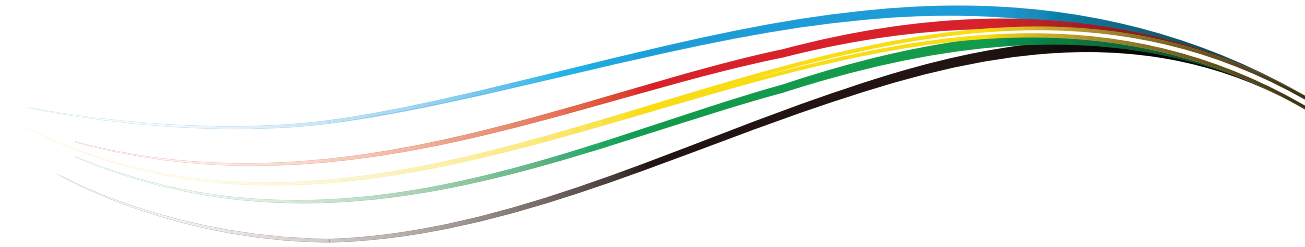
Legal Comments : Graham White ☎020-8356-6234

Background papers

The following documents have been relied upon in the preparation of this report:

Description of document	Location	Date
SRF Part 1	HBU	19/10/09
Navigant Convergence Report	HBU	22/05/09

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convergence

(kuhn-ver-juhns) n:

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

Strategic Regeneration Framework

An Olympic legacy for the host boroughs



“The true legacy of 2012 is that within 20 years the communities who host the 2012 Games will have the same social and economic chances as their neighbours across London.”

Strategic Regeneration Framework

Stage 1 - October 2009

Contents

Foreword by the Mayors and Leaders of the five host boroughs	4
--	---

Executive summary – the Strategic Regeneration Framework	5
--	---

Context	9
Creating a coherent and high-quality city within a world city region	18
Improving educational attainment, skills and raising aspirations	25
Reducing worklessness, benefit dependency and child poverty	29
Homes for all	32
Enhancing health and wellbeing	35
Reduce serious crime rates and anti-social behaviour	39
Maximising the sports legacy and increasing participation	42

Strategic Regeneration Framework governance	47
---	----

Action plan	51
-------------	----

Appendix	61
Initial Equalities Impact Assessment	

Foreword by the Mayors and Leaders of the Olympic host boroughs

London won the right to host the Olympic and Paralympic Games on the promise of regenerating the entire community for the benefit of everyone who lives here. This has become the fundamental organising principle for the numerous agencies involved in making the Olympic vision a reality.

In the summer of 2012, up to four billion people will have their eyes on London as our five boroughs Greenwich, Hackney, Newham, Tower Hamlets, and Waltham Forest host the London 2012 Olympic and Paralympics Games.

Beyond being London's hosts, the five boroughs have other unique traits which deserve the nation's attention. If you are one of the 1.25 million residents in the host borough area you are less likely to do well at school, get a good job, earn a living wage or feel you live in a good place than residents in any other area of London or the UK. Unfortunately, you're more likely to live in a family which is in receipt of benefits, be the victim of violent crime, suffer from obesity in childhood and die early.

The social outcomes that many residents experience in the host borough area are far worse than that of our London neighbours. The structural deficiencies in the east London economy didn't happen overnight – sadly, the gap has existed for over a century.

The scale of poverty and deprivation experienced by our London sub region is an embarrassing, though often hidden, reality of life in our nation's capital. It will be to the nation's eternal shame if those born into east London's Olympic generation suffer the same economic blight.

We are proud supporters of the Olympic and Paralympic Games. But it is our job, and the job of this Strategic Regeneration Framework, to set out an Olympic legacy vision for the area which goes beyond sport.

Our vision for an Olympic legacy is that within 20 years the residents who will host the world's biggest event will enjoy the same social and economic chances as their neighbours across London.

This vision seems easy to achieve. It is not. Not only will a century of social decline have to be halted and turned around, but the pace of change and improvement will need to be immense.

Achieving our vision for the area is not simply a matter of social justice. It is not just the families in the

host borough area who will benefit from a reduction in the inequalities which hold back our boroughs, but the whole of London and the national economy too.

Despite the poverty that affects the host borough area, the place we call home is one of the most culturally vibrant and dynamic areas of the UK. Our residents are determined to do all that they can to help host an Olympics which showcases all that is brilliant and unique about London and the UK as a whole.

We have come together to work on this vision as a direct result of hosting the Olympic and Paralympic Games. We believe that we are collectively responsible for ensuring a better future for our boroughs and the people who live in them. We know that we can achieve more by working together.

We are delighted that on 19th October 2009, the Olympic Park Regeneration Steering Group approved this historic document. We know that Ministers, the Mayor of London, and the many tiers of government and their agencies who have worked so tirelessly to win and stage the London 2012 Games will work with us to help end the economic and social blight in the London 2012 host boroughs area.

Sir Robin Wales

Mayor of Newham
Chair of the Host Boroughs Joint Committee

Cllr Chris Roberts

Leader of Greenwich

Jules Pipe


Mayor of Hackney

Cllr Lutfur Rahman

Leader of Tower Hamlets

Cllr Chris Robbins

Leader of Waltham Forest



“The most enduring legacy of the Olympics will be the regeneration of an entire community for the direct benefit of everyone who lives there”

2012 Bid Candidate File and Host City contract

Executive Summary – the Strategic Regeneration Framework

The London host borough sub region could become an area of economic and social opportunity within the next two decades. If this opportunity is realised, then the sub region will make a significant contribution to the London economy, and remove longstanding inefficiencies related to high levels of economic inactivity and exclusion. The 2012 Games and the physical transformation of the Lea Valley are vital catalysts to that process, but they are not enough on their own. To fully realise this opportunity will require a concerted and sustained effort from the public and private sector and their local, regional and national partners, through the Olympic Legacy Strategic Regeneration Framework.

The Strategic Regeneration Framework (SRF) brings together the regeneration of the physical area of the host boroughs and the socio-economic regeneration of the communities who live within it.

Because these are the most deprived communities in England, the SRF has as its organising principle that over a 20-year period, conditions for the people who live in the host boroughs will improve to the point where they can enjoy the same social and economic conditions as Londoners as a whole. This is the principle of convergence.

The SRF has been approved as a basis for the legacy regeneration of the host boroughs by the Secretary of State for Communities, the Minister for the Olympics, the Mayor of London and the Mayors and Leaders of the host boroughs. That approval extends to the agreement of the inclusion of the principle of convergence in the relevant planning and policy development of local and regional government and the relevant activities of national Government and the active support of officials at all levels to assist in the implementation of the SRF.

Essentially, the SRF will work by improving the co-ordination and delivery of socio-economic interventions linked to the Olympic Games legacy. The SRF will provide sub-regional strategic leadership to address barriers to improvement, and harness the opportunities available through the sub region's improved connectivity, housing offer, public realm and economic growth.

The Framework needs to influence all aspects of the regeneration of the host borough sub region over a 20-year period. It therefore requires a flexible and iterative approach, combined with firm objectives and clear outcomes for the community. The Framework also needs a strong and stable governance framework that can hold all SRF delivery partners to account.

The added value the SRF brings is:

- more strategic planning and delivery;
- building links between traditionally separate programme areas where an integrated approach offers significant net gains, such as health and housing;
- realising opportunities which have lacked a clear champion to take them forward.

This first stage of the SRF explains the context, defines the approach to the physical regeneration of the sub region, sets the outcome targets for improvement in key deprivation indicators, and outlines the next steps for all partners towards their achievement.

It will be followed in March 2010 by a second stage which sets out further legacy benefits, the economic prospects for the sub region, and the detail of the first five-year action plan.

The critical actions up to 2015 are as follows:

1. Smarter collaboration across service and organisational boundaries to deliver convergence outcomes

Successful regeneration rests partly upon direct service delivery, but also upon bringing services together in creative and innovative combinations to tackle problems in a more comprehensive way. Improving health outcomes, for example, is a function not simply of health services, but also of housing, employment, education, and planning.

2. Developing an integrated investment and development framework to manage future growth and deliver convergence outcomes

There will be massive change and development in east London over forthcoming decades. To deliver convergence outcomes we will apply socio-economic principles within physical plans, coordinating investment in jobs, housing, transport, the environment and public services, around an agreed vision and set of priorities to bring benefits to the local area. The aim is to create well designed, successful and sustainable places that attract new business, create new mixed communities, and enhance existing neighbourhoods.

3. Delivering a higher quality public realm to broaden the impact of the Olympic Park and bring direct benefit to local communities

The creation of the Olympic Park will produce a hugely valuable positive impact on the image of the region. The Park's surroundings, however, need to be improved, and the physical quality within the Park needs to be reflected in the public realm of the host boroughs.

4. Commissioning a single well-informed economic and employment forecast for the host boroughs.

Local access to good jobs partly relies on education and training that is accurately geared to the future shape of the growing economy and needs of local employers. Currently there is no common, informed database on which to build the right package of education and training provision. A shared economic forecast will provide all employment and training providers with a common basis on which to plan services in a more strategic and coordinated way.

5. Developing a programme to share best practice more widely to accelerate schools improvement, and boost achievement.

Effective schools are at the heart of convergence. Educational attainment in the host boroughs has been improving strongly in the past ten years, and there is a major physical investment programme through the Building Schools for the Future (BSF) project. A cross-borough strategic school improvement initiative will accelerate the development and take up of successful new approaches to education and effective school leadership. It will include the creation of a network of high achieving schools in each borough with strong business and university links, to expand progression to higher education.

6. Using the Olympic and Paralympic momentum to motivate, raise aspirations and promote community involvement

The Olympics and Paralympics provide a unique opportunity to engage and inspire local people, particularly local young people. This is already happening through a wide range of employment, sporting and cultural initiatives in the area. The host boroughs will be expanding these programmes, particularly in the areas of volunteering, culture and sports and disabled sports. This expansion will harness the 'Olympic and Paralympic effect' and

promote youth engagement, as well as stimulating a culture of high achievement.

7. Creating a top-quality employment and skills service

The host boroughs have developed a sub-regional approach to tackling worklessness. This has been enhanced by the recent Multi Area Agreement (MAA), which focuses on joint investment planning, partnership with employers and making work pay. We need to continue to develop links across all aspects of public sector provision related to worklessness and child poverty, to create a more integrated and client-centered system. We will develop targeted approaches to tackling large concentrations of worklessness, initially exploiting the opportunities offered by major housing and estate renewal initiatives.

8. Expanding and streamlining our dialogue with employers

Good dialogue with existing and prospective employers is a vital part of planning for a stronger economy, building a better and more relevant skills base and securing a larger local share of the jobs available. The host boroughs and their partners will jointly develop a stronger, more streamlined relationship with existing and prospective local employers to maximise their input across the regeneration and development agenda in the most effective way.

9. Delivering affordable homes and expanding choice and mobility for social housing tenants

Local residents who are successful and whose incomes increase need to be able to choose affordable, high-quality homes to encourage them to stay in the area. People need to have the opportunity to move near family, jobs and training opportunities. We will create a new approach to providing social housing tenants with better housing choice and mobility to meet these aims.

10. Tackling major causes of premature deaths by targeted health measures and promoting healthier lifestyles

Circulatory diseases are the biggest cause of premature deaths in the five boroughs. Many can be treated if identified at an early stage, and prevented by adopting healthier lifestyles. We will work with health, sports and education partners to develop a set of treatment and prevention programmes.

11. Building a cross-borough gangs strategy to reduce youth crime and build safer neighbourhoods

Youth crime and gang crime in particular undermines convergence in a range of ways that impact on education, neighbourhood quality, health and more. The host boroughs will develop a cross-borough, multi-disciplinary youth crime reduction and gangs strategy to help promote safer school and community environments in our most challenging communities.

12. Develop a programme of regional community and major sporting events, to promote engagement in sport and disabled sport and build the foundations of a long-term sporting culture

Sport contributes to convergence in many different ways, including health and fitness, youth engagement and business and employment. The combination of 2012 and the facilities it will leave offers a huge one-off chance to maximise this opportunity.



Section 1: Context for the Strategic Regeneration Framework

In this section we set out the context for the development of the Strategic Regeneration Framework (SRF), and the principle of convergence.

The 2012 Games and the Olympic Park legacy

The 2012 Olympic Games in east and south-east London will bring significant direct benefits to the host boroughs. The Games bring the needs of the host boroughs into sharp focus, and through the promise of legacy benefits for communities, create the opportunity to tackle the physical and social deprivation that characterises the sub region.

The SRF is a response from the host boroughs and their partners to that challenge, and it is firmly grounded in the direct and indirect benefits of the 2012 Games.

The most important of these benefits for the SRF include:

- the physical regeneration of the Lea Valley has enabled the adjacent host boroughs to explore how the Olympic Park will act as a catalyst to much-needed and better-quality development. This will bring considerable improvement to the neighbouring areas which are often run down;
- the infrastructure which will service the Games is already transforming the host borough public realm and transport network. These developments will help boost the economy of the whole host borough area;
- the construction of the Olympic Park has brought training, job and contract benefits to local businesses and local people;
- the creation of housing, social and educational infrastructure within the Olympic Park will help to meet the housing needs of the host borough areas and create educational and health opportunities for residents of adjoining areas;
- the sporting facilities on the Park and the 2012 Games themselves have already created a platform within the host boroughs for a lasting sporting legacy for local communities;
- the spirit of the Olympic and Paralympic Games is being seized as partners work together to deliver cultural, sports and volunteering programmes which promote the active engagement of residents and build community cohesion;
- after the Games, the Park will become a focus of sporting and social activity for the people of the four host boroughs to the north of the Thames. These facilities did not previously exist in the area, and will enable residents to make better use of the recreational

facilities of the Lea Valley;

- the scale of the Olympic Park development, and the holding of the Games in the Park, at Excel, Woolwich, O2 and Greenwich Park, represents a very important symbol of the renaissance taking place in east and south-east London. The Olympics creates an opportunity for significant change in the ambition and aspiration of communities in the host boroughs;
- the host boroughs are already feeling the benefits to the visitor economy arising from the planning for and hosting of the 2012 Games. These benefits are expected to rise in the period between 2009 to 2012 and will become an important and sustainable part of the host borough economy;
- there is evidence that the reputational benefit of the Olympics post-Games time will be of substantial assistance in the marketing of the Olympic Park and its fringe areas.

Olympic Park Legacy Company (OPLC)

The OPLC has been created to provide a focal point for securing the right expertise, accountability and leadership for the Olympic Park legacy, taking forward early legacy development and transformation decisions. The Company plays a key role in building investor and community confidence and developing a robust business plan for the development envisaged in the evolving Legacy Masterplan Framework (LMF) and for the management and marketing of the place. We will continue our relationship with the OPLC as there is a mutual recognition that much of the local leadership and action to achieve legacy will depend upon such close working. As the OPLC develops its legacy plans, we will work collaboratively to ensure that the principles of convergence underpin this work. Although it is too early to be prescriptive, we will be working with OPLC to identify ways in which the LMF may support the SRF objectives, including:

- balanced housing provision within the park, including elements of rented and affordable housing and family housing, reflecting the needs of the area;
- excellent community, educational, health and cultural facilities;
- collaboration on the development of the legacy sports facilities in a manner that enables use at all levels, from local communities to blue riband international events;
- high quality open space that is used by people for

a wide range of cultural, sporting, play and leisure activities;

- firming up the physical links to enhance accessibility between the park and its surrounding areas and to link the fringe communities;
- with the assistance of Park employers, creating a local framework for training, skills and employment for the local workforce;
- where appropriate, creating a framework for the joint development and marketing of sites in and around the Park.

The deprivation gap

The most overwhelming challenge that the host borough area faces is the scale of its disadvantage, compared with the rest of London and the country. Together, the five host boroughs account for the greatest cluster of deprivation in England and Wales. The consequence is a disparity between the host borough sub region and the rest of London, which exceeds all regions.

To change this situation is an immense challenge. On almost every indicator available, the fate of families and communities living in the host boroughs is on average worse than other communities in London. For example:

- 64.2% of the population are employed in the sub region compared with 70.4% in London, which equates to 77,000 fewer people in employment in the host boroughs;
- there is a persistently high level of violent crime with a clear gap to the London average (29 offences per 1000 population in the five host boroughs, compared to 24 per 1000 in London);
- overcrowding varies from 18% to 38% of households in the five boroughs against a London average of under 7%;
- there are low levels of adult skills compared to the London average, with 17.6% of adults in the host boroughs having no qualifications, compared to 11.6% in London (this gap equates to 67,000 more people with no qualifications). 36% of adults in the host boroughs have National Vocational Qualification Level Four (NVQ4) qualifications (equivalent to degree level and above) compared to 40.6% in London (this gap equates to 51,000 less people with NVQ4);
- there is almost an 8% gap in GCSE attainment from the London average;
- an extra 15 people per 100,000 population die

prematurely in the host boroughs than in London overall;

- one in four children are classified as obese by Year Six, this is above the London average.

The situation is getting better, with a significant increase in the levels of attainment and a reduction in violent crime, but the gap with London persists.

National and international experience and evidence confirms that deeply ingrained deprivation can only be successfully eradicated if there is a clear understanding of the inter-relationship between the symptoms of deprivation and a long-term dedicated approach to tackling them within the overarching objective of reducing poverty through improved education and access to work.

The physical development of the host borough area

We have undertaken a review of the likely development of the host borough area over the next 20-30 years. Even taking the current recession into account, it is clear that the area will experience significant levels of development (unprecedented in London) and that this will have a beneficial effect on the economy of the region and the demand side of the job market.

These developments are of considerable magnitude. They run from the Olympic Park and Stratford City in the north, to the planned developments in the Lea Valley and the Royal Docks, the implementation of the planning approval for the Wood Wharf extension of Canary Wharf, and the completion of the developments on the Greenwich and Woolwich waterfront. These developments, with the addition of new major transport infrastructure in Crossrail and other schemes, are currently estimated to create in excess of 200,000 new jobs.

Additionally, the host borough area is designated as a major housing growth point for housing of all tenure. This lays down a challenge and an opportunity for the host boroughs and their partners to work with government and the private sector to create new and improved housing areas that can be at the heart of sustainable communities.

Such a scale of development raises challenges for policy makers in terms of phasing, balance, marketing and type of development. Furthermore, in the current economic climate it is unlikely that private developers' subventions to the provision of public infrastructure (such as schools and health facilities) will be available on the scale expected in the recent past. The public sector will need to find new ways to ensure that such provision

goes hand in hand with new development.

There is a clear need for the host boroughs and the Mayor of London to work together to ensure that the development of the area meets both the needs of local people and the wider economy. This can best be done by ensuring from the beginning, real clarity of purpose and ambition in planning such development. The LMF for the Olympic Park will be a first crucial step in that process.

Without the organising principle of convergence, the scale of progress and development will not automatically bring economic benefits to residents in the area.

Canary Wharf is an example of this. Based within the host boroughs area, it has created tens of thousands of jobs, and while a proportion of local residents have accessed employment, Tower Hamlets continues to have an employment rate of around only 61.7% of its working age population. If the SRF is to be successful, the local population must have the appropriate skills and education to access the jobs and opportunities that will come with the large-scale development of the area.

This first stage of the SRF should be seen as the proper starting point for the development of these ideas.

Future economic prospects

The host boroughs commissioned work in early 2009 to forecast the likely shape of the host boroughs economy by 2030, when the planned development of the area will be largely completed. This modelling assumed that, over the period to 2030, Government, the London Mayor, the host boroughs and their partners had been successful in achieving a significant improvement in the socio-economic conditions of the communities living in the area, particularly their access to the future job market.

On that basis, the forecast suggests that in economic terms the host borough area could be a major new contributor to the south-eastern economy and that, in fiscal terms, the reduction in benefit dependency and increases in tax revenues would have a beneficial impact. The forecast also states that these benefits can only be realised if the economic growth is matched by socio-economic improvements within the communities of the host boroughs.

The host boroughs now intend to commission a further and more detailed study of the economic potential of their developing area and to also seek advice on specific strategies to maximise the chances of success. The outcomes of this work will be reflected in the next stage of the SRF.

Population

The host boroughs are home to 1.25 million people, approximately a sixth of London's total population. Collectively, the boroughs have twice the population of Glasgow, three times the population of Manchester, and half again the population of Birmingham.

Forecasts by Greater London Authority (GLA) Economics suggest that the population of the host boroughs will increase more rapidly than in any other part of London. Over twenty years, the GLA predicts a population increase of 260,000 people in these boroughs, which is the equivalent of a whole new borough the size of Newham. This is partly a reflection of the youthfulness of the existing population, and partly a consequence of the planned increase in new housing provision in the area.

There are strong causal relationships between the levels of deprivation experienced in the host boroughs and poor educational attainment, low skills levels, high levels of worklessness and poor housing. These factors are emphasised in communities where the demographic mix includes very large numbers of families experiencing hardship. In the host borough area, the demographic mix in many communities creates unusually severe challenges for those tackling the root causes of deprivation.

A significant factor in the demographics of the host borough area is the high rate of churn. The host boroughs experience very high levels of inward migration of poor and deprived families who are unable to find housing elsewhere in London and who are drawn to the relatively easy availability of low-cost rented accommodation. The constant flow of transient populations does not assist in the creation of sustainable communities and tackling this problem on a pan-London basis will be a significant factor in achieving the reductions in deprivation that are at the core of the SRF.

The transient nature of the population also causes significant inaccuracies in population data, which in turn affects many aspects of government where population is the driver of decisions – for example, resource allocation and performance. The host boroughs have conducted a review of their population and want to work towards an agreement with Government that our population is significantly understated, a situation which has important policy implications. This issue affects every aspect of the local public sector and without an accurate population base the challenges of meeting need in the area with limited resources are exacerbated.

Connecting areas

The host borough area is a significant part of metropolitan London. Its planned growth and development over the next 20 years will give it the functions and role of a city sub-region within that metropolis. It has the potential to become the driving force in the development of the Thames Gateway.

Recognition by the Government of the five host boroughs as a sub-region reflects an increasing acknowledgement of the benefits of creating sub-regional structures and policies. However, the host borough sub region remains an interconnected part of the metropolis. Other adjoining areas of London experience similar socio-economic challenges, and present symptoms of deprivation comparable with those reported in this document.

The host boroughs recognise that they enjoy advantages and responsibilities from hosting the Olympics and need to explore their relationship with neighbouring boroughs and with the Thames Gateway. The host boroughs believe that the regeneration of their area can and should bring benefits to the areas that surround them. Consequently, it is important as the SRF develops that it is informed by the needs of adjacent areas and we therefore aim to:

- consult with relevant neighbouring areas that may be affected by developments in the host boroughs;
- develop host borough plans in a manner that allows benefits to be spread over a wider area;
- recognise interlocking sub-regional opportunities.

Financial implications

The SRF acknowledges that coherent physical development of the area will require further public investment. Such investment will be required to:

- make improvements in the existing social infrastructure;
- provide homes and social infrastructure for a growing population (e.g. schools, health and leisure facilities);
- improve the economic performance of the area;
- support the development of more sustainable communities;
- ensure the successful development of the Olympic Park.

There may also be a need to support new methods of partnership working.

These implications will be exposed in relation to specific investment proposals which will emerge

over time, and will be subject to critical analysis through normal channels and through the East London Legacy Board structure. The SRF does not seek any commitments to such matters at this stage.

In the next stage of the SRF, we intend to include a headline investment assessment of the needs and costs of new social infrastructure likely to be required over the 20-year SRF period.

Equalities and sustainability

The SRF has the potential to have a very positive impact on the diverse communities of east and south-east London. Due to the demography of the area, it is likely that in order to reach its goals, the SRF will have to widen the opportunities available to some of the most disadvantaged groups in the boroughs. However it is also recognised that without full understanding and evidence about the structural, systematic and historical barriers which equality groups have faced, it will be possible that this once in a lifetime opportunity to tackle them will not be fully harnessed. It would be most undesirable for the convergence principle to be met, without a real impact being felt in the sub regions diverse communities.

An initial high level Equality Impact Assessment (EqIA) has been undertaken and is attached as Appendix 1. It outlines the steps that will be taken over the next few months to ensure that the detailed action plans being developed as part of the next stage of the SRF take account of the evidence and really mainstream equality issues in their delivery. The EqIA is a 'live' document which will be developed and expanded over time.

Sustainability is another cross-cutting theme within the SRF. The UK Government has legally committed itself to an 80% reduction in carbon emissions by 2050. In London the Mayor has committed to go even further, seeking a 60% reduction by 2025. These reductions are significant and unprecedented and will require wholesale and transformative responses if they are to be achieved. For the five host boroughs this transformative response will need to be even greater as the sub region currently has some of the lowest per capita carbon emissions in the country; to be expected given their relative deprivation. However, a corollary of this is that they also have a starting infrastructure that will not be up to the job of delivering low carbon economic growth and development. New building makes up less than 1% of the total housing stock in any one year, with at least 75% of the homes that will exist in 2050 having already been built. Much of the existing housing stock in the host boroughs is in poor condition and this is reflected in their

energy performance as much as any other indicator of housing quality.

The sustainability challenge for the SRF, therefore, is how the host borough area can meet its legitimate needs for social and economic convergence while at the same time capitalising on the environmental imperative as both an orientating objective for and potential 'engine' of such convergence.

An external study has been commissioned to scope out in more detail the following:

1. How could or should sustainability be structurally embedded within the SRF strategy and programme?
2. What should a sustainability framework for the SRF cover and how and what will it prioritise in terms of delivering both convergence and transformative sustainability?
3. Given the agreed priority issues, how should the SRF and the wider policy and service delivery functions of the five host boroughs respond in practical terms? What would this need to look like if it were a substantive plan for delivery?
4. Opportunity mapping – providing an overview of the main areas of physical development and investment, strategy and policy and service delivery that will help deliver a convergence that is environmentally sustainable.
5. A draft sustainability framework, providing a nested set of key drivers, principles, objectives, identified agencies and indicators of success.
6. A 'next steps' programme to define on ongoing work programmes to be embedded within the SRF.

Convergence: the Strategic Regeneration Framework's organising principle

The high and persistent level of deprivation in the host boroughs was the key reason for locating the 2012 Olympics in the area. The SRF is an expression of the host boroughs' determination to use the 2012 Games as a catalyst for radical socio-economic and physical regeneration.

The objective is to achieve socio-economic convergence between the host boroughs and the London average for key indicators of deprivation within a 20-year timeframe. In order to fully explore the deprivation gap, the host boroughs commissioned an external analysis of the statistics.

The analysis formed a report 'Host Boroughs:

Convergence' which has been accepted by the Government, the Mayor of London and the host boroughs. It identifies seven key indicators where convergence between the host boroughs and the London average should be targeted.

These are:

1. Raising results at Key Stage Four (GCSE)
2. Improving results at Key Stage Two (11 year olds)
3. Increasing employment rates
4. Increased mean incomes in the bottom two fifths of earners
5. Reducing the number of families in receipt of benefits
6. Reducing the rate of violent crime
7. Increasing life expectancy

These indicators are the key drivers of deprivation. Eradicating deprivation involves enabling people to get a good education, access decent well paid jobs, enjoy good health and live in safe communities. They also recognise the close links between the quality of the places where people live, and their impact on health outcomes, such as an active and healthy lifestyle and levels of crime. The SRF stage one also identifies a smaller number of additional thematic indicators that enable partners to track progression towards achieving convergence.

The scale of the problem is very large. For example, to increase the employment rate to the London average the host boroughs sub region must improve at over twice the estimated annual London improvement rate over 20 years. While additional resources may prove to be necessary, the most important factor will be the willingness of all levels of government to commit to ownership of the challenge, and to develop new and integrated ways of working together to tackle these multi-faceted problems.

Achieving convergence in the host boroughs represents a just approach to the way communities are managed and supported. But tackling deprivation as severe as that experienced in the host boroughs also makes sense in terms of reducing the costs of support and dependency. By addressing the high levels of worklessness in the host boroughs we will enable the local and sub-regional economy to perform effectively, bringing wider benefits to the London economy as a whole.

This SRF deals with each of the key areas that are widely acknowledged to be at the heart of eradicating deprivation. Inevitably each is dealt with here on a

discrete basis but in the detailed action planning for the implementation of SRF it is well recognised that all of these factors are closely interrelated.

Embedding the culture of convergence

Later on in this document, attention is drawn to the need for the SRF's long-term governance to inform a wide range of local, regional and national planning and policy making, as it affects the host borough sub region. This is one of the ways in which the long-term ownership of the issues will be secured.

However, it will also be necessary to ensure that successive generations of operational leadership within the host boroughs and their partners understand the importance and priority of the convergence principle and the SRF.

To achieve this, it will be necessary for these principles to become embedded not just in organisations' plans and policies, but also in the culture and priorities of the workforce on whom the successful realisation of the SRF will depend. This issue will be explored further in the next stage of the SRF.

Eradicating deprivation through partnership

The SRF aims to enhance strategic partnership across the five boroughs, recognising the breadth of work underway through the Local Strategic Partnerships (LSPs) to achieve their Local Area Agreement priority outcomes. These efforts will be strengthened by our co-ordination of the Olympic Multi Area Agreement (MAA) and by further plans set out in the seven themed sections of this SRF. Our commitment is to a shared multi-agency approach to achieve convergence on the seven priority indicators of change.

The preparation of the SRF has been a joint effort between the host boroughs, the GLA family, Government, and local and regional partners. The SRF five-year next steps are therefore the product of theme groups where all relevant partners were represented.

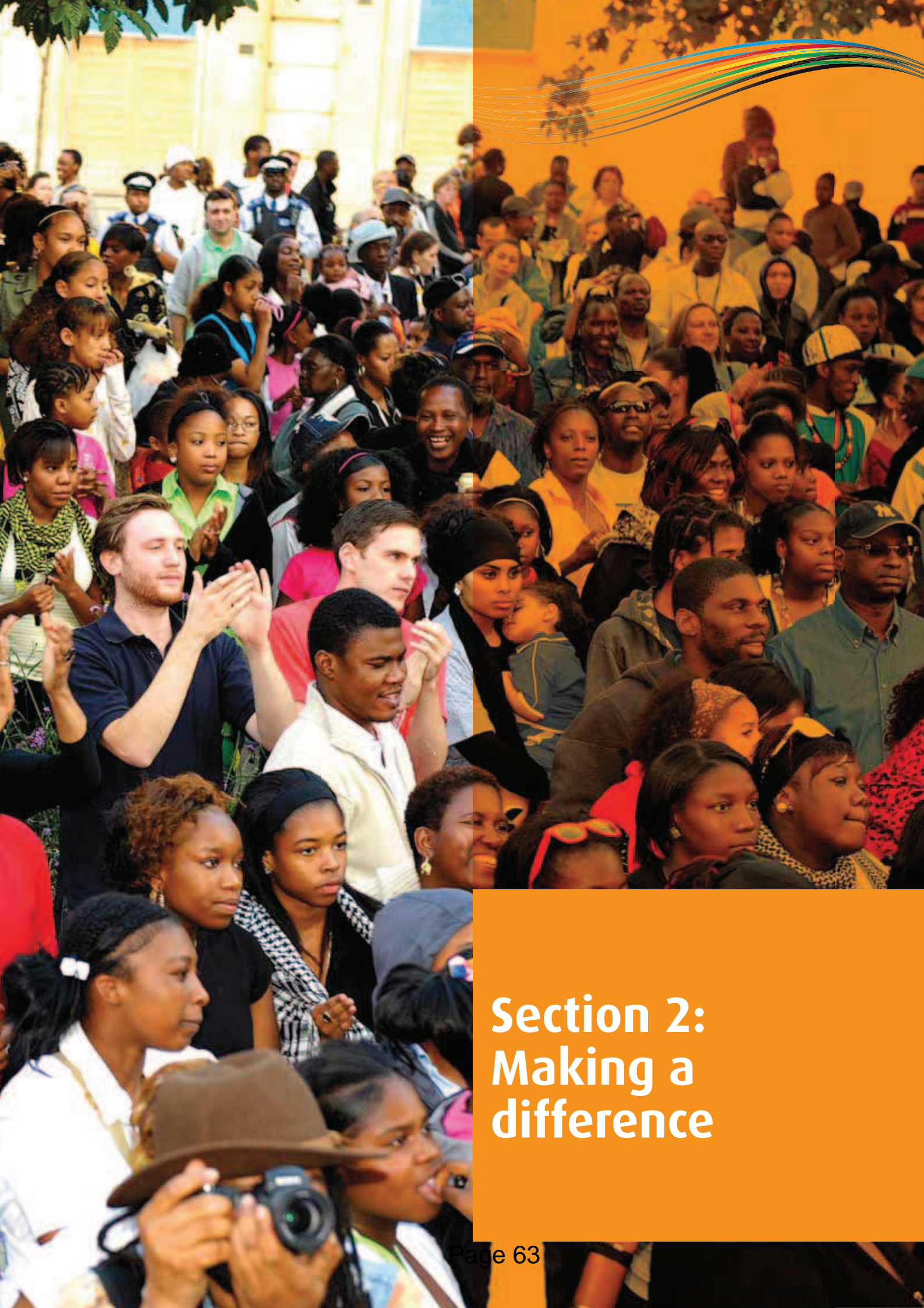
The SRF theme groups have enabled the development of strong local partnerships, which have been well supported regionally. In many cases, these sub-regional partnerships are entirely new. Their formation has highlighted the potential for sub-regional partnership working, which permeates almost all of the SRF proposals for action.

The Government's decision to create the East London Legacy Board with representation from a wide range of partners is key to the delivery of the SRF's objective to tackling deprivation.

A strong and coherent sub-regional partnership

Drawn together by the challenge of making the most of the benefits of the 2012 Olympics, the host boroughs have developed a sound working relationship. This relationship is formalised in the establishment, unique in London, of a Statutory Joint Committee (which oversees the five boroughs mutual interests in the Olympics), the MAA, and the SRF. The establishment of a formal legal framework strengthens the capacity of the host boroughs to work in partnership and demonstrates to other tiers of government and to the wider investment market that the ambition to secure the long-term economic future of the area is vouchsafed by local arrangements.

The combination of a sub-regional approach and the host boroughs partnership has developed a MAA that includes a sub-regional investment strategy approach for worklessness and housing. Our sub region will increasingly offer national and regional government a new and more relevant framework for developing policies which, like those of the host boroughs, will be focussed on the achievement of socio-economic convergence.



Section 2: Making a difference

This section identifies seven outcomes that need to be tackled to address deprivation and meet the convergence objective. These are:

1. Creating a coherent and high quality city within a world city region.
2. Improving educational attainment, skills and raising aspirations.
3. Reducing worklessness, benefit dependency and child poverty.
4. Homes for all.
5. Enhancing health and wellbeing.
6. Reduce serious crime rates and anti social behaviour.
7. Maximising the sports legacy and increasing participation.

For each of these seven outcomes, the following information has been provided:

- current socio-economic issues, including how these compare with the rest of London, and how these affect the life chances of people – why it matters;
- performance improvement rates required and the barriers that inhibit performance – the challenges to achieving convergence;
- five year deliverables towards convergence – what we will achieve by 2015;
- key actions that we will undertake on route to convergence – what we will do in the first five years.

Outcome 1: Creating a coherent and high-quality city within a world city region

By 2015, we will:

- narrow the gap between London and the host boroughs performance for people satisfied with their local area by 1.5 – 3.5 % points;
- deliver new and better places to live and work, including planning for 50,000 homes, and the related schools, health centres and other social infrastructure;
- complete the early stages of the Olympic Park redevelopment as a lasting legacy.

Based on today's population and data, this would mean:

- 275,500 more people satisfied with their local area as a place to live.

We are going to:

- ensure that physical development supports convergence by:
 - the world-class development of the Olympic Park delivering a focus for the legacy in the host boroughs;
 - the arc from the Lea Valley to the riverside providing a heart for the area;
 - improving connectivity for the locality;
 - all our places becoming high quality;

- delivering high-quality social infrastructure;
- physical development providing for local economic growth.
- embed these objectives in all the relevant spatial plans and developing a complementary investment plan.

The challenges to achieving convergence include:

The average percentage of residents in the five host boroughs who are satisfied with the area in which they live is 8% points less than the London average. We need to close this gap, ensuring that physical development contributes to the social and economic outcomes locally and that investment in social infrastructure keeps pace with housing growth.



Why creating a coherent and high quality city within a world city region matters

In these five boroughs, the developments which responded to post-war destruction and more recent de-industrialisation have not yet produced a coherent area of uniform high quality. Even the most recent new developments have not always been of the highest quality, and have not delivered benefits to existing residents, or overcome the ingrained fragmentation of the area. We remain a place characterised by the continual movement of populations and concentrations of deprivation.

The legacy of our history can nevertheless become an asset. There is much more available land and development potential close to the centre of London and surrounding area, and there are already four major catalysts for growth: Canary Wharf, the Greenwich Peninsula, the ExCeL centre, and Stratford City including the Olympic Park Legacy. These developments will reshape both the five boroughs and London. They will create a new focus within the host borough area that will enable east London to take its place alongside the City and West End. The future growth of London depends on what happens in the five boroughs.

The long-term development of the Olympic Park and the focus and commitment it brings will be significant both in itself and as a catalyst for further development throughout the five boroughs. There will be an anticipated 250,000 additional residents living in the five host boroughs by 2026, requiring new homes as well as workplaces and social facilities. This scale of change and investment offers a collective opportunity to harness and focus these physical transformations to bring maximum benefit to the communities that live here, to influence how this area fits together as the equivalent of a city, to benefit London, and to support the delivery of convergence.

We start with strong assets

Within this part of London, we already have all the elements you would expect to find in a city of 1.25m people, including:

- major town centres with a metropolitan-scale centre at Stratford and a network of distinct, well-established town centres;
- a strong employment base including a world-class financial district at Canary Wharf;

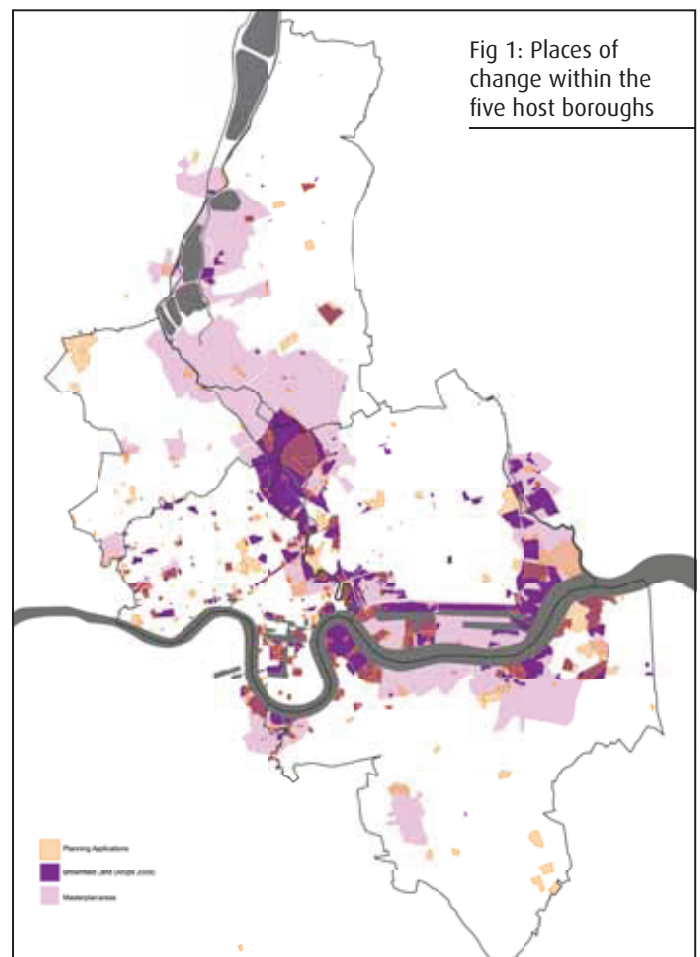
- five higher education institutes;
- two world heritage sites;
- internationally-renowned entertainment venues;
- extraordinary quantity, quality and diversity of open spaces and waterways;
- excellent external connectivity to central London, south-east England and Europe.

There are large development plans

Over the next 20 years, plans are being made for major developments across the five boroughs. The map at Figure 1 shows the areas where plans are already being drawn up and illustrates how these lie at the core of the host boroughs area, stretching north and south from the Olympic Park and along the riverside.

Within this area of major change, these are some of the planned timescales for investment and the outcomes that we can expect:

By 2011 Stratford City will be in business as the largest retail and leisure centre in Europe. There will be the first phase of homes for 11,000 people and half a million



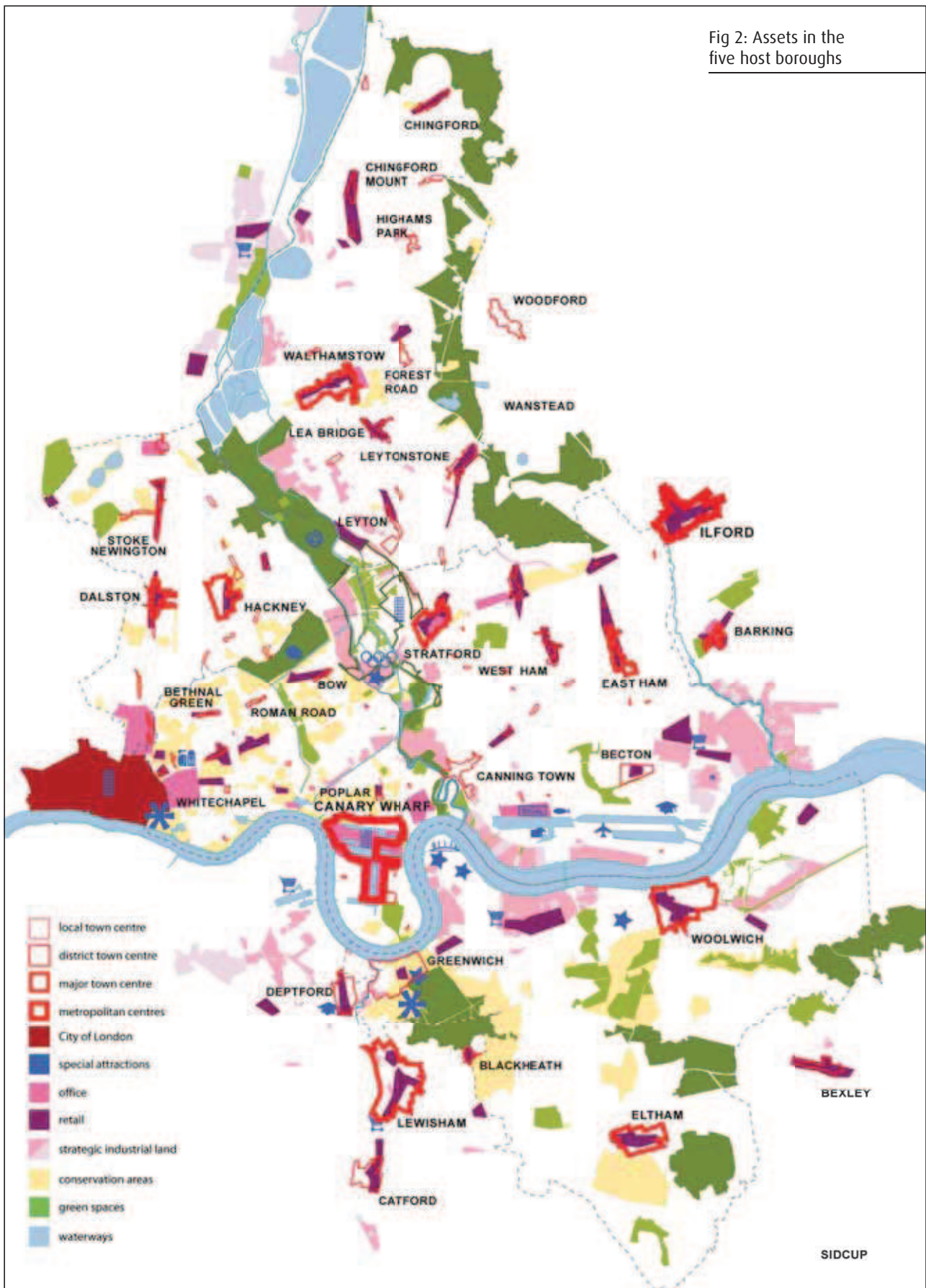


Fig 2: Assets in the five host boroughs

square metres of office and business space

By 2012 the Olympic Park, with 246 hectares of regenerated land, will:

- provide a brand new park, with five world class sports venues and associated facilities;
- improve connections across the existing physical barriers of railway lines, waterways, and the major dual carriageway;
- offer a media centre in Hackney, used initially for the press coverage of the 2012 Games;
- accommodate 17,000 international athletes in the Olympic Village that will eventually offer around 3,000 new permanent homes of which approximately 50% will be affordable.

In addition, across the Olympic Fringe we expect up to 3,000 new homes and 90 hectares of new or improved green space.

By 2017 Crossrail will have been completed, with ten stations across the host borough area, connecting places like Canary Wharf, Stratford, Woolwich and the Royals to the City, West End and Heathrow. It will offer opportunities for people to come here to work, or to live here and work elsewhere in London. The Olympic Park will be offering an immediate legacy with 102 hectares of open land that connects with the Lea River Park to form part of a series of integrated green spaces linked to the Thames.

The decade to 2025 will see:

- the continued commercial growth of Canary Wharf and the start of the Wood Wharf development, which in total has the potential to generate around 177,000 jobs;
- the enhancement of Stratford City as a commercial centre;
- the evolution of Greenwich peninsula as a commercial and residential neighbourhood;
- a new centre for the Royals at Silvertown Quays and the first major tranche of houses and commercial premises will become available on the Olympic Park.

The route to convergence

The combination of these assets and the extensive development opportunities will not automatically support our objective of improving the social and economic conditions of the area. This Framework therefore focuses on how the physical development can be used to achieve convergence.

Unless the place works as one complete area, economic growth will be limited and we will not gain the local value from the growth. The scale of the new developments is an opportunity, but the location of them is a challenge: they lie at the edge of each individual borough, but across the heart of the whole area. The existing fragmentation arises from new development largely being treated as freestanding from the major barriers created by the infrastructure of rail and road, and from accidents of land ownership and administrative boundaries. We can counter that fragmentation and achieve one complete area if we place developments in the wider context. This includes looking across administrative boundaries, creating communities that are sustainable in their own right, ensuring that new schemes add to the strategic development of the area, and making sure they add value to existing places and communities.

We are at a critical point where the conjunction of the Olympics, the pause in development resulting from the financial downturn, and the opportunity to reshape key planning and strategic documents, enables us to ensure the area will perform to its full potential. This breadth of approach has already been understood in the development of the Olympic Park, where the relationship between the Park's development and the fringe areas is being assessed and embedded. It now needs to be looked at in relation to the other development areas, and thus to the five boroughs as a whole.

Viewing the five boroughs as equivalent to a city, not just a set of disconnected areas within London, will enable us to deliver better linkages between the physical development and the social and economic outcomes. The SRF will support convergence through:

- the coherent planning of both new development areas and changes to already developed areas, especially given the extent to which the new areas fall along the boundaries between boroughs;
- the most effective timing of development to exploit the new transport infrastructure and ensure housing, jobs and social infrastructure come together;
- better planning of new developments to strengthen

Fig 3: A diagrammatic picture of the existing pattern of 'places', illustrating the fragmentation, and lack of riverside development



and connect existing places, so that residents feel a sense of ownership and can access opportunities;

- creating high-quality, distinctive and diverse places, which set new standards for liveability and sense of place, reducing the need for people to move as their needs change.

This is the basis of our strategic approach to the development of the area and the contribution to the overall objectives.

Implementing that strategic approach will also need a local focus on each neighbourhood: for most people their immediate neighbourhood will influence their decision to stay and live, work and bring up families.

The five borough area is made up of about 50 well-defined and recognisable places. Figure 3 illustrates these and shows there is less-coherent and more-fragmented

neighbourhood development in the core of the area. When focusing on those local areas where the most significant development will take place, or which are in need of the greatest improvement, we will aim to reduce that fragmentation as far as possible.

Key development principles

These two strands – strategic approach and local focus – can be expressed through two key principles:

- future development must be planned to support the overall social and economic outcomes set out in this SRF. Development has value in its own right, providing new homes or places for business, but the location, scale and timing of development needs to support convergence;
- development must contribute towards both a coherent and sustainable city across the five boroughs, and to improving each of the distinct neighbourhoods within the area.

How we will implement change

This framework has a strategic focus. We recognise the strong advantage in working together on developing this wider vision, but equally the importance of tailoring solutions to the diverse needs of their local communities. Implementation of the framework will therefore concentrate on strategic issues in two ways:

- aligning all the elements of the statutory spatial planning system to support our aims. We believe that the system is already too complex and wish to see simplification rather than the creation of further additional separate plans;
- developing a long-term investment strategy especially for transport and social infrastructure, dealing with public and private resources. This will complement the work in the individual Local Development Frameworks being prepared by the boroughs, and will help align the investment plans of all key agencies.

Initial strategic issues

To implement our principles we propose to shape current spatial plans to deal with the following six strategic issues.

- 1 **The world-class development of the Olympic Park delivers a focus for the legacy in the host boroughs**

Significant choices will soon be made to set the long-term development objectives for the Olympic Park through the proposed LMF and the Supplementary Planning Guidance for the Lower Lea Valley. After 2012, the Park could be a place where sport and physical activity – from world championships to community games – will be hosted, celebrated, grown and sustained. The LMF could create a place that promotes and celebrates sport, play and sports tourism, helps people to discover new activities and healthier lifestyles, and creates employment and economic benefits for local communities. The Park and the key retained venues must be a significant attraction for the area, acting as a magnet for sports tourism and contributing to the growing east London visitor economy. The main developments must complement and link to our other world-class assets, like the World Heritage Sites at Greenwich and Tower Hamlets, O2, the ExCeL Centre, Canary Wharf and the Hackney Media Centre. The Park must demonstrate the legacy commitment and act as a catalyst for the implementation of that commitment throughout the five boroughs.

2. The arc from the Lea Valley to the riverside becomes a heart for the area

The physical barriers around the Olympic Park and throughout the Lea Valley include major dual carriageways, heavy rail lines and water. The new development areas are currently holes in our urban fabric and risk remaining separate unless we ensure that local places have access to the Olympic Park. We also need to ensure access to other developments throughout the whole Lea Valley, including to the north, creating an area of connections and eliminating barriers.

3. Connectivity is improved for the locality

This part of London will have one of the most comprehensive transport systems, able to connect into the wider metropolitan region and internationally. This will be attractive to business, although we are clear that we need more Thames crossings to relieve the hugely overloaded transport routes across the river.

There is very limited local connectivity, which has a major impact on communities, particularly around access to employment hubs. We need to ensure

links across the barrier presented by the A12. We need more and better local access points to the M11 link road, which goes straight through much of this sub-region. We need improved north/south bus networks and to open some of the local rail stations, particularly on the rail routes into Liverpool Street. High quality, safe and direct cycle connections would provide a valuable addition to local connectivity.

4. All our places are high quality

Our residents and businesses deserve clean, decent and attractive places. There is a long history of rules and regulations around the management of our public realm which is not always interpreted in line with the latest position on design standards and quality places. As part of our MAA, we will therefore:

- work with Government to identify ways to simplify the rules and regulations for better and cleaner places;
- bring together all the key players in the public realm (such as Transport for London (TfL), utility companies and highways contractors) to agree

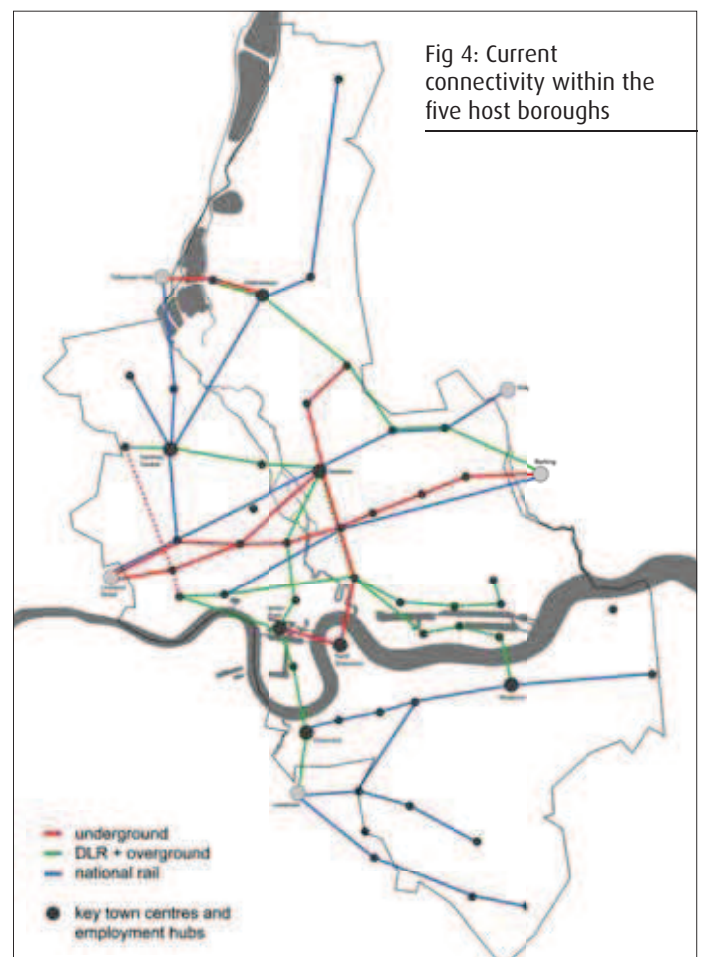


Fig 4: Current connectivity within the five host boroughs

a co-ordinated approach for improvement and maintenance schedules;

- work with the Olympic Delivery Authority (ODA) on managing the huge demands that will be placed on our public spaces during the 2012 Games, when up to four billion people will have their eyes on London and our five boroughs will be the shop window for the UK.

Longer term, that drive for quality must be maintained and extended if we want people and businesses to invest, visit and remain here. New developments must be of a higher standard, providing adaptable, generous, long-lasting places to live and work, dealing from the start with the implications of climate change and designing-out crime.

5. Communities have high-quality social infrastructure

We need to get the timing right, guiding and encouraging developments which connect well into existing communities. We need to use local facilities and offer increased capacity to marry the growth of homes and jobs with the other ingredients that make a community. New developments should be marshalled to play a key role in delivering this infrastructure.

6. Physical development provides for local economic growth

Throughout the area, we need to balance development to create business locations and districts with metropolitan appeal to attract national and international businesses as well as enabling smaller scale businesses to locate and grow, potentially providing an opportunity for local enterprise. To exploit this growth potential we will accompany physical infrastructural delivery with effective area promotion and marketing to develop both existing business sectors (retail and food) and new (creative, green and visitor for example) which have strong spin off potential from Olympic and other growth drivers (Stratford City and Crossrail). We will keep track of business growth to forecast future labour requirements and link this intelligence to our education, employment and skills delivery action plans.

The best plans will not be effective unless they are complemented by the investment to deliver the

outcomes. Much of that will be private investment, but there will also need to be continuing major public investment in housing, transport, and the public realm. We believe this will be more effectively done in an integrated way through a strategic sub-regional investment plan.

We will also consider the need to deliver the smaller-scale social infrastructure which helps make sustainable communities. We know that the current model of section 106 contributions or other levies on development gains are not sufficient, especially in the short term, as development values and land values leave limited surplus. The public planning assumptions for health, education and other community facilities have all assumed a continuing flow from these sources.

There are two additional issues that we need to address to ensure successful communities:

7. A realistic investment plan

A clearer plan will be prepared in each neighbourhood and locality for the provision of new facilities relative to new population growth. This will focus on the neighbourhoods identified above, and be produced in the five boroughs' Local Development Frameworks (LDFs). These should also be seen in a broader context, to ensure that administrative boundaries do not distort the most cost effective pattern of provision. In particular, we will need to work with government and partners to make realistic estimates of the amount and timing of the public funding needed. Between £2 and 5bn of investment will be needed to support 100,000 new homes.

There is currently a complex process for managing development and delivering investment, with local variations to the spatial planning arrangements involving the ODA and the London Thames Gateway Development Corporation, and both public and private delivery partnerships.

8. Clear leadership from the boroughs on legacy development

In particular, we propose that the five boroughs should quickly take back responsibility for development control in the area, acting jointly across at least the area of the Olympic Park.

Developing the Strategic Regeneration Framework

The second stage of the SRF will deal with additional key issues for guiding new development including:

- achieving sustainable communities with a strong emphasis on homes for families;
- securing local connectivity which encourages active travel;
- leading the response to the challenges of climate change;
- producing a high-quality physical environment, responding to and enhancing the varied local character.

It will also identify how the timing and nature of each development can offer opportunity for improvement in the social and economic fortunes of the areas with the greatest current challenges.

Next steps

We will:

- set out a more detailed approach to the strategic planning issues, focusing on their contribution to achieving convergence, and work with partners to embed them into the LMF, the Lower Lea Valley Supplementary Planning Guidance, the revised London Plan and the related Mayoral Strategies, and the emerging LDFs of the boroughs;
- prepare an investment plan dealing with transport, public realm, and social infrastructure, including schools and new primary care facilities;
- implement the more flexible and better-coordinated approach to the public realm within the MAA and deliver an initial programme of improvements totalling around £190m;
- agree a simplified approach to land use planning for the area, which supports the convergence principles and gives investors certainty on planning issues to maximise outcomes and bring forward legacy developments on the Olympic Park.

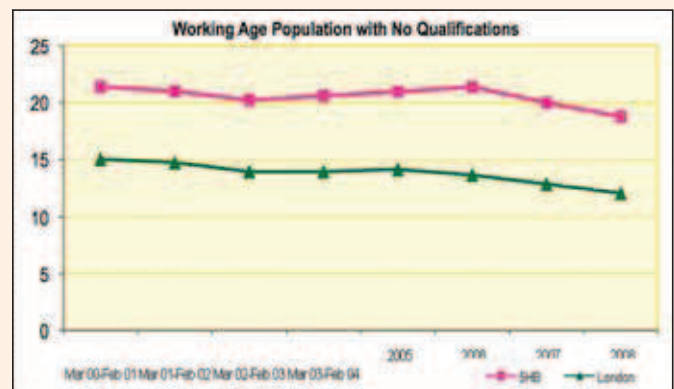
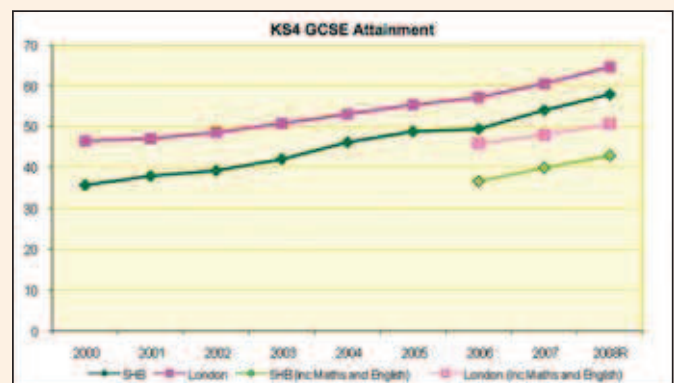
Outcome 2: Improving educational attainment, skills and raising aspirations

By 2015, we will:

- achieve convergence for pupils achieving at least level 4 in English and Maths at Key Stage Two (KS2);
- narrow the gap for five A*-C GCSEs including English and Maths to 3-4% points;
- achieve convergence for the percentage of people without qualifications;
- narrow the gap for 19 year olds achieving a NVQ3 (equivalent to two A levels, three or four AS levels or BTEC National Diploma) to 2% points;
- narrow the gap for adults qualified to at least an NVQ4 (equivalent to degree level or BTEC National HNC/HND) to 3-4% points.

Based on today's population and data, this would mean:

- 1,800 more young people achieve five A*-C GCSEs, including Maths and English;
- 99,000 fewer adults without any qualifications;
- 213,000 more adults have NVQ Three qualifications;
- 185,000 more people have degree-level qualifications (NVQ4/5).



We are going to:

- shape education and training provision to provide clear pathways to work, that better meet the future needs of the economy;
- develop more effective and more coordinated links between education and business, both in planning and delivery;
- tackle external barriers to pupils achievement, and use the opportunity of 2012 to raise pupils aspirations and confidence;
- encourage high achievement and support high-achieving pupils to realise their full potential;

- exploit the opportunities for school improvement offered by a strategic approach to best practice.

The challenges to achieving convergence include:

First, improving GCSE attainment to the London average: the five host boroughs area will need to improve at 35-50% above the estimated annual London improvement rate in order to achieve convergence (five A*-C GCSEs for 15 year olds). Second, improving Key Stage Two attainment to the London average: the five host boroughs area will need to improve at 15-25% above the estimated annual London improvement rate in order to achieve convergence (% achieving NVQ4 in English and Maths)

Why improving educational attainment, skills and raising aspirations matters

Higher levels of educational attainment, resulting in higher levels of local skills and qualifications, is the prerequisite of a higher employment rate and higher incomes in east London. Educational attainment is regarded as the main single indicator of success in adult life; research by the Institute of Fiscal Studies and Centre for the Economics of Education indicates that an individual with five GCSEs grades A-C is likely to yield a wage gain of 23-27%. The Leitch Review refers to the 'direct correlation between skills, productivity and employment.' The performance of school children is key to their employment prospects, and to the region's comparative economic competitiveness.

Using educational attainment as an indicator of future employment prospects and income, our young people are not as well equipped as young people in the rest of London. The relative distance from the labour market is further still amongst adults, as the percentage of the working age population in the five boroughs with no qualifications is significantly higher than London as a whole: 17.6% (2007) against a London figure of 11.6%. There is a similarly significant gap between London and the host boroughs with regard to higher level skills: the proportion of working age Londoners with a NVQ4+ is 40.6% against a five borough figure of 36%.

This comparative weakness among the five boroughs is likely to become increasingly problematic in the future. Employment growth in east London is forecast to demand increasingly high-qualified employees. The 2009 Skills Framework for the Thames Gateway (which overlaps much of the five borough area) anticipates that 60% of potential additional jobs created in the Gateway to 2016

will require at least NVQ3 (equivalent to two A levels, three or four AS levels or BTEC National Diploma) while almost 40% will require NVQ4 (degree level or BTEC National HNC/HND).

A successful learning environment, which provides local children and residents with the context, facilities and motivation to achieve high levels of qualifications and skills, is therefore the fundamental building block of the SRF. It will help to achieve a range of convergence targets: reducing poverty, increasing employment rates, and thereby improving health and reducing crime. A more capable and skilled workforce will attract and retain potential employers, and successful and effective schools directly influence perceptions of the area and parents' decisions to move to, or remain in the area where they have the option.

The graphs above demonstrate that educational attainment in the five boroughs is improving against the London average, but that it still lags significantly behind at both Key Stage Two and Four. It also shows that the performance worsens between Key Stages Two and Four, indicating that the position becomes more problematic for local pupils as they progress at secondary level towards the critical point of moving on to higher level qualifications and employment. To meet this challenge, education in east London needs to build on the foundation of Key Stage Two. This in turn will deliver stronger and more consistent results at Key Stages Two and Four, and provide basic skills for employment, enabling students to progress to higher levels.

Sound stepping stones need to be laid which can move young people into employment. Improving performance at NVQ2, 3 and 4 and entry into the jobs market are critical points at which we can gauge our success. To enable this journey, it will be important to

integrate education and skills strategies with employment and enterprise strategies and ensure that the best information, advice and guidance is delivered. Joining up pre- and post-19 provision will help to identify the most effective pathways into employment.

The route to convergence

Measures are being taken by individual local education authorities to address weaknesses in their schools, and to improve infrastructure, management and teaching standards. The improving performance trends in east London at Key Stage Two and Four, relative to London as a whole, reflect this. Educational attainment is a priority in all five boroughs' Sustainable Community Strategies, and an extensive range of programmes specifically to tackle school attainment has been a feature of recent government policy. The major investment to improve and modernise schools infrastructure under the BSF programme should successfully deliver the better quality physical environment for learning which the area requires. The core contribution of the SRF lies in:

1. Shaping educational and training provision to provide clear pathways to work that better meet the future needs of the economy

The economy of east London is changing and creating new opportunities and demands for trained and skilled staff. To open up these opportunities more successfully for local young people, education/training commissioners and providers in east London need to plan on the basis of more consistent and well-informed data. Developing a single shared authoritative economic data base and employment forecast for the host borough area is a critical step in improving progression.

The transfer of responsibility for 16–19 education to local authorities in 2010 creates a new opportunity to develop a strategic approach to its planning, commissioning and management, built around an informed knowledge of the local economy. The clear advice from the Department of Children, Schools and Families (DCSF) in the build up to the transfer is that 'local authorities should integrate planning for 14–19 year olds within wider regional and longer-term strategies' including those for employment and enterprise, to build a demand-led system that is responsive to learners and employers. The DCSF also indicates that 'collaborative groupings at sub-regional level will be crucial to ensure that strategic

planning and effective commissioning across the area is aligned and comprehensive'. A more structured and joined up sub-regional approach, which brings local authorities, schools' sixth form colleges, further education and work-based training providers together in planning and delivery at the strategic level, can create the alignment between schools, training and employment that would lead to more effective and comprehensive commissioning. It also provides the foundation for the delivery of the more sophisticated, consistent and effective Information, Advice and Guidance (IAG) that the sub region requires.

Support the delivery of National Skills Academies in the growth sectors linked to the spatial transformation of the area, such as construction, retail and hospitality. The academies will be demand-led with employers directly influencing the type and volume of educational and skill development courses on offer. The skills offer will range from diplomas and apprenticeships to pre-employment, bespoke short-courses and in-work development up to NVQ3 and 4 and equivalent.

2. Developing more effective and well-coordinated links between education and business, both in planning and delivery

Business plays an important role through its involvement in and support for a range of work-based learning including mentoring, vocational diplomas, apprenticeships, work experience and young enterprise development. Ultimately, businesses are the final arbiter of the employability of local school and college graduates. The quality of the links between business, schools, training providers and institutions are therefore an important component of an effective system. Time can be wasted, and goodwill stretched, by separate approaches to business from different parts of the sub region, and lack of clarity about the outcome of the dialogue. A more strategic and professional approach to engagement and consultation would give employers clarity about how to influence skills investment in the area, and how to secure responsive and flexible provision that matches their needs. It would also give the public sector a clearer sense of how far their work is delivering what students actually need. Additionally, this will encourage further employer engagement and maximise opportunities such as apprenticeships and mentoring.

3. Tackling external barriers to pupils achievement, and using the opportunity of 2012 to build aspirations and confidence

The core long-term aims of the SRF – to raise the employment rate, reduce worklessness, and improve housing quality – will have fundamental, positive consequences for educational performance. In addition, we need to create safer and healthier school environments that will enable young people to realise their potential. Specifically, we need to work with partners to tackle serious youth violence, crime and gangs, and to address drug and alcohol misuse. Extensive local work is underway on these issues; a strategic approach opens up potential new avenues to tackle issues that inevitably extend beyond borough boundaries.

Motivating pupils and raising aspirations is central to the improvement of educational attainment. Through work being developed under the Local Employment and Training Framework (LETF) the Olympics has demonstrated that it can inspire young people in completely new ways, particularly through the medium of sport and culture programmes related to 2012.

4. Encouraging achievement and supporting high achievers to realise their full potential

The increasing demand for more highly-qualified school and university graduates to work in the new east London economy is creating a new context for education in east London. The educational infrastructure needs to respond to this challenge, and create the schooling that will open up these local opportunities to ambitious local pupils. While the educational focus of the SRF will inevitably continue to centre on raising low attainment levels, a parallel strand to encourage and reward high achievement is also important and a fitting response to 2012. There are already good, well-performing schools across the sub region. Building a virtual network between these schools is a way of both improving local opportunity and helping to establish a new tradition of achievement across the region. Developing shared university and business links to support pupils to aspire to and reach the opportunities emerging in the east London economy will also contribute to these ends.

The quality and profile of the local higher and further education sector is a vital factor in raising higher

level skills. Experience at Medway and Southend demonstrates how a local high quality campus with supported progression routes can open up the chance of higher education to young people and adults who might otherwise not consider further or higher education as an option. The region has a strong foundation in University of East London, Queen Mary College and Greenwich University and needs to continue to build its range and reputation, reflected in the new Ravensbourne and Stratford Campuses.

5. Exploiting the opportunities for school improvement offered by a strategic approach to best practice

We will work with the DCSF's 'London Challenge' initiative to explore a sub-regional approach to school improvement. This will include looking at ways to disseminate 'next steps' learning to build effective leadership and support educators.

We will also establish a cross-borough planning protocol in locations of significant projected housing growth along borough boundaries, to draw up shared demographic forecasts and determine the appropriate pattern of future educational provision.

Finally, it will be important to adopt a consistent sub-regional approach to the development, dissemination and implementation of selected best practice initiatives and school improvement measures, targeting poorly performing schools across the region, and those serving the most deprived communities.

Next steps

We will:

- commission a rolling 5–10–15-year economic and employment forecast to provide a consistent base for future education and training planning and commissioning across the region;
- establish a sub-regional network to develop a coordinated approach to 16-19 commissioning, and the provision of consistent top quality IAG;
- scope and draft a proposal for a five-borough Group Training Association/Apprenticeship Training Association based on Westminster's successful London Apprenticeship Company;
- establish an employers' panel to provide a mechanism to allow employers to influence training provision and

skills investment, and to build on and encourage their wider involvement in mentoring, apprenticeships and youth enterprise;

- undertake a feasibility study into the development of a virtual centre of educational excellence, linking five high achieving schools across the host boroughs with a business and university support network;
- prepare sub-regional joint action plans, with partners, to exploit strategic opportunities to address recognised major barriers to educational attainment and prevent young people falling into the Not in Education

Employment or Training (NEET) cohort: to include serious youth violence; alcohol and drug abuse and teenage pregnancy;

- develop a strategic best practice initiative to scope areas such as 'next practice' where a wider perspective would add value to existing borough action;
- launch the National Skills Academy for Retail in the new Westfield Stratford City development.

Outcome 3: Reduce worklessness, benefit dependency and child poverty

By 2015, we will:

- narrow the gap for employment rates by 1-5% points;
- narrow the gap for unemployment rates by 0.5-1% points.

Based on today's population and data, this would mean:

- 120,000 more people will be in employment;
- approximately 21,000 fewer children living in poverty.

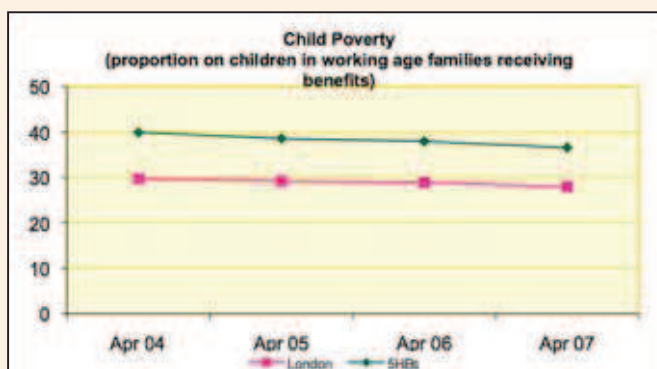
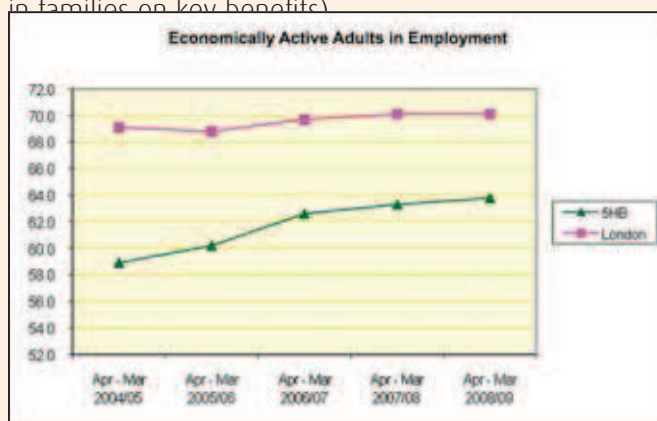
We are going to:

- continue to strengthen the links between public sector services related to worklessness and child poverty, to create a more effective client-centred system;
- continue to develop commissioning, funding and benefit flexibilities with national and regional Government to create a devolved employment and skills system;
- develop flexible and supportive recruitment practices and workplaces, led by the public sector, to widen local access and take up of employment opportunities;
- plan and deliver skills provision to more closely match the future demands of employers and the evolving sub-regional economy;
- target specific groups by tailoring specific services, and exploit the opportunities offered by major housing and estate renewal initiatives to tackle large concentrations of workless residents.

The challenges to achieving convergence include:

First, increasing employment rates to the London

average: the five host boroughs area will need to improve at over twice the estimated annual London improvement rate in order to achieve convergence (% total working age population in employment). Second, improving income levels to the London average: the five host boroughs area will need to improve at almost 10% above the estimated annual London improvement rate in order to achieve convergence (mean income of the lowest percentile). Finally, reducing child poverty to the London average: the five host boroughs area will need to improve at up to twice the estimated annual London improvement rate in order to achieve convergence (% children living in families on low benefits).



Why reducing worklessness, benefit dependency and child poverty matters

The low employment rate and consequent lack of income from work is the main causal factor behind the high levels of disadvantage and child poverty in the sub-region. Poverty has a defining impact on a range of other issues, including health and educational attainment. Reducing poverty by tackling worklessness therefore lies at the heart of the convergence goal.

In 2008, the employment rate in the host boroughs was more than seven percentage points below the London average, and 35 percent of dependent children were living in households where no one was in work. The high unemployment rate has endured despite the proximity of the area to London's job supply, and an extensive history of past employment programmes. There are enough jobs available, but local people are not filling these jobs,

Welfare reform, combined with the City Strategy Pathfinder and the LETF have enabled the boroughs to significantly improve provision. The system will be further improved by changes agreed through the MAA to deliver better signposting, outreach and dovetailing of services

This improved employment service is a necessary but insufficient response to the problem. Worklessness is often due to a combination of different barriers which may include health problems, lone parenthood and childcare obligations, transport difficulties and costs, and high benefit dependency, potentially coupled with perceptions that work doesn't pay. For some groups, language may be a specific problem, or getting foreign qualifications recognised by UK employers. Employers also need to offer recruitment practices, and flexible and supportive workplaces that will increase numbers of local residents entering and progressing in their jobs.

The SRF seeks to go further to address the worklessness challenge in a more radical and innovative way, by developing an integrated employment service which incorporates all aspects of public sector provision related to worklessness and child poverty.

The route to convergence

1. Continue to strengthen the links between public sector provision related to worklessness and child poverty, to create a more integrated and client-centred system

Workless residents are likely to have more than one barrier to work; this might include health needs, childcare or housing problems. The 'Single Points

of Access' programme under the MAA has made considerable progress in breaking down these barriers, and creating a 'no wrong door' approach for residents to access employment services. We need to drill down deeper and wider, however, to reach those less likely to engage in services. To do this, stronger links need to be forged between public services at both a strategic and delivery level in order to create joined up pathways, and to prevent clients getting 'lost' between services. Relationships will already be established through LSPs. They must be more pro-active, however, and go further, infiltrating health, housing, benefit and children's services and local probation teams. Key partners include Jobcentre Plus, Registered Social Landlords, Primary Care Trusts, local colleges and third sector providers, for example, Citizens Advice Bureau. Agencies could be involved in initiatives such as 'swapping staff' in order to collocate expertise, training staff to cross refer between agencies, and appointing co-ordinators to capacity build cross-agency working.

2. Continue to develop commissioning, funding and benefit flexibilities with national and regional Government to create a devolved employment and skills system

Benefits and benefit administration is a critical barrier to employment. With such a prevalence of low-paid and short-term employment contracts, the benefits system is not flexible or responsive enough to support people in the current labour market. Indeed, why take a low-paid, month-long employment contract, when it could take a further three months to get back on benefits, putting your family and home at risk? Local authorities can only solve a limited number of issues here, such as benefit take up, providing benefit calculations and debt advice. Additional flexibilities around benefits, such as tax credits and housing benefit, will need to be negotiated with central government.

Whilst there is much that local authorities and their public sector partners can do themselves to achieve a high-quality employment service, there are some barriers that exist outside the realm of local government. Some of these crucial flexibilities have been agreed through the MAA process, but we need to go further. A key feature of creating a client-centred, fully-integrated employment service will be to pool employment and skills funding, devolve

and jointly commission services at a local level, and achieve flexibilities around childcare and tax credit levels. Key partners include the Department of Work and Pensions (DWP), HM Treasury and the London Skills and Employment Board (LSEB).

3. Develop flexible and supportive recruitment practices and workplaces, led by the public sector, to widen local access and take up of employment and workforce development opportunities

No matter how effective employment services are, they need to be combined with stable, flexible and supportive workplaces for clients to achieve sustainable employment. People who have never worked before, or who have health issues, or parents with children, will need supportive employers to maintain employment. This might include part-time or flexible working hours or support with health needs and/or a disability. In turn, the host boroughs will need to provide employers with credible, work-ready employees that fulfil the requirements of local businesses. The host boroughs will need to work in a systematic fashion with employers, Jobcentre Plus, the London Employer Accord and regional and national stakeholders including the LSEB and the UK Commission for Employment and Skills to create a partnership that works equally for employers and employees.

The public sector employs one in five employees in the UK. If you take into account the huge procurement contracts, it is clear the might of the public sector is enormous. In terms of employer behaviour, the public sector must lead the way. Public sector human resources departments need to work more closely with Jobcentre Plus and improve the intake of low-skilled and long-term employed through Local Employment Partnerships. Local authorities need to work with local employers to market the benefits of local recruitment: sustainable, experienced, flexible and responsive employees. Public sector human resources and workforce development departments, in tandem with regeneration teams where relevant, should examine their apprenticeship commitments and training offer to maximise opportunities for new and/or lower-skilled employees. They will also need to explore how preferred terms can be used in procurement contracts in order to encourage workforce development and job progression in contractors, who are likely to offer more of the low-skilled work relevant to long term unemployed people.

4. Plan and deliver skills provision to match more closely the future demands of employers and the evolving sub-regional economy

The current skills system is driven by trainee choice and is not relevant enough to the future needs of employers. According to the Leitch Review, 70% of the 2020 UK workforce has already left compulsory education. Nearly one fifth (18.8%) of the working age population in the five host boroughs have no qualifications. There is a clear need to help those with no or low level qualifications that have left compulsory education to access work-focused training relevant to the needs of employers. Training can take place effectively either in or out of work. Employers should be encouraged to take up Train to Gain services to help their employees to progress in work. Boroughs need to work closely with their local colleges, the new Skills Funding Agency and 14-19 Regional Planning Group to make provision more relevant to employer needs and ensure that new entrants have the employability skills that employers need (see Improving Educational Attainment, Skills and Raising Aspirations for further information).

5. Target specific groups by tailoring specific services, and exploit the opportunities offered by major housing and estate renewal initiatives to tackle large concentrations of workless residents

Workless and unemployed people are likely to require a combination of employment services, training provision, and a suitable employment offer to achieve sustainable employment. The exact components of the support required will depend on the circumstances of the client. Londoners are more likely to have multiple disadvantages that prevent them entering work than residents elsewhere in the UK. Disadvantages include lone parenthood, lack of qualifications, black or ethnic minority status, disability, or being aged 50 and over. Each of these disadvantages requires tailored support. This might include childcare and part-time work for lone parents, English for speakers of other languages (ESOL) provision for people from Black, Asian and Minority Ethnic (BAME) status, and flexible working practices for those with disabilities. In many cases, it is likely to involve a combination of these for people with multiple disadvantages. An adaptability and awareness of the different kinds of support required should flow through all provision and into the workplace.

Next steps

We will:

- forge stronger links between public sector services including health, children’s services and housing by increasing cross referral and co location, such as in GP surgeries and through Registered Social Landlords;
- ensure implementation of the MAA Joint Investment Strategy to pool and use funding flexibly to create a more seamless employment service, and in tandem, devolve commissioning to a DWP level three ‘joint venture devolution model’;
- work with public sector employers such as local authorities, the police and Primary Care Trusts (PCTs) to improve recruitment and retention practices including their apprenticeships and work experience offer, and in-work training. We will also encourage similar behaviour in contractors through procurement ‘preferred terms’;

- develop a more detailed knowledge and understanding of adult skills provision and employer demand on which to build more informed commissioning;
- establish: the key interventions relevant to each disadvantaged group, the size of each group relative to the five borough population, and the existing levels of provision in the host boroughs in order to identify and plug the gaps in provision for marginalised groups;
- refine and quality-assure potential employees coming through borough employments programmes, as well as raise standards and consequently the confidence employers have in our service;
- streamline employer engagement at a five-borough, sub-regional level by bringing together all agencies working with employers (Jobcentre Plus, the London Employer Accord, local authorities and their labour market schemes, and Business Link).

Outcome 4: Homes for all

By 2015, we will:

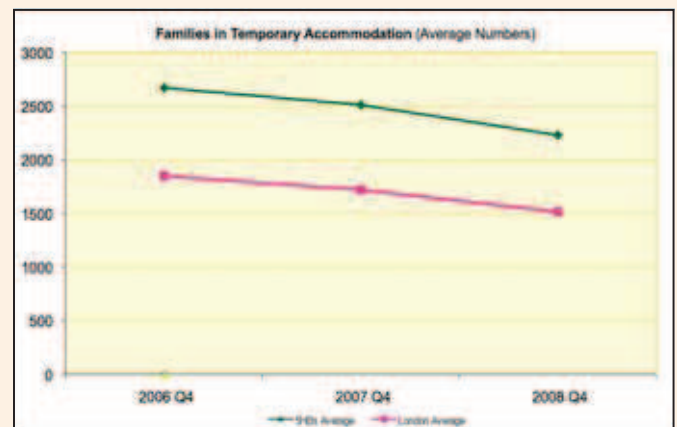
- Provide for 50,000 more homes, and aim to deliver 12,000 additional affordable homes.

We are going to:

- reduce overcrowding, homelessness and social housing waiting lists;
- increase employment rates amongst social tenant families;
- increase and keep prosperity in the boroughs;
- intervene for decent private homes, and better private sector provision to meet local needs;
- mitigate fuel poverty and unaffordable fuel bills, helping to reduce climate change;
- ensure that we secure the highest quality of housing, inside the homes and in the neighbourhoods.

The challenges to achieving convergence include:

First, raising the delivery of affordable homes above the levels achieved in previously flourishing markets, given the outlook for public funding. Second, maintaining levels of affordability to meet local needs.



Why homes for all matter

The quantity, quality and affordability of housing in the five borough area is intrinsically important and we need to meet the highest standards, both in building new homes to match the growth planned, and in improving existing homes. Within the SRF we focus on the wider impact of housing on social and economic outcomes and convergence. Living conditions, especially overcrowding and the quality of homes, influence educational performance and health. There are complex relationships between the scale and location of social housing and worklessness.

London as a whole will remain under huge pressure to deliver housing, especially affordable housing, to support the expected growth. In the host boroughs, the level of housing need is intense and we have some of the highest rates of overcrowding and homelessness. There are also significant improvements needed in the quality of existing housing both in social and private stock, but particularly privately rented.

The choices made on the tenure and form of new housing will have a major influence on the changing demography of the area. Historically, the five borough area has been a place of transience, displaying a pattern of inward migration from economically disadvantaged groups and outward migration of those who achieve prosperity. We wish to remain attractive and a destination of choice for people moving into our areas. We also wish to encourage people to stay in our boroughs for longer as they become more prosperous and have homes which reduce the likelihood of frequent moves, even within the area.

Given the timescales for planning development, we would normally be relatively confident about the expected changes in housing supply over the next three to five years. However, in the short term we are dealing with the impact of the credit crunch and the potentially serious slow down in delivery of new homes. A key part of the response to this is public investment.

The projected targets for new housing supply up to 2016 require us to plan for a total of 50,000 homes between 2010 and 2015. The Government, through the Homes and Communities Agency (HCA) is committed to investing substantially to support new and affordable homes. Together with related private investment, we aim to secure 12,000 affordable new homes. It will be critical to understand how far this pace of development will be achieved, and whether the choices made on the form and tenure of the developments will be changed by financial pressures.

The route to convergence

In the preparation of the MAA we identified five key goals on housing, and we have added a sixth here. All deal with elements of delivering new and improved homes in ways which will support convergence. They are:

1. To reduce overcrowding, homelessness and social housing waiting lists

We believe, with the Government, that the supply of new homes must demonstrably respond to local needs. This goal will influence our choice on the tenure, size and type of new homes. It will also ensure that more people living here can improve their health and see their children achieve more in education.

2. To reduce the number of social tenant families with no one working

We have to forge a link between housing and our wider objective for social and economic convergence. We do not want social housing to be only for the unemployed.

3. To increase and keep prosperity in the boroughs

Our aspiration is that 'you don't have to change properties to change tenure'. Affordability in all tenures will therefore be a key issue and we want to avoid perverse incentives.

4. To intervene for decent private homes, and better private-sector provision to meet local needs

We share the aspiration that the private-rented sector should offer a broad range of tenancy terms and rent levels and be better managed with growing professionalism. This would allow it to better meet the needs of local communities, particularly providing a viable middle option between social and private owner-occupier housing, thus also contributing to the retention of prosperity.

5. To mitigate fuel poverty and unaffordable fuel bills, helping to reduce climate change

This will benefit the wider community and individuals including the prosperity of families and their health.

6. To ensure that we secure the highest-quality housing, both inside homes and within neighbourhoods

This supports our wider strategic objectives in Outcome One and will make our neighbourhoods as attractive as those elsewhere in London.

Much of the detail of how we meet these objectives will depend on the outcome of discussions on major aspects of housing policy already under way, including around national policy, the Mayor's new housing strategy and the development of new initiatives.

Our continuing contributions to those debates are based on four key approaches.

First, by working together in a small group of boroughs around strategic issues and clear common objectives we can achieve better balanced outcomes overall, and link housing to the wider aims for the area. This is fully in line with the Government's approach to local leadership on housing, and underpins the agreement we have reached in the MAA to manage the sharing of nominations to social housing across the host boroughs, while working with neighbours to enhance mobility for social tenants, especially those in employment.

Second, the whole of the planned investment in housing and related development needs to be considered: in particular, the legacy development of the Olympic Park has to be seen as one of the most significant contributions to dealing with housing need in this area, and the balance of tenures and types determined accordingly. The MAA sets out how we will work individually and collectively with the HCA on the 'single conversation' to deliver this comprehensive approach.

Third, to achieve communities with a diverse housing offer we need to address all tenures and to focus on the quality and affordability of outcomes as much as the numbers of units produced.

Fourth, a consistent approach to convergence implies that all areas of London need to achieve more sustainable communities and deal with the challenge of providing a full range of affordability for all sections of the community. This needs to be recognised in the targets of the London Plan and the Mayor's housing strategy.

In addition to this longer-term focus on housing, we have also recognised that there might be a short-term impact from the staging of the Games. We are working with local and national partners to ensure that any risks to the availability and affordability of housing for local people during the Olympics are identified at an early

stage and managed, including potential impacts on rents and the use of houses in multiple occupation.

We will achieve these goals in the longer term, mainly by guiding and shaping the major investment in main stream activities in both the public and private sector. However, the current difficulties in the wider financial markets and their impact on the delivery of housing highlight the need for new approaches to be developed. We will therefore pilot some new approaches including:

- undertaking direct development by councils within a more flexible financial regime agreed by Government;
- more effective renewal of privately owned homes based on the model adopted in Greenwich of a rolling loan fund and including options for housing area renewal;
- supporting better management of private rented homes including more effective use for temporary accommodation for families in housing need which can be brought into longer term use;
- improving the understanding of the use of homes in all sectors through better data on the origins and destinations of movers;
- providing better information on churn and total population change, including overcrowding and the use of temporary accommodation.

Next steps

We will:

- use the single conversation with the HCA to ensure that the long term planning of all local investment is geared to meeting our individual and common housing goals, with housing investment plans for the next three years determined by January 2010;
- support new approaches to investment in new supplies of private rented sector stock and within the management of the existing private rented sector;
- set long term targets within the revised London Plan and our own LDFs and deliver 12,000 affordable homes by the end of 2015 if funding is available;
- develop and implement a new, more locally-based approach to allocation of homes to better meet local need and aim to minimise the churn in the private rented sector;
- collaborate with the existing sub-regional partnerships on securing mobility and choice in where to live, with a revised nomination process taking effect from early 2010;

- work jointly with the Olympic Park Legacy Company (OPLC) to ensure that the new homes planned on the Park will contribute to the agreed goals of this Framework;

- prepare proposals for the new approaches and seek funding support from the government and the Mayor for pilot schemes.

Outcome 5: Enhancing health and wellbeing

By 2015, we will:

- narrow the gap to 1% point for people not participating in sport or physical activity;
- narrow the gap to 1% point on childhood obesity;
- narrow the gap to 2.5% points for male life expectancy;
- narrow the gap to 0.5% points female life expectancy;
- narrow the gap to 25% points for circulatory disease mortality.

Based on today's population and data, this would mean:

- 25,000 more adults currently doing no activity will be taking some physical activity each week; and 4,000 more adults will be doing at least 30 minutes three times per week;
- approximately 450 fewer people will die prematurely from circulatory diseases;
- a reduction in health inequalities so that life expectancy will no longer drop by a year for every stop eastwards on the Jubilee line from Westminster to Canning Town.

We are going to:

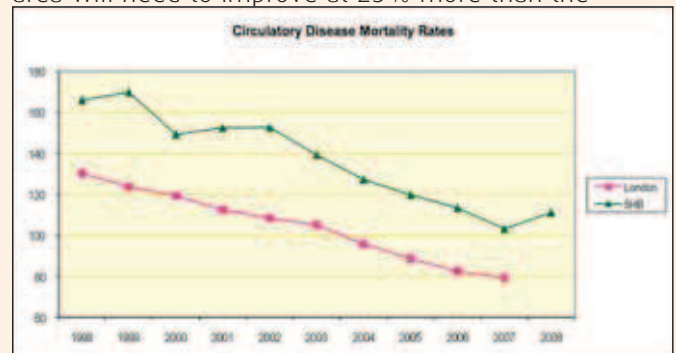
- maximise the cross-cutting opportunities offered by the wider SRF to deliver health gains, through better-informed and health-focused partnership working;
- tackle the major causes of premature deaths through a focus on prevention and/or earlier access to treatment;
- provide for and encourage people to live healthier lifestyles by influencing planning policy and by developing joint action plans to deliver positive health benefits;
- support vulnerable groups to enable people to

engage fully in community life;

- deliver a 'world class' service that improves access to and the quality of primary care facilities and services, as part of developing mixed, sustainable communities;
- ensure better access to a range of therapies and treatments for patients with mental ill health through primary care.

The challenges to achieving convergence include:

Significant health inequalities exist between neighbourhoods across the boroughs: female life expectancy varies by over eight years between different wards across the area. Increasing male life expectancy to the London average: the host boroughs area will need to improve at 25% more than the



estimated annual London improvement rate

Why enhancing health and wellbeing matters

Our residents experience some of the highest levels of chronic, limiting long-term illness in the UK. Poor health is a product of persistent poverty and entrenched disadvantage, as well as contributing to a person's employability, income levels, civic participation and demand for health and social care services.

The five host boroughs have long suffered from severe deprivation with its resultant health inequalities, premature mortality and disproportionately heavy disease burden. The area has the lowest life expectancy in London, with the average male life expectancy of 75.5, against a London average of 77.5. The gap between the average male life expectancy within the five borough area and the average male life expectancy of Londoners overall has shown no sign of reduction during the last 15 years. In fact in recent years, this gap has widened. Average female life expectancy also shows a chronic and persistent gap between the average in the five host boroughs and the London average. The major immediate cause of premature deaths is circulatory diseases. The mortality rates from all circulatory diseases at ages under 75 are 34.2% higher in the five host boroughs than the London average.

Wellbeing is more than just physical health and the five host boroughs have high levels of mental ill health, with admission levels for acute psychiatric conditions being over a third higher than the London average. People with poor mental wellbeing have an increased risk of a number of physical health and are more likely to develop behaviours detrimental to health such as smoking, alcohol and substance misuse, poor diet and lack of exercise.

In turn, the impacts of low levels of inactivity and poor diet include significantly increased risks of developing long-term conditions such as heart disease, diabetes and musculo-skeletal problems and obesity-related illness. The estimated cost to the NHS of physical inactivity in east London (as recently assessed by the Department of Health and the British Heart Foundation) is around £19 million a year (based on 2006/07 figures). The future does not bode well, as inactivity and poor diet amongst our adult population is mirrored in the health of our young people: one in four of school children in Year Six are obese, nearly 20% higher than the rest of London.

The route to convergence

1. Maximising the cross-cutting opportunities offered by the wider SRF to deliver health gains, through better-informed and health-focused partnership working

Improved health outcomes are fundamentally a function of the quality of living conditions. Access to and quality of treatment has an important role to play, but the biggest health gains will come from reducing worklessness, better housing, a better quality environment, and higher educational attainment and skills. This will require an approach to governance and partnership working that breaks agencies from their silos and supports shared accountabilities and responsibilities for population health, well-being and quality of life.

Many of the largest health gains will come from ensuring the action on the social determinants of health outlined in the SRF, specifically:

- enabling people to get the right education, training and support to access sustained employment and benefit from higher levels of income;
- improving housing – poor housing and overcrowding is associated with increased transmission of infectious diseases and mental health problems, damp and mould is associated with respiratory diseases;
- building a strong community infrastructure of schools, health, wellbeing and social care services, so that people have easy access to the support networks, enabling people to reach their potential;
- creating a place where people want to live. This means good transport links and local amenities, quality green and open spaces, and leisure and cultural opportunities. A poor quality environment contributes to poor mental health, high levels of substance misuse, high levels of crime and fear of crime, as well as presenting barriers to social and physical activity;
- breaking the ongoing cycle of alcohol- and drug-fuelled crime, and also acquisitive crime, by focusing on rehabilitation of statutory and non-statutory offenders, and increasing the uptake of effective treatment of substance misusers; especially heroin and crack cocaine.

2. Tackle the major causes of premature deaths in our communities

Circulatory diseases and particularly cardio-vascular diseases (CVD) are the biggest causes of premature deaths in the five boroughs, many of which can be prevented and/or effectively treated if identified at an early stage. By the end of 2012, we will ensure that everyone over 40 is regularly screened for CVD risks and referred into appropriate and effective preventative activity, including promoting healthier lifestyles, and/or treatment.

The five host borough area is no different from the rest of the UK in that there needs to be a sustained and significant shift of resources from treatment (acute services) to prevention. Achieving positive behaviour change is particularly challenging in deprived communities (for example smoking prevalence is highest amongst unskilled manual workers and some BAME communities). There needs to be both a wider social and community framework to tackle deprivation and the causes of harmful behaviours, and a more personalised approach by agencies to provide practical advice and support for behaviour change. We will continue to deliver 'what works' in reducing adult smoking prevalence, targeting communities and neighbourhoods where smoking prevalence is significantly above the national average.

3. Provide for and encourage people to choose healthier lifestyles

The low levels of adult physical activity in the five host boroughs are determined by a number of factors that the SRF as a whole will address, including:

- poverty, which creates financial barriers to accessing sports and leisure services;
- lack of quality green space and fear of crime;
- high levels of traffic and poor air quality;
- lack of affordable facilities;
- lack of safe walking and cycling routes.

There two additional steps on the route to convergence. The first is the development of joint action plans with shared accountabilities between local authorities and PCTs to deliver the Go London campaign and implementing joint programmes that decrease the sedentary population. This work will develop a joint approach to social marketing and

engage with charities and other potential sponsors, such as the British Heart Foundation. This will raise awareness and promote incentive packages to encourage healthy behaviours and life style choices. This could include the implementation of Healthy Weight, Healthy Lives in east London and 'Healthy Borough' programmes to slow down and halt the increase in obesity in children and families. Encouraging people who currently undertaking no, or very little, activity to be more active in their lifestyle (e.g. by employing cross-borough 'everyday swim' officers whose effort is solely targeted on getting those doing no activity to do moderate levels).

The second is the development of a set of principles to ensure that health gains are embedded within physical planning and development control. The improvement of our public realm will promote active travel. Additionally, the regeneration and management of many of our town centres provides an opportunity to address the concentration of unhealthy fast food outlets and regulate the food offer available on our high streets, particularly areas in close proximity to schools and colleges.

4. Support vulnerable groups to enable people to engage fully in community life

During people's lives, opportunities to live a full, active and healthy life can be lost, limited or wasted through circumstances and events that they have varying degrees of control over. People in this position are at greater risk of social exclusion, which leads to or exacerbates poor mental and physical health and increases the likelihood of developing behaviours detrimental to health such as smoking, alcohol and substance misuse, poor diet and lack of exercise. People who are vulnerable to social exclusion become trapped in a vicious cycle that not only impacts negatively on the health and wellbeing of the individual, but also their family and their community.

Focused and tailored support for vulnerable adults will offer individuals a chance to get back on a path to a more successful life. The work programme will be developed around three strands of activity, one will be to develop a sub-regional approach to reducing drug and alcohol use, two will be to provide a comprehensive support service for offenders, to prevent re-offending, especially those who fall outside the probation service and the third strand will be to establish progression routes for

those who are furthest from the labour market and most at risk of exclusion.

Providing volunteering opportunities is a proven route to developing soft skills such as social, interpersonal and communication skills, as well as providing a support network and raising the confidence and self-esteem of the individual. Volunteering is a key first step to developing a more stable life, where the individual can regain control over their life, as well as developing employability skills that enable the individual to be 'job ready'.

5. Deliver a world-class public health service that caters for the needs of all its users

The physical and service quality of much of the NHS primary care services have improved significantly over the last decade, but still needs further improvement to be 'world class'. The NHS will build a significant number of new polyclinics in east London, providing one stop shop services in high quality environments, and the potential for co-location and integration with other public services, which will help attract and retain good staff. Local authorities and housing associations will need to work with PCTs to deliver affordable, attractive key worker housing, and training and skills partners can work with us to develop local talent to work in the health and social care services of the future.

Additionally, the nature of health and social care services will undergo fundamental change over the next decade, with a much greater focus on preventing ill health and supporting people to manage their own conditions. Personal budgets already exist in social care and are being piloted in health services, and increased personalisation and choice will underpin service developments and delivery. Historically public services in deprived areas have been poor partly because people have not demanded better services, or have accepted what they are given. Creating demand and the expectation of high-quality, timely, appropriated and person-centred services is a challenge across agencies. As part of delivering a world-class service we will ensure better access to a range of therapies and treatments for mental health through primary care, and through implementing Improving Access to Psychological Therapies.

Next steps

We will:

- assess the SRF against the emerging recommendations from the Strategic Review of Health Inequalities in England post 2010 (The Marmot Review) and approach Marmot to produce a five borough report as a distinct and linked part of the Marmot Review;
- use local volunteers to undertake a five borough health and lifestyle survey to establish key baseline data around health behaviours;
- develop a joint approach to social marketing and engage with charities such as the British Heart Foundation and businesses, including 2012 sponsors;
- develop a sub-regional public health harm reduction approach to drug and alcohol use among five borough residents. This will focus on treatment and rehabilitation rather than punishment, with an ultimate aim of diverting offenders with substance misuse problems from the criminal justice system into treatment and rehabilitation programmes, with a significant impact on the levels of violent and acquisitive crime;
- develop a joint action plan that builds on existing models that establish contractual relationships between agencies and various volunteer sector providers to deliver healthy living outcomes. This approach will enable health partners to reward other agencies that prevent ill health by supporting people to make positive health choices, whether addressing obesity, physical inactivity, smoking, alcohol and substance misuse or teenage pregnancies;
- continue to roll-out the Personal Best programme and work with the London Organising Committee of the Olympic Games and other partners to maximise the number of people accessing volunteer opportunities. Part of this work will focus on targeted support for disabled people as we implement the Healthy 2012 Champions;
- develop a set of planning principles that will deliver health and wellbeing benefits from physical developments, including providing a healthy mix of fast food offers on high streets and in proximity to schools;
- deliver world-class polyclinics and new facilities that integrate other services and cater for the needs of all users.

Outcome 6: Reduce serious crime rates and anti-social behaviour

By 2015, we will:

- reduce violent crime rates;
- reduce the number of residents that view anti-social behaviour as a problem locally.

Based on today's population and data, this would mean:

- 44,000 fewer people will be victims of burglaries;
- 41,000 fewer people will be victims of robberies;
- 5,500 fewer people will be victims of violence against the person.

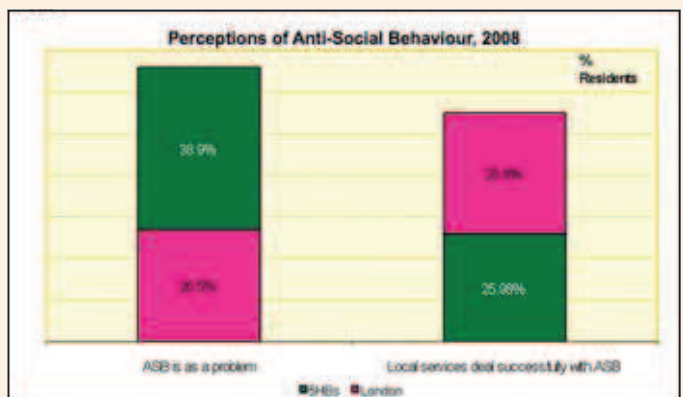
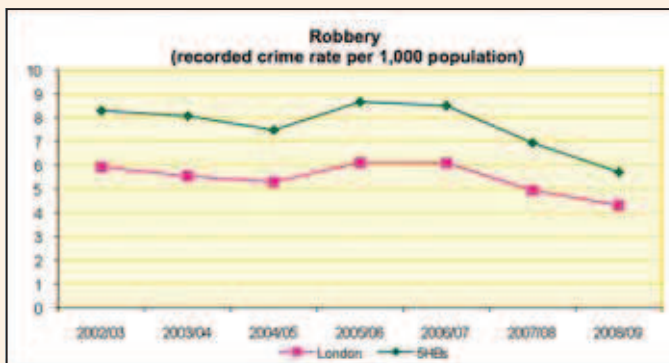
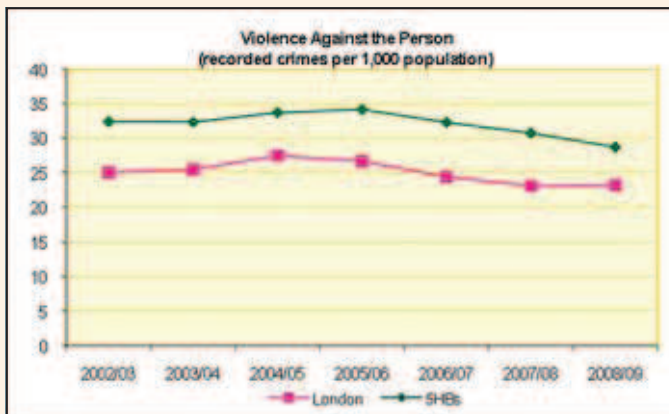
We are going to:

- tackle youth and gang crime;

- develop a joint sub-regional work programme;
- produce a joint action plan with partners to reduce re-offending rates;
- establish a set of more locally focussed and shared longer-term targets with the Metropolitan Police and Home Office to support convergence;
- identify key priorities for short-term and medium-term action.

The challenges to achieving convergence include:

Reducing rates of violent crime to the London average: the five host boroughs area will need to improve at two to three times the estimated annual London improvement rate.



Why reducing violent crime matters and anti-social behaviour matters

High crime rates do not create desirable areas. There is a significant gap between the five host boroughs and the London average, which has remained consistently high over time. Coupled with high rates of anti-social behaviour, this represents a serious barrier to creating sustainable communities in the five host borough area.

Reducing violent crime is particularly important as a factor in convergence because it not only detracts from the quality of life for people living in the area, and impacts on the city as a whole, but it also damages external perceptions of the area and its appeal to family businesses and potential investors.

At a national level, the 2007/08 statistics show British Crime Survey (BCS) defined violent crime down 12%, and police-recorded violence against the person down 8%. Longer-term trends from the BCS show that violent crime increased since the first BCS results in 1981, to peak in 1995, followed by a gradual decline to plateau in recent years.

Crime rates in the five host boroughs have been consistently higher than the London average between the period 2001/01 to 2007/08. Although actual crime levels have declined over this period, the gap between the five host boroughs and London overall has increased. In 2008, there were nearly 14 offences reported per 100 people living in the sub region, 20% higher than the average for London. The gap between the London average and the average across the five host boroughs is even wider for violent crime. Notably, the 2008/09 data shows that there were 21% more violent crimes reported (relative to population) in the five Olympic boroughs than across London overall.

People who live in the five host boroughs also suffer from higher levels of anti-social behaviour; on average 38.9% of residents perceive anti-social behaviour as a problem locally, compared with a London average of 28.5%. This impacts negatively on the fabric of communities and can make people feel less safe and negatively affect their wellbeing.

The route to convergence

1. Tackling youth and gang crime

Being in a gang puts you at more risk of offending, using or dealing drugs, going to prison or being a victim of violence. It reduces the chances of achieving good educational results and prospects of gaining a successful career. There is already considerable work being undertaken at a borough level to disrupt gang

activities, reduce young people's fear of crime and promote positive activities for young people. Further benefits can be gained through a more formalised multi-agency sub-regional approach that works with schools, youth and sports partners to tackle youth violence and gang crime.

An existing Inter-Borough Gang strategy already operates south of the river involving, Greenwich with Lambeth, Lewisham, Southwark and Croydon. This will provide learning and a sound basis on which to develop the Olympic sub-regional gang strategy.

In developing the strategy, we will seize the opportunities presented by hosting the Olympic and Paralympic Games. Sport plays a central role in empowering young people and reversing the life chances of young people who are not engaged positively in community life. Sport has also been used as a tool to tackle youth crime and territorial conflict. We will work with partners to develop and implement plans that ensure young people choose positive activities; these include joint interventions to address youth violence and victimisation using sport and physical activity as a medium to engage and develop leadership skills and confidence.

2. Developing a joint sub-regional work programme

Borough LSPs bring together different service agencies involved in building sustainable communities; these include the local authority, police, primary care trust, education providers and the voluntary and community sector. Creating safer neighbourhoods are a key element of each borough's Sustainable Community Strategies and positive outcomes from collaborative work at a strategic level is recognised.

However, there are shared problems which cross boundaries, particularly in relation to anti-social behaviour, burglaries, youth crime, gangs and extremism. To mitigate against displacement of criminal activity and to permanently reduce crime rates across the whole of the sub region, we need to develop a collaborative response to long-term planning, information sharing and real-time tasking.

The information that is held is broadly borough-bound, which means that it is harder to ascertain criminal patterns and how criminal activity moves across and between boroughs. Producing a sub-regional strategic assessment will enable borough commanders, local authorities and partners to

develop a collaborative response to consistent issues, and to set a work programme that will meet joint and individual borough targets to reduce crime rates and 'fear of crime'. In addition, sub-regional evidence gathering and joint tasking can influence resource allocations, and the delivery of mainstream resources.

3. Producing joint action plans with partners to reduce re-offending rates

Developing a culture of information sharing provides the foundations of a focused approach on other thematic areas of the SRF. Indeed, there is much benefit to be gained from a shared approach to vulnerable groups and people at risk of social exclusion.

People who are vulnerable to social exclusion become trapped in a vicious cycle that not only impacts negatively on the health and wellbeing of the individual, but also their family and their community. Focused and tailored support for vulnerable adults will offer individuals a chance to get back on a path to a more successful life. The work programme will be developed around three strands of activity. The first will be to develop a sub-regional approach to reducing drug and alcohol use, the second will be to provide a comprehensive support service for offenders, to prevent re-offending, especially those who fall outside the probation service, and the third strand will be to establish progression routes for those who are furthest from the labour market and most at risk of exclusion.

4. Establish a set of more locally-focused, longer-term targets with Metropolitan Police and the Home Office to support convergence.

In addition to the need to build on and strengthen sub-regional working arrangements, we need to ensure that there is flexibility within the annual target setting process to take account of the changing dynamics and priorities at a local level. We need to build on the well-established Crime and Disorder Reduction Partnerships (CDRPs) to enable partners to influence operational issues and facilitate a long-term approach to convergence.

CDRPs and borough/police relationships have come a long way in a relatively short space of time, and the Comprehensive Area Assessment process will further strengthen these partnerships. With increased local flexibility and neighbourhood-level working being promised, it will be vital to join up

national, regional and local strategies and resources across the various community safety bodies that exist. Working with the Metropolitan Police Service, Metropolitan Police Authority (MPA) and the London Mayor will be particularly important to facilitate more autonomous cross-boundary CDRP working. Ongoing discussions over democratic accountability of the Police will also continue, and the Mayor will play a key role in agreeing and delivering convergence targets and resources.

5. Identify key priorities for short- and medium-term action plans to reduce violent crime

The starting point for this work is to map population flows to enable greater understanding of victim and offender profiles. This work will be part of the action plan to highlight population demography and equality mapping to enable the host boroughs to respond effectively to the impact of transitions and population change on violent crime and serious youth crime.

Using a sound evidence base, we will develop a tight action plan focused on shared outcomes with specific deliverables which can only be achieved through a regional approach. This plan will determine our progress towards convergence.

Next steps

We will:

- produce a five borough gang strategy building on existing best practice nationally and internationally;
- undertake a five borough analysis of crime, safety and cohesion to inform the development of action plans to include 5-20 year deliverables;
- work with health partners to develop a joint approach and plan to support vulnerable groups, with a focus on prevention of re-offending amongst non-statutory offenders (less than six months in custody);
- work with the MPA to develop the rationale for a shared host borough approach to police target setting and resource deployment based upon: evidence of aggregate impact on violent crime and serious youth crime; understanding of local communities, and population change;
- map population flows to enable greater understanding of victim and offender profiles.

Outcome 7: Maximising the sports legacy and raising participation levels

By 2015, we will:

- narrow the gap on adults exercising for 30 minutes three times a week to 0.5% points;
- narrow the gap on adults not taking any physical activity to 1% point;
- nearly all children will be participating in school sport.

Based on today's population and data, this would mean:

- 15,000 more adults will be taking a healthy level of physical activity each week;
- 25,000 adults currently doing no physical activity will be taking some exercise each week;
- approximately 48,000 more children participating in high quality school sport.

We are going to:

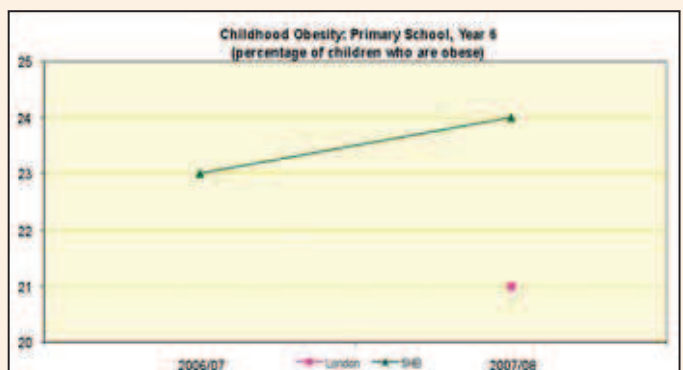
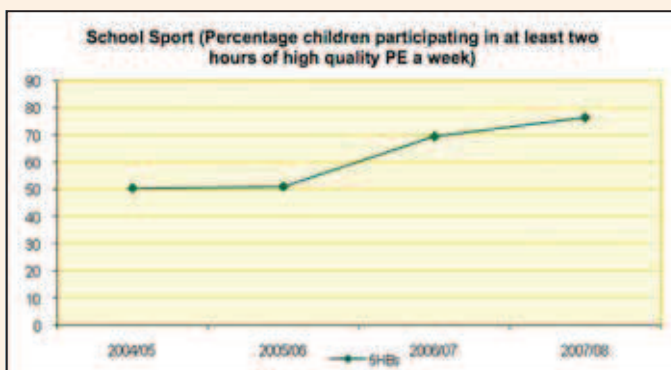
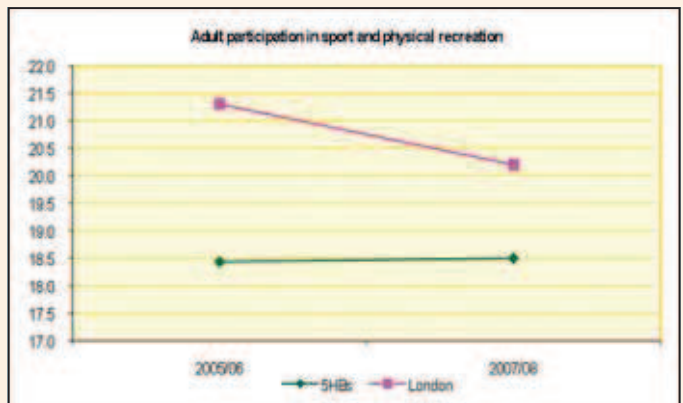
- implement sports plans across the five boroughs, but allied to Olympic venues, which foster talent,

cater for performance athletes, and encourage sports participation by residents of all ages, income levels and backgrounds;

- encourage people who undertake no or little physical activity to be more active;
- promote and celebrate the Olympics and Paralympics in the run up to, during and after the games;
- use sport and physical activities to build community cohesion and ensure young people choose positive pathways;
- work collaboratively to develop and promote the sports and visitor offer to attract national and international events.

The challenges to achieving convergence include:

The annual rate of improvement on active adults will need to increase by four times the current rate for boroughs' to meet London's 2007/08 position, and by more than six times to meet London's 2005/06 position.



Why maximising the sports legacy and raising participation levels matters

Hosting the Olympic and Paralympic Games is a once in a hundred year opportunity to establish east London as a world-class sports and cultural hub. The Games will make east London attractive to visitors, businesses and event organisers, as well as serving local people to enable them to choose healthier, active and engaged lives. We will seize this opportunity to make the host boroughs the best place in the UK to play sport. Post 2012, the Olympic Park will be a great place to host high performance sport, and national and international events and competitions, as well as being an ideal resource for community sport, active recreation and play.

After the Games, the Olympic Park will provide 102 hectares of open space, which is equivalent to 255 football pitches. It will include a wide range of large- and small-scale features and activities, ranging from world-class sporting venues and iconic visitor attractions, to an adventure play area. The new bridges, cycle routes and pedestrian pathways will provide local connections into the Olympic Park and the variety of activities that it will offer. Local accessibility together with strategic transport links means that the Olympic Park will be a local, regional, national and international destination for sport and recreation.

The infrastructure and energy created by hosting the Games inspires people and offers them choices to lead a more active, engaged, healthier lifestyle. It is important that we seize the opportunity to increase physical activity rates among our residents to realise the associated health benefits. On average, 54% of adults in our boroughs do not take part in any sport or physical activity, compared to 49% for London. The volume of people reaching the recommended level of physical activity is also below the London average at 18%, compared to 21% across London. Inactivity amongst our adult population is mirrored in the health of our young people; one in four of school children in Year Six is obese. The impacts of this level of inactivity include significantly increased risks of developing long-term conditions such as heart disease, diabetes and musculo-skeletal problems and obesity-related illness.

The route to convergence

A sports legacy has started and it is important to build on the momentum since winning the bid to host the Olympic and Paralympic Games to transform the sporting landscape. We will work with partners to deliver and

promote a great sporting offer for all residents. This offer will maximise the use of our facilities, and get people participating in sport before, during and after 2012. The key tasks to realising our sports legacy are:

1. Implement sport plans, allied to the Olympic venues which foster talent, cater for elite sportspeople and encourage sports participation by residents of all ages, income levels and backgrounds.

We need to gain commitment to and traction in a real sporting legacy, which will deliver a great sports offer for people of different abilities and circumstances. The work will be phased, with the initial focus on establishing five borough sports plans for those sports with a permanent Olympic Park legacy, notably, hockey, basketball, cycling, swimming, athletics, football, tennis and disability sport.

The plans will be guided by the Mayor's 'A Sporting Future for London' to galvanise objectives contained in local, regional and national organisations strategies into coherent, deliverable action. We will work with Sports England, the sports governing bodies, the Mayor and other partners to set a series of outcomes and targets for each sport along with detailed and costed programmes to achieve these. At the core, the plans will:

- widen access and participation, including addressing particular barriers facing some groups, including women, people from BAME communities, disabled people and low-income families;
- increase participation, volunteering and coaching;
- optimise the use of current and planned sporting infrastructure for elite and community use, including Olympic Park and Building Schools for the Future facilities;
- promote sports and run borough- and inter-borough sporting events.

To maximise the sporting legacy we will need to work with partners to gain support for a sub-regional approach to organisational funding and performance measures. Aligning funding streams to deliver shared outcomes enables delivery to be effective, giving more returns for public spend and attracting greater levels of private funding. Establishing a principle to pump-prime where necessary will

progress the implementation of the plans, and help to lever in further funding.

2. Encourage people who undertake no or little physical activity to be more active

Hosting the Olympic and Paralympic Games offers the opportunity to inspire people, promote the health benefits of physical activity and get the inactive active. The current funding streams and 'physical activity' performance target indicators are split between PCTs and local authorities. PCTs are responsible for reducing the sedentary population, and local authorities have lead responsibility for increasing the numbers of people doing the recommended '30 minutes, three times a week' of physical activity. Clearly, the two performance measures are interdependent.

To improve participation rates and converge with the rest of London, we will build on strategies such as Go London and the work of the Physical Activity Coordinators to develop joint action plans with health partners. These plans will aim to reduce the levels of sedentary population, and will include funding and outcome target agreements. Action planning will consider how to motivate all residents to get active and will provide places where formal and informal play is promoted and supported. It will also offer wide-ranging sports and recreation activities that provide for family activity and cater for 'social sports', building on innovative initiatives such as the 'green gym', environmental volunteering, 'Let's Get Moving' and the TfL cycle scheme.

A central part of the work is to develop an events programme in advance of the Olympics. The sports events will be run across the boroughs to ensure residents are able to be a part of the fun and celebration of the Games. The events will be borough and inter-borough, to raise awareness and participation levels, as well as to bring families and communities together to build cohesion. We will work with the Olympic Park Legacy Company to use events as a means to animate the park post 2012. In order to sustain these events, and make them relevant to local people, programmes to increase the volunteer, official and coaching capacity of residents will be delivered.

3. Use sport and physical activities to build community cohesion and ensure young people choose positive pathways

Providing positive activities through the use of sport and physical activity is a key component in local, regional and national strategies, and is a common feature of the youth offer. Sport plays a central role in empowering young people, and reversing the life chances of those who are not engaged positively in community life. Sport has also been used as a tool to tackle youth crime and territorial conflict.

We will work with partners to deliver employment and training programmes in sport and physical activities, allied to interventions with targeted groups that maximise the added value from hosting the Games.

4. Work collaboratively to develop and promote the sports and visitor offer to attract national and international events

The 2012 Games puts an international spotlight on the host boroughs. We will seize the opportunity to showcase our world-class sporting venues and our ability to accommodate high volumes of visitors, raising the profile of our area and London. We will work collaboratively with the OPLC to develop a strategic approach to sports and events marketing. This will help us define our offer and service the business intelligence needs of event organisers and investors to attract national and international events.

Next steps

We will:

- finalise the five borough sport plans into funded implementation plans with tangible outcomes for 2010-2013. The first phase will concentrate on hockey, basketball, cycling, swimming and disability sport, with athletics and tennis to follow by March 2010;
- develop and deliver a coherent set of fun and celebratory community sports and recreational events in the run up to, during, and after the games that use local volunteers, coaches and officials;
- develop joint action plans with health partners, including funding and outcome target agreements, to reduce the levels of sedentary population. Plans will expand opportunities and schemes to encourage families and people to walk, cycle and swim, and will

offer a diverse range of activities including social sports;

- scope the opportunities to attract major sporting events to the five host boroughs and develop action plans with partners to ensure a collaborative approach. This will include developing mass participation running (for example Run to the Beat, Stratford 10k, Victoria Park events); cycling (Velocity 6, Tour of Waltham Forest); swimming (Swimathon, Great London Swim, European Swimming Championships); basketball (NBA Game, GB teams, cross-borough Community Forum competitions) and integrating the Games into community events and festivals;
- Work with partners to develop and implement plans to ensure young people choose positive activities. These will include joint interventions to address youth violence and victimisation and using sport and physical activity as a medium to engage and develop leadership skills and confidence;
- Work on a complementary five borough plan for the development of a sporting legacy in respect of Greenwich that facilitates physical access to Olympic Park based activities and also celebrates the Games time legacy in Greenwich.



Section 3: Governance, management and monitoring

SRF governance proposals

The framework for the Olympic legacy regeneration of the host boroughs area is a long-term project requiring sustained commitment from all levels of government. It will set outcomes that need to be realised over a 20-year period. It requires a form of governance that will ensure that all partners deliver what is required, and that collectively the determination to achieve the outcomes does not change or waver.

The essential characteristics of such a form of governance are:

- a shared commitment to long-term outcomes;
- a shared commitment to working in partnership to achieve those outcomes;
- an effective system for monitoring progress and revising plans;
- a mutual accountability of each partner to all others;
- a consistent and enduring political commitment and engagement at national, regional and local level;
- an effective long-term system for engaging and involving communities, the private and the third sector;
- a robust structure to give effect to governance.

This will be achieved through:

- the newly created East London Legacy Board (ELLB) which has been charged with supporting the implementation of SRF and the LMF and brings together the leading officials from the host boroughs, the OPLC and its counterparts in central and regional government;
- direct accountability of that body to Olympic Park Regeneration Steering Group where relevant Cabinet Ministers, the Mayor of London, the Chair of the Olympic Park Legacy Company and the host borough Leaders and Mayors meet four times a year to review legacy plans and progress;
- relations to national legacy arrangements – it is important to maintain a sharp and exclusive focus on the delivery of SRF and LMF, however it will be valuable to maintain a link to the national legacy arrangements which can be achieved by the Chair of ELLB's membership of the national body.

Owning the convergence principle

The SRF is a long-term framework for regeneration stimulated by the legacy of the Olympics. It requires a 20-year commitment from all parties and a steadfast determination to realise the goals. The SRF is not a statutory document. By signing up in partnership, all public agencies will incorporate the principle of convergence within their own plans and strategies.

In order to achieve the ambitions set out in the Strategic Regeneration Framework, a series of plans, strategies and procurement approaches need to specifically be able to show how they have posed and answered the question: 'How can this help to achieve convergence between this area and the rest of the capital?'

These plans and strategies include:

At the borough level

- Sustainable Communities Strategies, the corporate plans of all LSP members including the Council, the PCT and the police, and resulting target-setting documents
- Borough LDFs and Housing Strategies
- Borough economic development plans
- Borough children's plans
- Local agency plans, such as the London Thames Gateway Development Corporation

At the regional level

- The London Plan
- The Mayor's Economic Development Strategy
- The Mayor's Housing Plan
- TfL's Strategic Plans
- The corporate and business plans of the OPLC
- The plans of the London Board of the Homes and Communities Agency
- The corporate plan of the London Development Agency
- The strategic plans of the London Skills and Employment Board
- The strategic and performance plans of the Metropolitan Police and the London Fire and Emergency Planning Authority (LFEPA)
- The health improvement plans of the Strategic Health Authority (SHA) for London

At central government level the relevant plans and activities of:

- The Government Office for London – all programmes affecting the sub-region
- The Department of Communities and Local Government (DCLG) – Olympic and Thames Gateway and Housing Directorates
- The Government Olympic Executive (GOE) – legacy planning
- The DWP/Job Centre plus – all London based devolution planning
- The Department of Innovation and Universities/ Learning and Skills Council – the impact of skills training in the host borough area
- The DCSF – School improvement in the host borough area
- The Department of Health – Health Improvement Strategies in the sub-region
- The Home Office – policy planning on crime and drugs
- Department of Environment and Climate Change – policy planning on sustainable development and environmental management

The delivery of the SRF will be taken forward through a connected set of phased action plans, elements of which will be compiled into a single performance framework that will be produced as stage two SRF. Stage two SRF will demonstrate multi-agency approaches to share accountabilities for cross-cutting issues that straddle different agency performance indicators. This approach will establish the SRF as the over-arching vision and principle document that guides individual agency plans. Some action plans are already in train and offer a sound basis upon which to build our shared legacy.

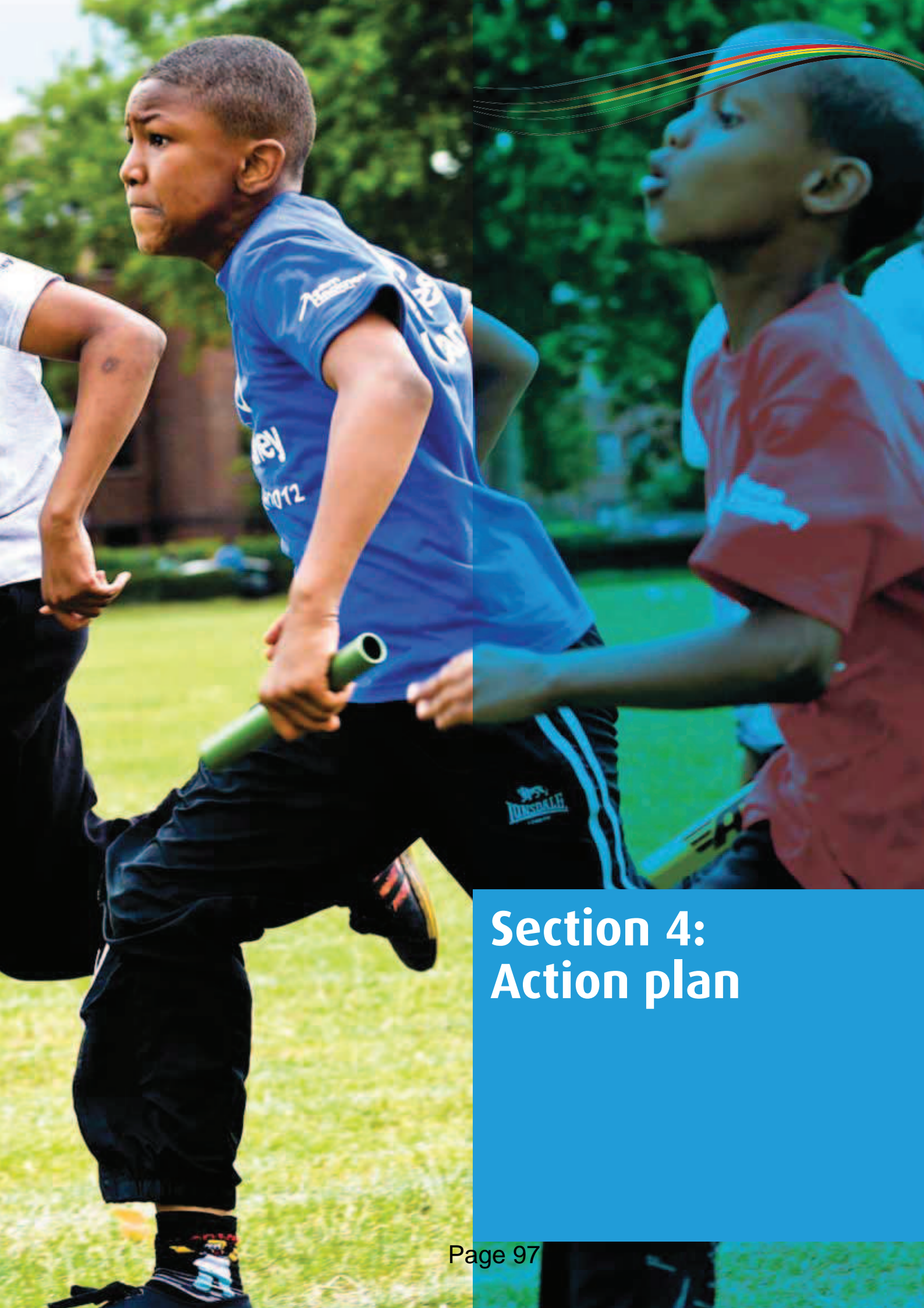
Communicating and embedding the Strategic Regeneration Framework:

The SRF can only be successfully delivered with the drive and support of all levels of government, non-governmental agencies and residents. A full communications strategy is currently being developed. Throughout the autumn and winter of 2009, all of the host boroughs will be working to examine and amend their own key policies to support the principles and outcomes of the SRF. At the same time, a series of events and seminars will be held with government agencies,

business and voluntary sectors to start to establish the principle of convergence throughout the panoply of organisations that operate within the host borough area. This series will begin with a seminar for high-level stakeholders hosted by the Minister for the Olympics and London.

The principle of convergence and the aims of the SRF will be further communicated through a series of papers and articles in a range of arenas and publications.

Most importantly, a communications campaign will be developed to communicate the drive towards convergence and SRF priorities to local residents. The campaign will be accompanied by a resources pack and a campaigning version of the SRF. The communications campaign will be positive in tone, making reference to the opportunities available relating to growth and development, and emphasising the benefits for London as a whole. The host boroughs will explore the use of advocates to spread the message of convergence.



Section 4: Action plan

The Action Plan below is incomplete but is included in this draft for presentational purposes to show the format and types of actions that will be developed and confirmed with partners over autumn 09. The full action plan will be produced within the stage two SRF document in March 2010.

OUTCOME 1: Creating a coherent and attractive city within a city region				
Indicator	London Baseline	5HB Target	Gap Baseline	2014/15 Baseline
Overall satisfaction with the local area (Baseline 2008/09)	74.9%	66.7%	8.2% points	Narrow gap with rest of London by 1.5 - 3.5% points.
Action	Lead Agency	Close Partners	Result	
By April 2010, develop a joint and co-ordinated plan for improvement and maintenance works across all the main public realm players in the five borough area.	LAs, DefRA, DfT, CLG	TfL, GLA	Change perceptions.	
By May 2010, government departments will work with the Olympic host boroughs to explore barriers to the effective implementation and/or enforcement of legislation on management of the public realm and identify action to overcome these.	LAs, CLG, DefRA, DfT	Keep Britain Tidy		
By October 2010, a five-year approach to improving the public realm to be underway, with the first c£190m programme completed ahead of the 2012 Games.	CLG, LAs	GLA	Change perceptions.	
By March 2010, we will develop in more detail the physical investment principles and incorporate these in the LMF, SPG and London Plan.	LAs, DfL	LDA, OPC	Realising physical potential.	
By early 2010, agree a timescale for returning planning functions from the ODA and UDC to LBG, each local authority; and joint arrangements for development control within the Olympic Park area established.	LAs (not including UDC), CLG		More accessible planning processes.	
By end of 2010, Local and Regional Planning incorporate principle of focused areas of commercial development, and high quality design standards.	LAs (LPAs), GLA	GOL, CLG	Boost economic Frameworks offer.	

OUTCOME 2: Improving educational attainment, skills and raising aspirations

Indicator	London Baseline	5HB Target	Gap Baseline	2014/15 Baseline
(NI 73) Pupils achieving at least Level 4 in English and Maths at Key Stage Two. (Baseline 2009)	72%	68.2%	3.8% points	Achieve convergence with the London average by 2015.
(NI 75) Pupils achieving 5 GCSE grades A* - C (including Maths and English) in maintained schools. (Baseline 2008)	50.6%	42.8%	7.8% points	Narrow the gap with the London average to 3-4% points.
Percentage of working age population with no qualifications. (Baseline 2008)	11.6%	17.6%	6% points	Achieve convergence with the London average by 2015.
(NI 80) 19 year olds achieving Level 3 threshold. (Baseline 2008)	55%	51.6%	3.4% points	Narrow the gap with the London average to 2% points.
Working age population qualified to at least Level 4. (Baseline 2007)	40.6%	36%	4.6% points	Narrow the gap with the London average to 3 – 4% points.

Action	Lead Agency	Close Partners	Result
By end of 2010, have in place a rolling 5/10/15 economic and employment forecast to provide a consistent base for future education and training planning and commissioning across the region.	LAs, Schools, FE/ HEs, Employers	LSC/ SFA, JCP	Appropriately skilled year local labour receiving sound information on jobs market.
By end of 2010, have established a regional network operating a coordinated approach to 16-19 commissioning, and to the provision of consistent top quality Information, Advice and Guidance.	LA, Young People's Learning Agency, Skills Funding Agency, National Apprenticeships Agency	RPG, LDA	Reduce number sub-of NEETs; Increase numbers staying in education. Increase numbers achieving NVQ3 and 4. Reduce youth unemployment levels.
By March 2010, have established an Employers Panel, providing employers with a clear mechanism to influence training provision and skills investment, and to encourage their wider involvement in mentoring, apprenticeships and youth enterprise.	LA, Employers	YPLA, SFA, NAA, LSEB, LDA and relevant Sector Skills Councils	
By end of 2010, have completed a feasibility study and development plan for creation of virtual centre of educational excellence, linking 5 high achieving schools across the host boroughs with a business and university support network.	LA, Schools, University, Business		

Action	Lead Agency	Close Partners	Result
By March 2010, produce sub-regional joint action plans, with partners, to address major strategic barriers to educational attainment and prevent young people falling into the NEET cohort; to include serious youth violence; alcohol and drug abuse and teenage pregnancy.	LAs, VCS, Police, SHA		Increase participation at school. Reduce young offenders. Reduce number of NEETs.
By March 2010, develop a strategic best practice initiative which widens the impact of positive initiatives to the region as a whole and supports building of effective leadership.	LAs, Schools		Higher motivation; Increased numbers of mentors. Improved attainment.
By Autumn 2011, launch the National Skills Academy for Retail in Stratford City.	LA, Westfield, Skillsmart, John Lewis, M&S	LDA, LSC	Increase the learning offer. Deliver apprenticeships, diplomas and skills (up to NVQ3). Develop workforce.

OUTCOME 3: Reduce worklessness, benefit dependency and child poverty

Indicator	London Baseline	5HB Target	Gap Baseline	2014/15 Baseline
Economically active people in employment. (Baseline Apr 07 - Mar 08)	64.2%	70.4%	6.2% points	Narrow gap with rest of London by 1 – 5 % points. Achieve convergence with the London average.
Economically active people unemployed (model based) (Baseline 2007).	6.8%	10%	3.2% points	Narrow gap with rest of London to 0.5 -1% points.
Median earnings for full time workers living in the area (Baseline 2008).	£580.8	£548.1	£32.7	To be set in stage two SRF.
Proportion of children living in families on key benefits to London average (child poverty proxy measure). (Baseline April 2007)	27.9%	36.56%	8.7% points	To be set in SRF stage 2.

Action	Lead Agency	Close Partners	Result
By end of 2010, a Joint Investment Strategy established to pool and use funding more flexibly to deliver a portfolio of products to create a more seamless employment service.	LAs, LSEB, LDA JCP, LSC/SFA	DWP, BIS, RSLs, PCTs	Making employment systems work.
By March 2010, establish stronger links between health and social housing by increased cross referral and collocation in GP surgeries and Registered social landlords.	LAs	PCT, RSLs	Better access to hard to reach clients.

Action	Lead Agency	Close Partners	Result
By end of 2010, have a programme in place offering improved public sector recruitment and retention practices, ready to be rolled out to the private sector.	LAs	PCT, Met police	Increased numbers of local people recruited by public employers.
By March 2010, develop accurate employment and skills database/ forecast on which to base skills planning and commissioning.	LAs	ELBA, LDA, DWP	Training more closely aligned to employer requirements.
By March 2010, to have identified the gaps in provision for marginalised groups and outline interventions relevant to each one.	LAs	LDA, DWP	More effective employment system with greater numbers of marginalised groups finding access to work.
By March 2010, to devise and institute arrangements to ensure that all prospective employees referred by the system possess basic employability skills to meet business standards.	LAs	DWP, LDA, ELBA	Greater private sector willingness to recruit workless.
By March 2010, to have streamlined employer liaison and engagement across the sub region to create a clear and efficient mechanism.			More effective and supportive private sector participation and contribution in worklessness policy.

OUTCOME 4: Homes For all

Indicator	London by 2015	Of which 5HB by 2015
Additional housing units :		
Total planned	150,000	50,000
Affordable – delivered	35,000	12,000

Action	Lead Agency	Close Partners	Result
By end of 2009, to complete the first round of single conversations to develop the investment stream for 2011 onwards.	LAs, OPC, GLA, HCA	CLG	New housing supply and private renewal.
By end of 2009, Mayor's and local housing strategy decisions re tenure, nominations and mobility.	LAs, OPC, HCA, GLA	CLG	Greater choice and more appropriate provision.
By March 2010, establish an approach to investment in new supply in the private rented sector and to the management of the existing private rented sector.	LAs, OPC, HCA, GLA	CLG	Better private sector provision.
By March 2010, set long term targets within the revised London Plan and our own LDFs and deliver 12,000 affordable homes by end 2015.	LAs, OPC, HCA, GLA	CLG	Greater number of homes.

OUTCOME 5: Enhancing health and wellbeing

Indicator	London Baseline	5HB Target	Gap Baseline	2014/15 Baseline
No sport or activity. (0 times 30 minutes per week)	49%	55% (2008)	Gap: 6% points (2008)	Narrow the gap with the London average to 1 Percentage points.
(NI 56) Obesity levels in school children in Year Six. (Baseline 2008)	21%	24%	3% points	Narrow the gap with the London average to 1 percentage points.
Mortality rates from all circulatory diseases at ages under 75.	83.52 (2008)	112.08 (2008)	34.2%	Narrow the gap with the London average to 25 percentage points.
Mortality rates from all cancers at ages under 75.	108.95 (2007)	122.27 (2007)	12.2%	Narrow the gap with the London average to 10 percentage points.
Life expectancy for males. (Baseline 2007)	77.9	75.5	3.4% points	Narrow the gap with the London average to 2.5 percentage points.
Life expectancy for females. (Baseline 2007)	82.4	80.9	1.9% points	Narrow the gap with the London average to 1.5 percentage points.

Action	Lead Agency	Close Partners	Result
By March 2010, assess the SRF against the emerging recommendations from the Strategic Review of Health inequalities in England post 2010 (The Marmot Review) and produce a five borough report as a sub-section of the Marmot Review.	PCTs	RPHG, DoH	Embed best practice for tackling health inequalities into the SRF.
By March 2010, use local volunteers to undertake a five borough health and lifestyle survey to establish key baseline data around behaviours.	PCTs, LA, Personal Best	RPHG, local volunteer agencies	Increase volunteering. Establish a sound health baseline.
By end of 2012, ensure that everyone over 40 is regularly screened for CVD risks and referred into appropriate and effective preventative activity and/or treatment.	PCTs		Increase life expectancy through earlier access to treatment and focus on prevention.
By 2015, reduce average smoking prevalence in East London to London average or below by continuing to deliver "what works" in reducing adult smoking prevalence, targeting communities and neighbourhoods where smoking prevalence is significantly above the national average.	PCTs	Local authorities, national charities, VCS	Increase life expectancy, reduce mortality and morbidity from smoking-related disease.

Action	Lead Agency	Close Partners	Result
By 2010, develop a shared approach and joint action plans to target the sedentary population, building on Go London and implementation of Healthy Weight, Healthy Lives in East London and 'Healthy Boroughs' programmes to slow down and halt the increase in obesity in children and families.	PCT, SHA	Local authorities, Sports clubs, national charities, VCS	Decrease the sedentary population and improve health prospects. Reduce obesity levels in adults and children.
By 2011, develop joint action plans with partners to identify shared accountabilities and enable rewards to be passed to agencies that prevent ill-health by supporting people to make positive health choices, whether addressing obesity, physical inactivity, smoking, alcohol and substance misuse.	PCT, LA, community providers	SHA	Embed an approach where health is 'everyone's business' and prevention is incentivised. People are a healthier weight; Increase in smoking 4-week quitter rate.
By 2010, develop a joint approach to social marketing and engage with charities such as the British Heart Foundation and businesses, including 2012 sponsors.	PCT, LAs, 2012 Sponsors, Charities	National Social Marketing Centre	Harness expertise and resource for cost-effective, large audience social marketing.
By 2010, develop a set of planning principles that will deliver health and wellbeing benefits from physical developments, including providing a healthy mix of fast food offers on high streets and in proximity to schools.	PCTs and LAs, HUDU	DCLG, GLA, LDA (social enterprise development)	Increase the healthy food offer leading to better health and wellbeing.
By May 2010, develop a sub-regional public health harm reduction approach to drug and alcohol use among 5 Borough residents. This will focus on treatment and rehabilitation rather than punishment with an ultimate aim of diverting offenders with substance misuse problems from the criminal justice system into treatment and rehabilitation programmes, with a significant impact on the levels of violent and acquisitive crime.	PCTs, LAs, MPA	Police, Probation, national charities, VCS	Reduce violent crime. Reduce alcohol admissions. Reduce offending and re-offending rates.
Continue to implement teenage pregnancy strategies, building on best evidence in the East London context (agree target in stage two SRF)	Joint PCTs/LA	DoE, DoH	Reduce teenage pregnancies.
By 2012, Olympic and Paralympic Games 70,000 volunteers. Run the Personal Best programme to enable local people to access opportunities and enhance the visitor experience through the 'London Greeter' project.	LOCOG, Visit London, LAs, LDA		Increase number of with volunteers; Improve perception of hospitality.

Action	Lead Agency	Close Partners	Result
Deliver world class polyclinics, polysystems and new facilities that integrate other services and cater for the needs of all users.	PCTs, LAs	NHS London, GPs, other NHS Trusts, health and social care providers	Increase access to and quality of service.
By 2014, move the majority of expenditure on services for individuals from agencies to individuals so that they are in control of deciding what services they need to maximise quality of life, regardless of health status.	Joint PCTs/LA	DoH, SHA, NHS London	More people living independently, exercising choice and control.

OUTCOME 6: Reduce serious crime rates and anti-social behaviour

Indicator	London Baseline	5HB Target	Gap Baseline	2014/15 Baseline
Violent crime levels. (Baseline 2007)	12.8%	18.8%	6% points	To be set in stage two SRF.
NI 17 Perceptions of anti-social behaviour.	26.5%	38.9%	12.4% points	To be set in stage two SRF.

Action	Lead Agency	Close Partners	Result
By March 2010 undertake a five borough analysis of crime, safety and cohesion to inform the development of a work programme with detailed action plans based upon five borough analysis which include five to 20-year deliverables.	LA	Borough Commanders, MPA, GLA	Targets set based on sound database.
By March 2010 develop a five borough approach to tackling serious crime, prioritising disrupting gangs and serious youth violence.	LA Borough Commanders, MPA,	GLA, Home Office	Reduce serious violent crime, reduce serious youth violence, increase young people's safety.
By March 2010 work with Health partners to develop a joint approach and plan to support vulnerable groups, with a focus on prevention of re-offending amongst non-statutory offenders (less than six months in custody).	LA, PCTs, Borough Commanders, MPA	Probation services, SHA	Reduce alcohol related admissions; Reduce re-offending rates.
By March 2010 develop the rationale for a shared host borough approach to police target setting and resource deployment based upon evidence of aggregate impact on violent crime and serious youth crime, understanding of local communities and population change.	LA, MPA	GLA, Home Office	Reduce crime.

OUTCOME 7 : Maximising the sports legacy and raise participation levels

Indicator	London Baseline	5HB Target	Gap Baseline	2014/15 Baseline
(NI 8) Recommended Adult Activity (three times 30 minutes per week). (Baseline 2008)	21.2%	18.0 %	3.2 % points	Narrow the gap with the London average to 0.5 percentage points.
No sport or activity (0 times 30 minutes per week).	49%	55% (2008)		Gap: 6% points (2008) Narrow the gap with the London average to 1 percentage points.
Percentage of pupils who participate in physical education and school sport.	Not available	76.4%	Not available	Achieve 100%.

Action	Lead Agency	Close Partners	Result
By March 2010 produce five borough sports plans for hockey, basketball; cycling; swimming, athletics; tennis and disability sport that set targets for 2010-13 and include costed implementation programmes to increase adult and young people's participation levels (to include targets for BAME, Women and low-income families).	LAs, LDA, national sports governing bodies	DCMS, Community sport providers	Plans produced.
By January 2010 parties recognise the sub-region for commissioning and partnership work.	LAs, LDA, national sports governing bodies	DCMS, Community sport providers	Enable discussions on implementation.
By April 2010 relevant agencies endorse the Sports Plans and commit to delivery, five boroughs and other partners agree to pump-prime activity.	LAs, LDA, national sports governing bodies	DCMS, Community sport providers	Resources identified to deliver plans.
By April 2010 relevant parties agree to align structures to support delivery of sub-regional plans for 6 Olympic Park Legacy Sports and Disabled Sport.	LAs, LDA, national sports governing bodies	DCMS, Community sport providers	Increase adult funding participation levels.
By June 2010 agree a programme of community sport and recreational events pre and post Games.	GLA, LDA, sports bodies, boroughs, OPLC	DCMS, community sport providers	Decrease sedentary population.
By March 2010 develop joint action plans Health partners to reduce the levels of sedentary population, this includes funding and outcome target agreements. Plans will expand opportunities and schemes to encourage families and people to walk, cycling and swim as well and will offer a diverse range of activities including 'social sports'.	LA, PCTs	GLA, SHA, community sport providers	Decrease sedentary with population.

Action	Lead Agency	Close Partners	Result
By June 2010 scope the opportunities to major sporting events to the 5 host boroughs and deliver develop action plans with partners to ensure a collaborative approach, this includes developing mass participation Running (for example Run to the Beat, Stratford 10k, Victoria Park events), Cycling (Velocity 6, Tour of Waltham Forest), Swimming (Swimathon, Great London Swim, European Swimming Championships), Basketball (NBA Game, GB teams, cross borough Community Forum competitions) and integrating the Games into community events and Festivals.	LA, OPLC		Attract national & attract international sporting events.
By March 2010 work with partners to develop implement plans that ensure young people choose positive activities, these include joint interventions to address youth violence and victimisation using sport and physical activity as a medium to engage and develop leadership skills and confidence.	LA, sport providers, MET	GLA	Increase the numbers and of young people participating in positive activities. Reduce the number of NEETs. Reduce the numbers of youth offenders and re-offenders.

Organisational Acronyms used in Action Plans

DoE	Department Education	GOE	Government Olympic Executive
DoH	Department of Health	GLA	Greater London Authority
HUDU	Healthy Urban Development Unit	GOL	Government Office for London
LOCOG	London Organising Committee for the Olympic Games	HCA	Homes and Communities Agency
MPA	Metropolitan Police Authority	HEI	Higher Education institutes
RPHG	Regional Public Health Group	HMT	Her Majesty's Treasury
SHA	Strategic Health Authority	JCP	Jobcentre Plus
BIS	Department for Business, Innovation and Skills	LAs	Local Authorities
DCLG	Department for Communities and Local Government	LDA	London Development Agency
DfL	Design for London	LSC	Learning and Skills Council
DWP	Department for Work and Pensions	LSEB	London Skills and Employment Board
FES	Further Education institutes	OPLC	Olympic Park Legacy Company
		PCTs	Primary Care Trusts
		SFA	Skills Funding Agency
		VCS	Voluntary and Community Sector



Appendix

Appendix

Initial Equality Impact Assessment

Name of policy	Olympic and Paralympic Legacy Strategic Regeneration Framework Stage 1
Date of Assessment	7 October 2009
Responsible Officer	Michelle May
Name of lead Assessor	Vicki Austin, with input from Jane Brown.

Context: What is the purpose or desired outcome of this policy/proposal from an equalities perspective?

The SRF offers a major opportunity to change the lives of some of the most disadvantaged communities living within the five Olympic host boroughs (Hackney, Newham, Waltham Forest, Greenwich and Tower Hamlets). Due to the demographic nature and make up of the five host boroughs sub region, successful delivery of the SRF would naturally mean new opportunities and better life chances for many of the diverse communities living there. This is certainly the desired outcome for this strategy from an equality perspective.

The available evidence shows quite clearly that some groups of people have increased structural, persistent, and specific barriers to employment, skills development, safe and appropriate housing, good health and participation in sport, than others. If the convergence principle is to prove successful for all of the communities of East London, it is essential that these barriers are understood, and the SRF is used as a catalyst for tackling them.

To be sure that that the SRF has the most positive impact on equality groups, it is necessary to use the available evidence to ensure that the different and diverse groups of people experiencing educational, economic, health inequalities, or other disadvantages, benefit. This will require mechanisms to be put in place to measure the impact on the lives of these groups, and to capture the opportunities made available to them and taken by them.

One way to make the desired outcome of the SRF a reality from an equality and inclusion perspective would be to suggest that the SRF commits to narrowing of the gap between the outcomes and life experiences of diverse groups in the five boroughs, and the London average. This is a translation of the convergence principle to show what success would look like for differing groups and communities.

Stage 1 Gathering and reviewing evidence

What are the equality issues including barriers to access or success that are relevant to understanding the equality dimension of this policy/proposal? (Look at race, gender, disability, faith, age, sexual orientation, trans-gender and any other potentially disadvantaging factors such as ex-offender background, being a gypsy or traveller, being a looked-after child.)

There has been a wide variety of research undertaken to support the development of the SRF Part 1. This has included a study by GLA economics and the Navigant Report on the principle of convergence. In addition to this SRF specific work, a Baseline Study and draft Equality Impact Assessment have been conducted on the prospective Legacy Masterplan Framework (LMF), which detailed some of the equality issues in the five host boroughs. The 5HB Unit also commissioned a detailed analytical base for the MAA.

In brief, we know that the sub-region has a younger and more transient population than the average, with a higher rate of in-migration, and some of the most ethnically diverse boroughs in the UK. Office of National Statistics figures from 2006 show that across the five host boroughs, 58% of the population are of white origin, 20% are of Asian origin and 15% of black origin. In London overall the comparable shares are 70%, 13% and 11% respectively. London's Bangladeshi and Pakistani communities are concentrated within the five host boroughs, making up a significant proportion of the population, particularly in Tower Hamlets. This ethnic diversity is also increasing. Between the 1991 and 2001 censuses, the white population fell from 70% to 50% of the 5 host boroughs.

Ethnic diversity is particularly high among young people. In Tower Hamlets around 67% of children are from BAME communities, similarly the figure is around 70% in Newham, and roughly half in Waltham Forest and Hackney, with BAME children in Greenwich numbering approximately a third.

The population of the whole of London is predicted to grow over the timeframe of the SRF, with the five host borough sub region expected to rise at almost twice the London average at 23% (260,000), resulting in increasing diversity.

There is an over-representation of disabled people (using proxy indicators) in the five host boroughs (21%) compared to the London (17%) and UK (18%) figures in the 2001 census. Evidence from the Olympic Delivery Authority (ODA) Disability Equality Strategy published in

2007 estimated that the employment rate for disabled people in the five host borough sub region is considerably lower at 33.7%, than that for London 45.7%, or the UK 50%.

Disabled people are also less likely to have formal qualifications, or higher levels of attainment, in part due to attitudinal barriers experienced within the education system.

The SRF area contains a high representation of Muslim residents. Muslims constituted 19% of the population at the census in 2001. There is a slightly lower than the London average representation of Christians in the host boroughs, though this is still high at 50%. There are also significant Buddhist, Hindu, Jewish and Sikh populations resident in the host boroughs, and further investigation is needed to understand if national trends of exclusion from services and concentration in unfit housing experienced by religious minorities are replicated in the host boroughs.

Regarding gender, there is an equivalent ratio of women to men in the host boroughs, as London, and slightly lower economic activity rates for women (42%) as London (44%). The gender pay gap for women in London is 23%, six percentage points higher than the national average, and occupational segregation is still in place. It would be helpful to establish whether these trends are repeated in the host boroughs. With the presumption that they are, then if not tackled, these underlying issues could potentially prevent an overall convergence from benefiting all groups.

There is very little evidence to show the impact of sexual orientation on life chances and experiences, and certainly nothing to note specific to the host boroughs. Estimates argue that the Lesbian, Gay, Bisexual and Transgender (LGBT) population of London ranges from 6-15%, and there is clear evidence that LGBT people experience discrimination in education and at work, as well as an increase fear of (hate) crime.

Where are the gaps in this evidence; which groups or issues do we know least about?

At present there is an uneven spread of data which has been collated for SRF purposes. This could helpfully be condensed (with the LMF and Multi Area Agreement (MAA) evidence) and strengthened to inform the detailed action plans in stage two SRF, by March 2010.

There is a general lack of data relating to LGBT communities, and less data relating to faith groups available, in general. This is a generic issue but the SRF could begin to think about how it could use innovative means to tackle it.

There are also issues around the viability of data when it is disaggregated at lower geographical levels, especially when annual data, rather than the census is used to measure progress. This could potentially impact on the

ability of the SRF to measure progress for some equalities groups.

Some of the host boroughs are already beginning to think about some of these issues, working with and through their Local Strategic Plans (LSPs).

Each of the boroughs is already striving to better themselves, or maintain their high rating, within the Local Government Equality Standard/Equality Framework. It may be that a collective approach to tackling some of these data inefficiencies and to exploring opportunities to amalgamate data into useful thematic equality profiles, is both helpful and appropriate to both understanding the issues and to informing future rounds of action planning

Where have you involved or consulted on this policy/proposal with equality stakeholders and what did they tell you?

The high level proposals detailed in stage one SRF have been developed with the five host boroughs, key partners and Government. They have been developed on the basis of existing local priorities, which have in turn been consulted on by the five boroughs.

The SRF at this stage is not a public-facing document.

It is high level and strategic. Consultation has been undertaken with key stakeholders and partners, and the recommendation is that the five host boroughs' Equality and Inclusion teams be involved in an appropriate way in shaping how the detailed actions contained within stage two of the SRF pick up equality issues.

Stage 2. Making an assessment of the impact

Drawing on aims of the policy, the evidence of issues and barriers and the outcomes of involvement activity please list all potential negative impacts on individual equality groups, equality in general or community cohesion.

There is no evidence that the SRF proposals constitute any illegal, direct or non-direct discrimination. To the contrary the development of the SRF, and the outcomes within it, offer the opportunity to make a real difference to the lives of communities living in the five host boroughs over the

next five, then twenty, years.

The action plan attached, outlines the future actions now necessary to ensure this is the case.

Please specify what action you could take to remove or partially mitigate each negative impact.

There is potential for a negative impact only if:

- the evidence around equality groups is not fully understood;
- the evidence around equality groups is not used to influence the development of the detailed action plans, and ultimately to shape interventions;

- the performance management framework does not mainstream equalities into it;
- the evaluation of outcomes is insensitive to equalities issues.

Hence the action we will take to eradicate this potential negative impact is outlined in the action plan.

If any of these negative impacts cannot be mitigated at all please provide justification for this.

All potential negative impacts will be mitigated through the means identified in the action plan.

Drawing on the evidence, the outcomes of involvement activity and the detail of the policy please list any additional improvements and positive benefits that can be made to better promote equality and community cohesion.

The improvements identified through this assessment relate to ensuring the potential equalities benefits of the

SRF are realised and the action needed to support these are outlined in the action plan attached.

Stage 3 Planning mitigating and improvement action

Please see the completed action-plan template attached, which outlines what action will be taken to mitigate each

negative impact and enhance each positive improvement highlighted above.

Stage 4 Governance, monitoring and review

This initial EqIA will be presented, alongside the SRF, on 19 October 2009, to the Olympic Park Regeneration Steering Group (OPRSG). The group will consider the findings of the EqIA and agree the action plan.

Following this discussion, it is proposed that a sub group of the East London Legacy Board will take ownership of it going forward, and will convene a relevant group of individuals, including representation from the host boroughs, to drive it forward.

This EqIA should be treated as a live document and will be updated as the SRF moves through to the delivery and monitoring stages. An updated EQIA, including proposals for further action, will be presented alongside the March stage two SRF, outlining how the consolidated evidence base has been used to inform the development of the detailed actions in the document.

EqlA Action Plan

Negative impact or action to make positive improvement	Action required	Lead	Time scale	Expected Outcome
1) At present the document is not explicit about the different experiences of differing equalities groups. This is detrimental, as a failure to address specific barriers could result in failure of the proposals, and it also undersells the positive aspects of proposals.	Enhance the relationship between the evidence base on equalities and the summary of information presented in the SRF.	Nominated borough representative	By 1.12.09	A better evidence base to inform the development of the stage two SRF.
2) At present there is no system in place to outline how equalities outcomes will be captured.	Consider how equality outcomes will be monitored/measured within the SRF process, cross referencing to work being done by boroughs to improve equality mapping and disaggregate performance data.	Nominated borough representative	March 2010	The performance management framework for SRF incorporates equalities reporting where relevant.
3) The convergence principle could be successfully achieved and still not have an equal impact on those groups with the biggest barriers/issues.	Consider whether it is necessary to/there is appetite to, disaggregate the convergence principle and subsequent Outcome indicators to take account of the experiences of diverse groups.	Nominated borough representative	1.12.09	A conclusion drawn on whether it is desirable and possible to disaggregate the convergence principle and clearly explained and communicated
4) There is no working group, and no senior officer or body currently allocated responsibility for equality within the SRF.	Consider and outline the implementation and management mechanism for this work to integrate it into the next stages.	Nominated borough representative	1.11.09	A working group is established, potentially linked to the East London Legacy Group.
5) There is no formal mechanism for consultation with equalities groups, especially disabled people where the legal requirement is strongest.	Consider how this could be done and if and how it would be appropriate and at what stage, involving the five host borough equality teams.	Nominated borough representative	1.12.09	Consideration is given to if and how consultation with equalities groups would be appropriate and this is clearly articulated and communicated.
6. There is presently no detailed explanation of how longitudinal evaluation will capture the experiences of today's residents over the timeframe of SRF, leading to a possibility that any incoming (potentially less disadvantaged) residents might simply replace existing residents.	Consider how a longitudinal study or resident's survey could track the changes for the same people and communities, over the lifetime of the project.	Nominated borough representative	March 2010	Consideration is given to whether a longitudinal study, or some other aspect of measurement, should be put in place to ensure that the experiences of current residents continue to be captured over time.

Agenda Item 6

REPORT OF THE CLERK TO THE JOINT COMMITTEE		
Establishing Governance Arrangements for Worklessness and Skills	Classification Public	Enclosures N/A
Joint Committee of the London 2012 Olympic and Paralympic Host Boroughs		AGENDA ITEM NO.
29th January 2010		6

1. INTRODUCTION

- 1.1 With the establishment of the Joint Committee, the previous arrangements for the Employment Partnership Board are no longer relevant. This Report recommends a Sub-Committee, and also further officer arrangements to support the Sub-Group and implementation of the Strategic Regeneration Framework and Multi Area Agreement arrangements on joint investment strategies and mechanisms.

2. RECOMMENDATIONS

- 2.1 The Joint Committee is recommended to;
- i) Establish a Worklessness and Skills Sub-Committee comprising one executive member and one substitute executive member from each of the five boroughs, the names of whom shall be notified to the Clerk of the Joint Committee.
 - ii) Approve the terms of reference for the sub-committee as follows:
 - to direct worklessness strategies and programmes of the five boroughs;
 - to approve, oversee and direct grant programmes in line with the strategies and programmes;
 - to establish an senior officers and partners Commission and to determine its terms of reference;
 - to establish an advisory Business Leadership Group and to determine its terms of reference.
 - iii) Determine the quorum for the Sub-Committee;
 - iv) Endorse the existing arrangement that the London Borough of Greenwich takes the thematic lead on worklessness and skills issues for the five boroughs, pursuant to paragraph 8.1 of the Inter Authority Agreement of the 31st August 2006.

- v) Endorse the existing arrangement that the London Borough of Hackney is the accountable body for grants on worklessness and skills, currently comprising the Deprived Area Fund (DAF) from the DWP, the Local Employment and Training Framework (LETf) from the LDA, the Host Boroughs Future Jobs Programme and a subregional LDA European Social Fund (ESF) programme.

3. RELATED DECISIONS

- 3.1 While considering the successor programme to LETf in October 2009, Leaders and Mayors agreed that the Employment and Skills Partnership Board had fulfilled its purpose and that new arrangements should be established linked to the Joint Committee.
- 3.2 Within the worklessness theme of the Multi Area Agreement, we have secured agreement to a sub regional approach to employment and skills provision through the establishment of a joint investment group made up primarily of the funder stakeholders. This would be encompassed in the proposed Commission.

4. ALTERNATIVE OPTIONS

- 4.1 There is no alternative proposal.

5. SUSTAINABILITY AND LEGACY

- 5.1 The proposals put forward will provide the governance arrangements for:
- Political oversight and control over important worklessness and skills issues
 - Oversight and strategic management for achieving convergence as set out in the Strategic Regeneration Framework
 - Joint investment planning and influence over central and regional Government organisations commissioning employment services and programmes
 - Management of sub regional performance
- 5.2 In line with the localization agenda set out by DWP, these governance proposals will enable the local partnership to take on responsibility and accountability for national provision, if they so wish.

6. ECONOMIC IMPACT

- 6.1 The aim is to reduce worklessness and child poverty in the 5 Host Boroughs and to bring about convergence objectives set out in the SRF. This would have a very positive economic impact.

7. HUMAN RIGHTS

- 7.1 There are no issues.

8. RISK

- 8.1 The proposals bring about flexibilities which were introduced in the Multi Area Agreement. They establish a focal point for all organisations commissioning worklessness services in the 5 Host Boroughs, enabling investment to be aligned and maximised.
- 8.2 There is a risk of reduced influence and continuing misaligned programmes if we do not move to these structures in time to inform 2010/11 investment decisions. These need to be influenced during 2009/10 Q4.

9. FINANCIAL CONSIDERATIONS

- 9.1 The Joint Committee will agree a performance framework which will deliver convergence targets. They will establish a sub regional programme of employment and skills services, the performance and financial management of which will be monitored on a monthly basis by the Employment and Skills Performance Monitoring Group. (E&SPMG)
- 9.2 The E&SPMG will be managed by the HBU and report performance, including KPIs and spend, to the Employments and Skills Commission on a quarterly basis. The Commission will report performance to Joint Committee twice a year or by exception when issues arise.

10. LEGAL CONSIDERATIONS

- 10.1 The proposals in this report accord with the governance framework in the Inter Authority Agreement of the 31st August 2006 and the Memorandum of Understanding of the 14th September 2009.
- 10.2 There are no immediate legal implications arising from the report.

11. BACKGROUND / TEXT OF THE REPORT

- 11.1 Tackling worklessness has been at the forefront of partnership working in the 5 host boroughs. In the very early days an Employment and Skills Partnership Board was established including; politicians from each of the 5 boroughs; representatives from central government; employer representatives; the LDA; the ODA and LOCOG. This Board has overseen a number of significant developments, including;
- the establishment and strengthening of local labour market brokerages;
 - the development of the single points of access service;
 - the LETF programme and within this targets for jobs on the park;
 - Borough ESF projects;
 - Borough Future Jobs projects;
 - co-ordinate approach to subregional programmes
 - strengthened partnership with JCP.
- 11.2 The success of the approach has established a programme of work worth potentially £39m to the 5 Host Boroughs. This includes the Deprived Area Fund

(DAF), the Local Employment and Training Framework (LETF), the Host Boroughs Future Jobs Programme and the European Social Fund (ESF) programme, as mentioned above in section 2. However, the governance is not properly linked to the recently established Joint Committee.

11.3 As a result, the chair of the Employment and Skills Partnership Board has asked that it is integrated into Joint Committee governance, and takes into account the MAA and SRF commitments.

11.4 This paper sets out proposals for governance which provide legal cover for a sub regional programme of work, as well as providing strong political control and strategic oversight of future developments.

Key Issues

11.5 Effective engagement with employers and business, as well as central government, is critical to the effectiveness of worklessness strategies and programmes. The original partnership board recognized this issue and included representative from all the relevant areas. As a result it was very big and sometimes unwieldy.

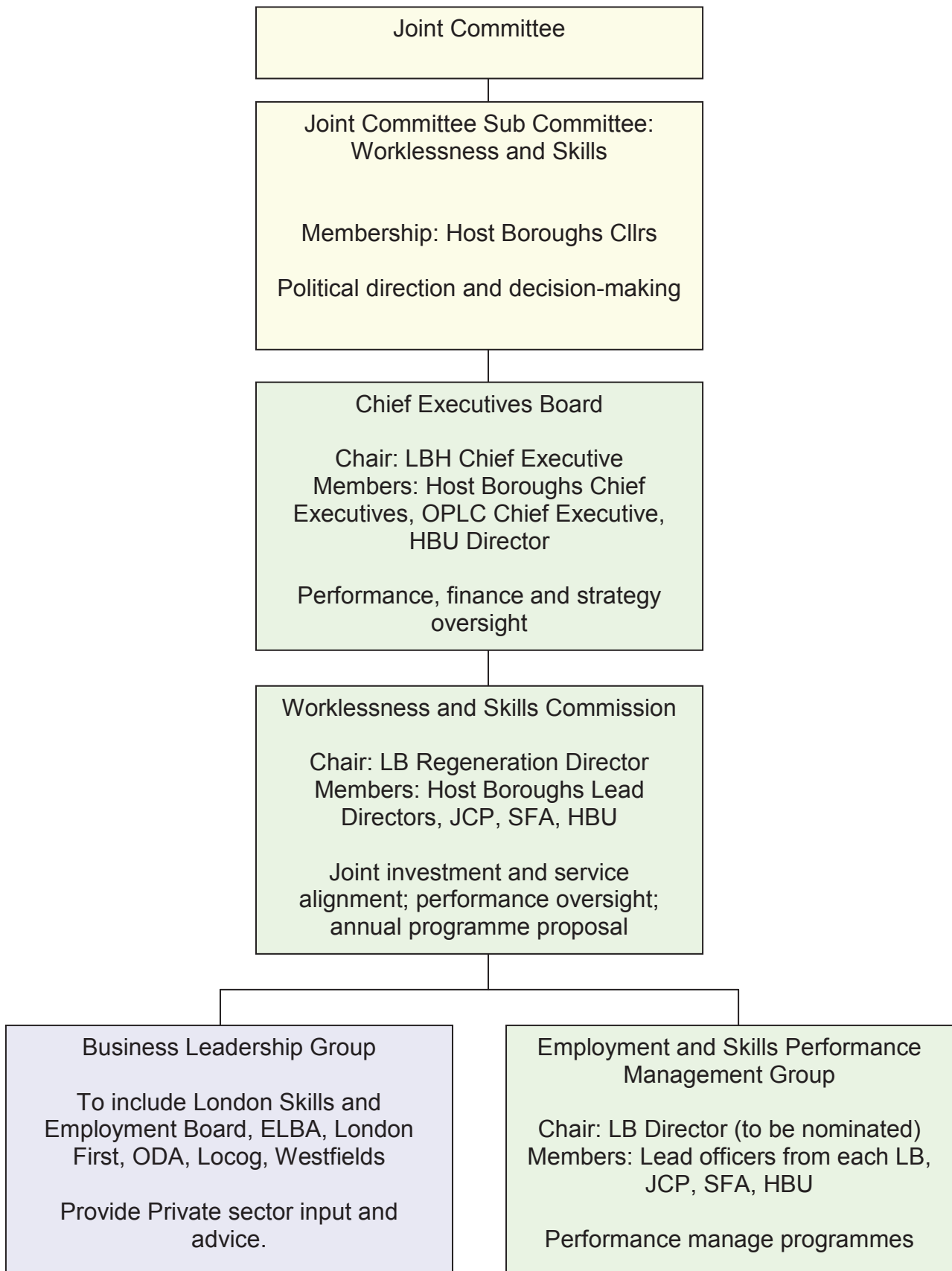
11.6 The new governance should consider how to manage the relationships required. This report recommends separating out these roles into three different bodies so that we have:

- Clear political leadership, direction and decision-making, with a direct link to the Joint Committee
- Effective engagement with partnering organisations in order to influence decision-making on national and regional service provision at an early stage and in line with local needs; and to establish which pieces of national and regional commissioning would be best handled locally.
- Effective employer and business input, a key issue identified in SRF 1, and with the potential to cover a wide range of SRF themes, in addition to the core initially links on maximising employment and understanding the skills needed in our local workforce.

Proposition: A Political Joint Committee Sub-Committee; A Senior Officers Partnership Commission; a Senior Business Group

Overview

The diagram overleaf sets out the proposed arrangements.



Sub-Committee of the Joint Committee

11.7 It is proposed that a formal sub-group of the Joint Committee is established on Worklessness and Skills, meeting twice a year, with political oversight of all worklessness and skills issues and programmes for the sub-region. In accordance with the Memorandum of Understanding, membership must be one executive member from each of the Boroughs. It is suggested that a second executive member from each Borough be appointed as a substitute member to ensure that all boroughs have representation even if their full member is indisposed. The suggested quorum is three. Support to the Committee would be provided by the Chair of the Commission (please see below) and Roger Taylor, Director of the Host Boroughs Unit.

Commission

11.8 It is not possible to have officers form part of a joint committee structure however we need the linkages to influence Central and Regional Government organisations. Drawing on the Greater Manchester (AGMA) model, the Sub-Committee will be invited to establish a Commission with senior officers from the boroughs and partners, meeting four times a year. It is suggested that the membership could be:

Chair	A Borough Regeneration Director (to be nominated)	
	Lead Directors from the remaining four boroughs (to be nominated)	
	Jobcentreplus	Graham Houghton
	Skills Funding Agency	Mary Conneely
	LDA	Stephen Evans
	Host Boroughs Unit	Roger Taylor
Support	CE/Director Hackney (accountable body)	
	Deputy Director Employment and Skills, HBU	

11.9 Prior to the start of an operational year, the Commission would propose a strategic programme of sub-regional activities to the Joint Committee Sub-Group for approval, and these will be implemented through the accountable body.

11.10 The Commission would report into the existing Chief Executives Board, and would be supported by the existing officer performance group which would continue to meet on a monthly basis to manage these programmes at working level.

Business Leadership Group

11.11 In support of the commission, it is proposed that the Sub-Committee establishes a separate Business Leadership Group linked to the London Skills and Employment Board (LSEB) and that business representatives from the previous partnership board take a role with this group. The Business Leadership Group should comprise a representative group of employers and businesses, including ODA, Locog and Westfield to provide an employer voice into key strategies moving forward. The Commission should oversee the Group going forwards.

11.12 Initially, the Business Leadership Group will be needed to focus on worklessness. However, overtime consideration should be given to building linkages into other areas of partnership work such as business development, visitor economy and education and skills. With this in mind, the aim should be to secure senior representatives for the group.

11.13 These proposals build on the experience of the Partnership Board established to oversee City Strategy and the LETF programme and discussions taken forward with central government in the development of the MAA.

11.14 The proposals put forward a representative of all stakeholders and comply with Host Borough equalities strategies.

Roger Taylor

**On behalf of Tim Shields,
Chief Executive of the London Borough of Hackney
Clerk to the Joint Committee**

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Background papers

The following documents have been relied upon in the preparation of this report:

Description of document	Location	Date
Multi Area Agreement	HBU	In draft
City Strategy Business Plan	HBU	March 2007
SRF 1	HBU	October 2009
Draft Paper on Joint Committee Organisational Arrangements	Hackney Legal	In draft

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