

**MAYOR OF LONDON**

The Mayor of London's  
Annual Report  
2014-15

---

15 June 2015

# Contents

---

<b>Foreword from the Mayor of London</b>	<b>3</b>
<b>Jobs and growth</b>	<b>3</b>
Supporting a growing city	5
Vital high streets, vibrant economies	7
Creating opportunity through skills, jobs and apprenticeships	9
Giving children and young people a better start in life	10
A team for London	13
<b>Housing and land</b>	<b>15</b>
Delivering homes for London	16
Improving existing homes	17
Releasing land, releasing economic energy	18
<b>Transport</b>	<b>20</b>
Freezing fares	20
Road modernisation plan	21
River Crossings	22
Cycling	22
Tube network	23
London Rail	24
Taxis and Private Hire	25
<b>Quality of life</b>	<b>26</b>
A green, resilient city	27
A smart, resource efficient city	29
A healthier city	30
A cultural metropolis	31
Delivering for all	34
<b>A lasting Olympic legacy for London</b>	<b>35</b>
A new district for London	35
Olympicopolis	36
Accelerating housing	36
Providing jobs and apprenticeships	37
A sporting legacy across London	37
<b>A safer London</b>	<b>40</b>
Cutting crime, increasing confidence and cutting costs	41
Preventing crime, protecting Londoners	42
Supporting victims and protecting the vulnerable	43
Your Police, your neighbourhood	44
Preventing and responding to fires and emergencies	44
<b>An efficient and responsive City Hall</b>	<b>47</b>
Delivering value for the London taxpayer	47
Leading the way on transparency	48

# Foreword from the Mayor of London

---

This has been a spectacular year for London with many records being claimed: the population reached its record level of 8.6 million since the peak in 1939, and it is set to grow to 10 million by 2030; we are building record numbers of homes, more than in any year since 1980, and are on course to build 100,000 affordable homes by 2016. More people are using the Tube and buses than before and more are cycling (over half a million every day). Crime is down. We have successfully reopened Queen Elizabeth Olympic Park and have last year welcomed to London more visitors than Paris or New York.

London is going from strength to strength with huge investments in infrastructure. The first tube extension in 15 years is about to begin on the Northern Line, Crossrail continues apace; some exceptional projects, led by the ground-breaking Olympicopolis initiative, are promising to keep London as an undisputed leader amongst world cities.

Our ambition should not stop there: even with the current Tube modernisation programme and the delivery of Crossrail 1, Crossrail 2 is needed to provide vital new capacity on the transport network to cope with London's forecast population growth. By 2050, the demand for public transport will have increased by 60 per cent on the Underground and 80 per cent on the rail network compared to current levels.

My aim is to achieve more efficient, integrated and innovative infrastructure solutions to ensure London remains the greatest city on earth. We will continue to work flat out for London and Londoners.

The challenges are huge. This fast growing population means pressure on all our services – and above all acute housing needs. We need to get on with delivering the record numbers of affordable homes. I am bringing forward the development of public land to help delivery of more than 40,000 homes; I am creating Housing Zones which will support at least another 50,000 homes.

We need to give young people better skills, more apprenticeships, better prospects of employment. We should drive on all our programmes for environmental improvement: planting trees, cleaning up the air, leading the UK with our Ultra Low Emission Zone. We must continue to support our young people with Team London, the Music Fund, the educational, sport and cultural initiatives and so much more. We need crime to keep falling.

I want by next year to have made decisive progress with Olympicopolis, with the Old Oak Mayoral Development Corporation and all the other opportunity areas. I am immensely proud of everything the GLA Group has achieved over the last seven years. But we have a massive amount still to do.

Let's keep the pedal to the metal!



**Boris Johnson**  
Mayor of London

# Jobs and growth

---

## Highlights

- **Recognising the challenge of a growing city, the Mayor launched the London Infrastructure Plan 2050 and established the London Infrastructure Delivery Board. By 2050, the capital will require an additional 1.5 million new homes, a 20 per cent increase in energy supply and a substantial increase in transport capacity.**
- **London secured £236 million as part of the first Growth Deal for the capital, in addition to the €748.6 million European Structural Investment Fund announced in 2014.**
- **The Outer London Fund is completing its delivery, with £50 million of investment drawing in an additional £23 million from partners. The Fund supported over 900 new jobs, improved public spaces on high streets, helped over 1,000 local businesses and renovated over 480 high street frontages.**
- **Some £111 million from the Growing Places Fund (GPF) has been allocated for major regeneration projects that support delivery of the Jobs & Growth Plan for London. This included work on Southall Gateway, Tempus Energy, Apprenticeships, the Mayor's Export Programme and the SME business support programme.**
- **The Mayor successfully negotiated a doubling to £3,000, from January to June 2015, of the grant available for London's SMEs to take on an apprentice. He has also launched the 'University of Work' awareness campaign and an £1.8 million Employer-Led Apprenticeship Creation Programme, engaging businesses to create at least 3,600 new apprenticeships.**
- **The GLA Group is on track to deliver the Mayor's ambition to create 200,000 jobs, right across London, over the Mayoral term.**
- **The Mayor invested £25 million in the London Co-investment Fund (LCIF), to provide equity to London's small businesses. Launched in December 2014, LCIF has already invested in nine SMEs and over 300 SMEs have applied to the fund.**
- **The GLA investment of £2.5 million in the creative industries delivered nearly £91 million in orders for designers last year at London Fashion Week; £26 million of new orders for over 1,200 design companies at the London Design Festival; and £125 million of inward investment into film, TV and animation – supporting almost 3,000 jobs.**
- **The DCMS Superconnected Cities Plan is investing over £7 million to help the capital increase its productivity.**
- **The Mayor's Regeneration Fund (MRF) has already created or safeguarded over 700 jobs, improved over 48,000 square metres of public space and offered support or training to over 400 young people.**
- **The Further Education (FE) Capital Investment Fund was launched to enable FE institutions to operate within buildings and facilities equipped with up-to-date equipment and machinery to provide better training to more students. Sixteen projects have been approved so far, with a total value of £42 million.**
- **The Mayor's £24 million London Schools Excellence Fund is spreading excellence in teaching and subject knowledge. Over 13,000 teachers from 1,200 schools have been involved.**
- **The Mayor's volunteering programme for schools, Team London Young Ambassadors, has engaged over 180,000 young people from 1,000 schools in social action.**

# Supporting a growing city

## London's Long Term Infrastructure Plan 2050

The Mayor's objective is to achieve more efficient, integrated and innovative infrastructure solutions to ensure London remains the greatest city on earth. Following a three-month consultation in the summer of 2014, the Mayor launched London's first Long-Term Infrastructure Plan. By 2050, the capital will require an additional 1.5 million new homes, a 20 per cent increase in energy supply and a substantial increase in transport capacity and the plan is the first ever strategic attempt to set out London's infrastructure need across different sectors, how much it might cost and how this may be funded.

Recognising the fragmented governance structures across sectors, the Mayor has established a London Infrastructure Delivery Board to lead on improving the delivery of this new infrastructure. The Board has already agreed various workstreams including drawing up a programme plan for London, testing integrated approaches in three spatial case studies, improving regulation, driving innovation, understanding people's attitudes to growth, and ensuring London better plans for the skills required.

In parallel, the Mayor has continued to make the case for greater fiscal devolution working alongside core cities in England. Greater autonomy over funding arrangements would allow London government to invest in the infrastructure necessary to support growth and secure additional jobs in London.

In 2014-15 the Mayor, through the London Enterprise Panel (LEP) funding, supported a number of investments within four priority areas: skills and employment, SMEs, science and technology, and infrastructure. Some £111 million from the Growing Places Fund (GPF) has been allocated for major regeneration projects that support delivery of the Jobs & Growth Plan for London. This included detailed design work on the Southall Gateway project, the Mayor's Export Programme and further investment to support the Apprenticeships programme.

In December 2014 the London Co-Investment fund (LCIF) was launched. Funded by £25 million LEP investment, the fund has invested over £1 million into nine companies since its launch and will seed fund over 150 early stage businesses over the next three years. The aim is to enable London tech businesses to raise significantly more so that they have sufficient resources to prove their business model. LCIF has attracted a high level of interest. Over 300 SMEs have applied for over £100 million of funding so far. The fund is expected to close in on five more investments at the start of 2015-16 – and its pipeline continues to grow, with the target to help create at least 2,600 new jobs in London's early stage Science, Digital and Technology businesses over the next three years.

The Government's Growth Deal for London, announced in July 2014, includes £70 million of New Homes Bonus (NHB) to be used with London's boroughs on projects to support the LEP's Jobs and Growth Plan and local communities. This is a non-ring-fenced grant to local authorities, calculated broadly on the number of homes built in each authority. All London boroughs will contribute a proportion of the £70 million, based on their NHB allocation for 2015-16: each borough's NHB top slice will be returned to the community via the LEP-endorsed NHB Programme. The assessment of Borough proposals in 2014-15, carried out with London's councils, has sought to ensure that the activity funded is well aligned with the LEP's priorities, as outlined in the Jobs and Growth Plan. It will also seek to complement other major funding streams. An exciting and ambitious programme of

### Growth Deal

London secured £236 million as part of the first Growth Deal for the capital. This is in addition to the €748.6 million European Structural Investment Fund announced in 2014. £11 million of this will support the Employment Support Allowance Leavers pilot. The Mayor also secured:

- £120 million Further Education Capital investment
- £70 million New Homes Bonus
- A rise in the level of grant to employers to take on a new Apprentice from £1,500 to £3,000 (the AGE Grant)
- £5 million digital skills project
- £1.2 million mental health pilot

projects has been put forward by all 33 of London's local authorities and endorsed by the LEP. The 119 projects will create apprenticeship opportunities; improve town centres and much, much more, boosting growth in every corner of the capital. The projects will start in 2015-16.

### **Science, technology and learning**

London is a world leader in science and technology, underpinned by a world-class research base and the Mayor has put London's technology strengths centre-stage, recognising the integral role it plays in enabling innovation and growth across all sectors.

He is funding MedCity, committing over £1 million over three years, with London's three Academic Health Science Centres to promote London as a world leading, interconnected region for life science research, development and commercialisation – delivering health improvements and economic growth. Less than a year since the launch, two major American healthcare companies have announced plans to invest millions of pounds in London. Boston's Mobiquity will invest £13 million over the next two years in a new London base to tap into the capital's strengths in digital health. The other, Gilead Sciences, a Fortune 500 US biotechnology company, is increasing its investment by £13 million and setting up a new UK headquarters in Holborn.

The Mayor continued to champion London's higher education sector, at home and on overseas visits. London's growing reputation as an international leader in higher education was again confirmed in the global university rankings with Imperial College (joint second) and University College London (UCL) (joint fifth). London also performed strongly in the UK's Research Excellence Framework, with Imperial and the London School of Economics scoring higher than Oxbridge. The Mayor's plans for transforming Queen Elizabeth Olympic Park will see UCL and the University of the Arts (UAL) establish two new campuses and Loughborough University London will open for postgraduate study and research from 2015. Huge expansion opportunities are underway or being planned, including White City (Imperial West), Canada Water and Whitechapel.

### **Connectivity and broadband**

In December 2013, the Mayor published the Smart London Plan setting out how data and digital technology would sustain London's position. Underpinning this is a need to ensure Londoners and businesses have access to data, fast and affordable broadband, and the requisite skills.

The Mayor has made significant progress in achieving his commitments including: publishing the Digital Inclusion Strategy; securing £5 million to deliver a digital skills programme; launching the London Datastore II; creating 'Smart London Innovation Networks' to support innovation and SME growth; leading bids to European 'Smart Cities' funding calls; and supporting decentralised energy projects enabled by technology. The Mayor hosted a Connectivity Summit and has developed a comprehensive work plan to improve connectivity in the capital, which includes launching a building connectivity rating scheme, mapping availability across the capital, promoting best practice in boroughs, and using GLA Group property to improve mobile coverage.

Through DCMS' Superconnected Cities Plan, small and medium sized businesses have received Connection Vouchers of up to £3,000 to help with their capital costs of installing superfast broadband. With 6,000 vouchers issued, London surpassed its target of 4,270.

In addition, £1.7 million of funding enabled public institutions in London to roll out free public Wi-Fi access. Seventy-nine libraries or museums across the capital have as a result gone launched free public Wi-Fi. World renowned cultural institutions are among this number: Tate Modern, the Natural History Museum, the British Museum and National Portrait Gallery to name just four.

## **The London Growth Hub**

March 2015 saw the launch of the London Growth Hub (<https://lep.london/growthhub>). The Hub is a tool for SMEs to access information on business support, affordable premises and finance and is supported by the LEP. The Mayor has also published a map of London's Incubators, Accelerators and co-working spaces which support start-ups and SMEs to find the right premises for their enterprises. These initiatives aim to help businesses access the right information and maximise their growth potential.

## **London exports**

Research shows that almost one third of London's businesses are now exporters. The Mayor's Export Programme aims to increase the number of businesses selling overseas, and the value of the sales generated, through trade missions, events and workshops. The programme has advised over 700 London businesses so far, focussed on the technology, life science and tech sectors. Some 200 have been provided with more intensive support, such as participating in a trade mission. In 2014-15 the GLA organised six international trade missions, giving London businesses the opportunity to make connections and sell their goods and services overseas.

## **Attracting investment**

To ensure that London's reputation is maintained and built across the world, the Mayor funds London & Partners (L&P) to lead promotional efforts, attract foreign direct investment, international students and tourists to the capital.

In 2014-15 L&P helped generate £336 million of Gross Value Added (GVA) and 4,838 new jobs through foreign direct investment. L&P attracted a large number of overseas businesses to set up in London, with substantial new investors including Indian tech giant Wipro Infotech Software Services and Pfizer's new R&D centre.

The Guest of Honour campaign to encourage more tourists to visit the capital was L&P's most reported leisure tourism campaign to date, reaching 42 countries, a worldwide audience of 288 million people and receiving 724,000 competition entries.

In June 2014 the first ever London Technology Week took place, a week of hundreds of events to celebrate and promote London's thriving tech sector which attracted over 40,000 delegates. This is now set to be an annual occurrence.

L&P also promoted the capital's strengths as a higher education destination to potential students in key markets across the world, targeting the Chinese market through its Chinese language London.cn site. And it has ensured that London continues to be a destination of choice for major business events, attracting the world's largest medical congress, the European Society of Cardiology in 2015.

## **Vital high streets, vibrant economies**

London's high streets are made up of some 175,000 businesses, employing almost 1.5 million people: 35 per cent of London's total jobs. They play an important role in London's economy and support housing growth. However retail is declining on some high streets and this highlights the need to create more diversified, welcoming and distinctive places that attract visitors and business.

The Mayor has acted early and strongly to address the specific challenges faced by London's high streets; working closely with the London boroughs and a range of organisations to guide investment and develop better management models to deliver jobs, growth and housing for the city as part of high street renewal. The £50 million Mayor's Outer London Fund (OLF), the £70 million MRF and direct investment in pilot Town Teams have led to significant economic uplift. The Mayor's £9m High Street fund will continue to take this forward in the coming year.

The OLF has been central to efforts to the Mayor's support of London's town centres and high streets. All OLF projects were completed in 2014-15, and an independent evaluation has been commissioned by the GLA. The learning captured through the evaluation of the OLF and other major programmes, including the Portas Pilots, helps inform future work and evidence impact.

Outer London Fund projects have improved London's local areas through a broad suite of interventions. Projects like those at Enfield Business Centre, Lowlands Park Recreation Ground in Harrow and Bell Square in Hounslow will leave a lasting physical legacy. Fifteen of the 19 projects which measured footfall reported an increase. Visitor satisfaction increased in every instance it was measured. Nineteen of 20 projects reported decrease in vacancy rates. In addition to these core indicators of economic uplift, projects also reported a range of other impacts:

- A number of areas have reported increased investor investment as a result of OLF works, both directly into the high street and in big, strategic regeneration projects; for example. This is both in terms of high street investment (partly reflected in vacancy rate analysis), but also in terms of more strategic investment (i.e. helping to enhance the prospect for major regeneration/mixed use in development – e.g. Asda in Barking and the High Street Quarter in Hounslow).
- Increased demand and confidence has fed through into commercial property values. This was particular the case in locations where change was transformational (e.g. the enhanced street scene in Bromley's East Street and in Balham's Hildreth Street).
- Road and junction works have improved accessibility and reduced congestion. Rainham in particular reported reduced congestion; this is expected to make the town centre more attractive in the long term.
- A number of projects have delivered environment focused schemes, including business support and efforts to link local high streets to green space. There was a particular focus on the environment in Hackbridge; here it has been reported that interventions have cut CO<sub>2</sub> by 36 tonnes.

In 2014-15 MRF projects made a real difference on the ground in local communities, and they will continue to deliver large scale capital projects in Croydon, Haringey and Southwark in 2015-16.

While a number of projects are still being delivered, and full evaluations are pending, the following numbers highlight the impact the OLF and MRF are having across the whole of London:

### The future of Crystal Palace

In 2014, the Regeneration Unit undertook a regeneration and area study that explores future opportunities for the Crystal Palace area and its surrounding town centres of Upper Norwood, Penge and Anerley. This was in light of the emerging development proposals within the park boundary. It was also in response to local consultation which revealed a perception that the area lacks a cohesive overview due to the fact that it lies over the boundaries of five different boroughs. Extensive engagement was undertaken, which built up into a valuable body of information covering local activity and aspirations, compiled into a report, which has been publically accessible since March 2015. It is intended to be of use to boroughs for identifying priorities and opportunities to work with local partners and projects.

In 2014-15 the GLA developed proposals for £2 million investment in Crystal Palace Park. These funds, delivered by the London Borough of Bromley, are targeted at improvements that can be delivered in the short term, and have been drawn up from extensive consultation with park users and stakeholders in the past year. The improvements are to the built heritage, the park landscape, and visitor facilities, and include conservation work to the unique dinosaur models, removal of areas of tarmac in the park, and a new lakeside café. Work is scheduled to commence on site in January 2016.



- 1300 sustained job opportunities created;
- 800 jobs safeguarded;
- 1000 young people trained and supported;
- 550 high street frontages improved
- 440 events held
- 400 new trees
- 140,000 square metres of public realm – the equivalent of 540 tennis courts – created or improved.

Meanwhile, work began on the ‘Southall Big Plan’ in the London Borough of Ealing. This programme, part funded through the LEP will help deliver 400 new homes, 5500 square meters of new retail space, 4,000 square meters of new commercial space – and enable 800–1000 new homes at Southall East. Projects include junction improvements to Merrick Road and Beaconsfield Road and improved infrastructure to support development at Southall East. This suite of GPF projects complements the existing MRF investment in Southall.

On the back of this success the GLA allocated an additional £9 million which will be invested in 21 London boroughs and 15 voluntary sector organisations, charities and traders’ groups delivering high street regeneration and boosting local economic growth. These projects will deliver in 2015–16.

## Creating opportunity through skills, jobs and apprenticeships

### Skills and jobs

The Mayor, LEP and London boroughs have been working closely on shaping skills and employment policy in the capital, including proposals for a greater role for London government and business in commissioning skills provision in the capital; in determining London’s careers advice and support resources; ; and in co-commissioning employability programmes with the Department for Work and Pensions (DWP).

A further £58 million was secured under a second Growth Deal for London, including £38 million for FE Capital and £20 million for high streets and places of work/learning, bringing the total allocation for investment in London’s skills system to £158 million.

In February 2015 the GLA launched a £2 million joint initiative with the Construction Industry Trade Board to promote jobs and growth in the sector. The programme will: provide business training to 700 participants from construction SMEs; train 500 unemployed construction workers; get 150 trained

### Strengthening outer London’s economies

2014–15 was the year that the Outer London Fund reached completion, and its impact on London become readily apparent. Some of the highlights:

*Wood Street* in Walthamstow successfully delivered 49 high street frontage improvements, 3804sqm of upgraded public space, six successful events and a new business association.

*Kingston Town Centre* created 15 jobs, safeguarded three jobs, provided business support or training to 260 young people and upgraded 4750sqm of public space.

In *Harrow* the Lowlands Park Recreation Ground was opened. Harrow was awarded £862,400 from Round One and £1.75 million from Round Two of the OLF for improvements to North Harrow and Harrow town centre. This investment was been boosted by match funding from the borough of £2.35 million

*Rainham* created 91 new jobs, upgraded 2200sqm of public space, reduced vacancy rates by five per cent and increased footfall by four per cent.

The *Better Barkingside* project created ten new jobs and five new apprenticeships 50 young people received support or training; seven new businesses got up and running and 3500 sqm meters of public space was upgraded

workers into jobs; and provide work experience to 100 young people currently not in education, employment or training (NEET).

Our European Social Fund (ESF) Youth Programme is supporting disadvantaged groups, including through mentoring. The projects began in autumn 2012 and in the past year they worked with 1,440 young people who were not in education, employment or training, or were at risk of becoming NEET. More than 1,800 young people have so far gone onto employment or training or back into education, exceeding the target. The programme will continue to help these young people until September 2015.

The GLA's ESF Team London Volunteers programme began in April 2014. Projects use volunteering as an avenue for NEET Londoners aged 16 or over to hone their communication and team working skills and move into work, education and training. To date 229 participants have completed volunteering opportunities, and our aim is to help at least 149 young people move into education, training or employment by March 2016.

The Mayor's target to increase the number of London employers paying the London Living Wage (LLW) to 250 was exceeded in 2013-14. There are now 560 accredited employers, including 267 employers gaining accreditation in 2014-15. The LLW is an hourly rate of pay – currently £9.15 – that gives a worker the means to provide themselves and their family with the essentials of life, including a cushion against unforeseen events. The Mayor continues to be a firm supporter and vocal advocate of the voluntary LLW, participating in November's Living Wage Week, writing directly to companies and stressing its value in speaking engagements and face-to-face meetings with business. The Mayor's ambition is to make the London Living Wage the norm by 2020.

## **Apprenticeships**

The Mayor believes that apprenticeships play key role addressing the skills needs of London's businesses and offer valuable skill development and career pathways for Londoners. Some 194,600 apprenticeship starts were created between August 2010 and January 2015 (the last available data).

The Mayor also supports apprenticeships within the GLA Group, with 1,151 apprenticeships in 2014-15, above the 1,000 target. And he continues to fund London travel discounts for apprentices.

The Mayor negotiated a doubling of the Apprenticeship Grant for Employers for London's SMEs to £3,000, available from 1 January 2015 until 30 June 2015, launched the 'University of Work' awareness campaign and also launched a £1.8 million Employer-Led Apprenticeship Creation Programme that will engage 4,400 businesses to create at least 3,600 new apprenticeships.

2014 saw City Hall host the Big Hospitality Conversation which brought together employers and young people seeking jobs, apprenticeships and experience in food hospitality.

## **Giving children and young people a better start in life**

Today's young Londoners are the city's future. They are the future workers, business leaders and entrepreneurs on whose skills and capabilities future economic growth depends. To ensure global competitiveness, we need London's school, college and university leavers to be smart, knowledgeable, innovative and determined. To achieve this, there are two fundamental requirements. First, excellent education delivered by knowledgeable and inspiring teachers to support every child in achieving his or her potential. Second, motivated and engaged children and young people who are secure and resilient to life's challenges and able to participate effectively in education. Achieving this sometimes involves support and interventions outside education institutions to help young people overcome issues and risks they face in their homes and communities. The GLA along with other partners aim to ensure that education and training in London provides young people with the knowledge and skills they need to

secure jobs, and that education and training providers are engaged and responsive to businesses and employer's needs to thrive, grow and to compete in a global market.

The Mayor has focused his actions on four overarching objectives:

- Promoting excellent teaching in all London schools.
- Preparing young Londoners for life and work in a global city.
- Helping to ensure a good school place for every London child.
- Fostering engagement and building resilience among London's young people.

For too many young people a difficult start in life leads to a lifetime of underachievement. For example, we know that both children who are excluded from school and, most starkly, children who have learning difficulties or disabilities achieve significantly worse outcomes than their peers in education and beyond.

The Mayor's £24 million London Schools Excellence Fund (LSEF) has stimulated new partnerships and helped schools make substantial progress to raise standards in literacy, numeracy, STEM (science technology engineering and mathematics) and languages through improving teacher subject knowledge and supporting teaching excellence. The LSEF is spreading excellent teaching and subject knowledge involving over 13,000 teachers, benefitting over 1,200 schools and reaching over half a million pupils.

The Mayor launched English: The Key to Integration in October 2013, drawing on £1.5 million of European funding and £500,000 from the LSEF. The programme benefits 86 schools across more than ten London boroughs by training of 470 teachers. The teachers are in turn better placed to increase the literacy and academic English results of over 16,000 EAL (English as an Additional Language) pupils. A number of schools also run English language classes and a variety of engagement activities for parents. Eight-hundred EAL mothers attended classes so they can better support their child outside of the classroom. The training, materials and resources developed through the project, which ran to June 2015, will have a lasting impact on EAL teaching practices in London schools.

The London Schools Gold Club is an annual scheme to identify schools that are 'bucking the trend' by achieving exceptional outcomes compared with other schools with similar cohorts, particularly for their most disadvantaged pupils. Gold Club members participate in a programme of school-to-school shared learning to enable other schools to learn from their good practice. Over the 2014-15 school year, 95 eligible schools joined the Gold Club and a full programme of events was developed by them to share good practice with other schools through school visits, seminars and conference events, including the first Gold Club conference at Southwark Cathedral in January 2015.

The London Curriculum is a rich programme of resources and activities to help London schools bring the new national curriculum to life, injecting it with the excitement of the capital. The London Curriculum has been developed for Key Stage 3, to provide a sense of stretch and opportunity in the formative years of secondary school. The first London Curriculum units were launched in July 2014, with 15 across the five humanities subjects – English, music, art, history and geography – published in autumn 2014. Over 200 London secondary schools have signed up to access the materials.

The Mayor's 2nd Education Conference was held on 21 November 2014. The event provided an opportunity to benchmark London schools – 86 per cent of London schools are rated good or outstanding – against high achieving education systems around the world. The event also brought together over 350 London school leaders.

The Mayor is helping to equip young Londoners with the education and skills to succeed in the world of work and supporting high quality careers guidance to ensure that young people make the right decisions for their future. The Mayor and the Deputy Mayor for Education hosted two events with the 'Business Backs Education' campaign in autumn 2014, providing a forum for schools and business to

consider how they work together. This was followed by publication of 'London Ambitions' in October 2014, which sets out five ways that the GLA can support collaborative working between schools and businesses. The Mayor also hosted the European regional summit to encourage businesses to support educational activity.

In spring 2015 the GLA commissioned the London Ambitions website. This will host careers education related content, contact details for the employer/careers lead at secondary schools and colleges, and work experience and apprenticeship opportunities.

The Young People's Education & Skills (YVES) Board, the GLA, London Councils and the LEP have worked together to commission an overview of current careers activity and develop a more strategic approach to supporting schools to deliver high quality careers provision. The report on London's careers offer for young Londoners will be published in summer 2015.

At the same time we are working with London Councils, London Voluntary Service Council and the Opt-In organisations (DWP, Skills Funding Agency and Big Lottery Fund) on priorities for London's European Social Fund (ESF) Youth Employment Initiative (YEI) allocation for 2014 to 2020.

Young people's resilience has been nurtured and developed through the Leadership Clubs in 35 schools. Over 1,700 pupils have benefited, already exceeding the programme's target of 1,500, and the clubs will continue to run until September 2015. Similarly the Mayor's Mentoring Programme has seen adult volunteers mentor 1,000 black boys aged ten to 16 in seven boroughs, helping the young people stay engaged in education and training and reducing the risks of offending.

The Mayor is also working with London's boroughs and other partners to support better outcomes for children looked after by the local authority. 'London Fostering Achievement', a project funded by the LSEF, began in July 2014. The project will develop the confidence and skills of London's foster carers and support them to work with schools and help the children in their care achieve the very best in their education. It aims to increase attainment, improve attendance and reduce exclusions. Over 1,200 foster carers and other professionals have been supported through pan-London training sessions and 116 schools have benefited.

London desperately needs more school places. Population changes have led to demand outstripping supply. Estimates of the size of the challenge vary and the GLA will be working with London Councils to produce new robust figures. One estimate suggests that at primary level an extra 2,600 classes to accommodate 78,000 more children will be needed by 2020. The New Schools for London unit has been in place at City Hall since October 2012 and seeks to remove obstacles and encourage new schools to set-up in the capital, working with the Department for Education and boroughs in tackling the obstacles to establishing new schools.

The GLA has met the Mayor's target to identify ten surplus sites from within the GLA Group estate for free schools. By June 2014, 11 sites had been found. Over the past months, three more sites have been confirmed (Bow and Silvertown Fire stations in 2014-15 and more recently Southwark Fire Station) for two more free schools and another UTC.

Site	School	Phase	Type
Barking Riverside	Riverside School	Secondary	Free
Hackney	Olive Muslim Primary	Secondary	Free
Whetstone	Alma Jewish Primary	Primary	Free
E Dulwich	Harris East Dulwich Primary	Primary	Free
S Norwood	Not selected		
QE Olympic Park	Legatum Sports Academy	All-Through	Free
Isle of Dogs	Canary Wharf College Glenworth	Primary	Free
Hampstead	Abacus Primary	Primary	Free
Twelvetreces Crescent, Bow	East London Arts & Music Academy	16-19	Free

East Ham	London Design & Engineering UTC	14-19	UTC
QE Olympic Park	Mossbourne Academy Primary	Primary	Academy extension
Bow	Mulberry UTC	14-19	UTC
Silvertown	Oasis Primary	Primary	Free
Southwark	Not selected	Secondary	Free

In addition, we continue to work with boroughs, developers and others to help deliver sites for many more.

While providing sufficient school places is a statutory duty that lies with Local Authorities, the GLA is keen to assist given the particular pressures on school places at present. The London Schools Atlas (LSA) was published in November 2013 and further updated and improved in November 2014 to include projected changes in school age population to 2017-18, helping users to get an indicative picture of where pressure on places might fall. The LSA now also features an expert-users version, aimed at more technical users such as local authority planning teams and free school groups.

## A team for London

The Mayor's volunteering programme for London, Team London, has continued to work to maintain the momentum from the 2012 Games; to make volunteering quicker and easier; to build the next generation of volunteers; to help young people gain the skills they need to find work; and to support the third sector.

Team London's website has grown substantially and now brokers opportunities between 1,250 charities and 350,000 visitors to the site. Over 85,000 people have opted to register as a volunteer with Team London, ensuring the GLA is well on its way to meeting the 100,000 target by 2016.

This year saw the launch of Team London's new Speed Volunteering platform to make it even easier for busy Londoners to volunteer. This new platform offers bite-sized volunteering opportunities which are one-off in nature and have limited barriers to entry. It is focussed on supporting young people to build their skills through volunteering, offering the opportunity to receive a signed Mayoral volunteering CV and search opportunities by the skills they want to develop. Later this year the platform will offer a job opportunities board and Team London will launch an app to make volunteering even more accessible.

With the support of the Spirit of 2012 and Unilever, the Team London Young Ambassadors programme continues to grow, inspiring young people in primary and secondary schools across the capital to take social action for causes about which they are passionate. Over 180,000 young people from 1,000 schools have been engaged since the launch in September 2013. The Mayor aims to engage a further 1,000 schools in the programme in the next year, ensuring all young people get a chance to lead projects in their schools and local communities as part of this movement for change.

The HeadStart London programme was launched in partnership with charity The Challenge and a number of leading London businesses, supporting 16-18 year olds to use volunteering to build their employability skills and secure guaranteed interviews for part-time work or work experience placements. Over 800 young people have taken up the programme completing close to 15,000 volunteering hours for over 70 charities in their local communities, and close to 80 per cent have been assessed as work ready by business professionals. Next year the programme will continue to grow, working with another 1,250 young people.

Over 200 people aged 18 to 24 have volunteered at major events through Team London, with over 100 going on to employment, education or training as a result of the skills they have gained and

support they have received. We will support a further 120 young people this summer and hope to expand the programme from January 2016.

Team London continues to work with students to raise awareness of volunteering as a route to work, building a database of over 50,000, running a communications and marketing campaign, and supporting the London Student Volunteering Network to host events like London Student Volunteering Fortnight.

To support the GLA's work with young people, the Mayor launched a Corporate Commitment, calling on businesses across the capital to recognise the value of volunteering both for their own staff and in recruiting the next generation. Over 70 organisations have signed up and we are working with the CIPD, the professional body for HR and people development, and Step Up to Serve to help these organisations with toolkits, recognition, volunteering opportunities and partnerships with local charities.

The 2012 legacy has continued with Team London Ambassadors taking to the streets to welcome the world to London at Christmas and during the summer. Over 650 people volunteered for a combined 15,000 hours and were praised by tourists, with 96 per cent finding the advice/information helpful and 91 per cent more likely to recommend London as a place to visit. Team London recruited 100 new Ambassadors to join the programme and supported a number of unemployed young people to build their skills and confidence. Volunteers also offered their time to over 20 major sporting and cultural events in the past year, including the London Marathon, the Tour de France and poppy planting at the Tower of London.

Team London has supported third sector organisations to increase innovation in volunteering through a small grants programme, which delivered over 4,500 volunteers for local impact projects across London. As a result of the programme's success, we have offered a further £300,000 in grants to increase innovation and build capacity in the third sector. In partnership with Greater London Volunteering, Team London hosted a conference to offer Trustees guidance, training and advice about their role. This year, Team London is offering further learning and development support to the charity sector through five Trustee Masterclasses and the new Team London Skill-UP programme, which works with business to train and mentor staff at small charities.

Through the Capital Clean-up programme, supported by McDonald's, the Mayor is helping Londoners green and clean their city. In 2014-15 over 3,500 volunteers participated in over 200 events across 22 boroughs to spruce-up local areas covering an expanse of land equivalent to 104 football pitches. A further round of grants and kits will support hundreds more events this summer. Capital Clean-up is part of the wider Team London volunteering programme. The tie-up with McDonald's is part of a drive at City Hall to work in partnership with business to enhance and expand Mayoral initiatives, making public money go further.

# Housing and land

## Highlights

- **The Mayor has pursued a wide range of approaches to address London's housing challenges. His London Housing Strategy has at its core an ambition and policies to double the supply of new homes to at least 42,000 a year.**
- **Already, the Mayor is on track to deliver 100,000 low cost homes over two Mayoral terms, with 94,000 already built. In 2014-15 the Mayor helped to build more affordable homes than in any year since 1981.**
- **Over 52,038 Londoners on low and middle incomes have been helped so far into home ownership through the Mayor's First Steps scheme, exceeding the Mayor's target of helping 50,000 Londoners into home ownership over the course of his two Mayoral terms.**
- **In June 2014 the Mayor and the Chancellor of the Exchequer revealed plans to create 20 new Housing Zones to boost housing supply across the capital. Backed by £400 million from government and City Hall, they will deliver 50,000 new homes.**
- **To improve standards for Londoners living in private rented homes, the Mayor launched the London Rental Standard (LRS). Over 121,200 homes are now managed by a London Rental Standard agent, with 14,350 accredited landlords and 331 accredited letting and managing agents.**
- **During 2014-15, 1770 new rough sleepers were seen by the Mayor's flagship No Second Night Out, of whom 86 per cent did not spend a second night out.**
- **Over 94 per cent of the GLA land portfolio has either been developed, is in the course of being developed, is contractually committed or is currently being marketed. Sites including St Clement's Hospital in Tower Hamlets, Newington Butts in Southwark, and Silvertown Way and Pontoon Dock in Newham are already boosting the London economy by £5.5 billion.**
- **The government and the GLA announced a London Land Commission that will identify all the public sector brownfield land in London to help take forward suitable sites.**
- **The Mayor is helping transform the Royal Docks into a thriving riverside quarter. Resolution to grant planning permission has been achieved to transform Royal Albert Dock and Silvertown Quays and restoration of the iconic Millennium Mills has begun.**
- **At Barking Riverside, planning and design for a new Rail extension is now in progress for delivery by 2020. This will unlock 10,800 homes and create a new community in east London.**

### Housing Zones

Housing zones are a fresh new approach to housing in London. They are area-focused and bespoke to each location to maximise and accelerate the number of homes being built. Through the Zones, London boroughs and the private sector can work to build the new homes that London so desperately needs. The aim is to create up to 20 Zones in London, building 50,000 new homes by 2025.

In the initial round, the GLA received 25 bids for Housing Zone status across London and the Mayor has announced the first eleven Zones. They are:

- Abbey Wood, Plumstead and Thamesmead
- Abbey Wood and South Thamesmead
- Barking Town Centre
- Clapham Junction to Battersea Riverside
- Heart of Harrow
- Hounslow Town Centre
- New Bermondsey
- Southall
- Tottenham
- Blackhorse Lane
- Wembley

London is changing at a rate not seen since Victorian times. Already home to more people than at any time in history, it will have 11 million citizens by 2050. Yet for at least 30 years, London's housing supply has not kept pace with its population growth. As a result, London must almost double housebuilding to at least 42,000 homes a year, every year until at least 2036. Of these at least 17,000 should be affordable.

This challenge forms the core ambition of the Mayor's Housing Strategy – formally adopted in October 2014 – which sets out a series of interventions to increase house-building to a level not seen since the 1930s. The strategy aims to better reward those who work hard to make this city a success by massively increasing opportunities for home ownership, by improving the private rented sector and by ensuring working Londoners have more priority for affordable homes to rent. At the same time, the strategy reiterates the Mayor's long-standing commitment to address homelessness and rough sleeping.

## Delivering homes for London

In 2014-15 over 17,900 low cost homes were completed in London and construction began on another 10,000. In all, more than 94,000 affordable homes have been completed since 2008. This puts the Mayor on track to hit his target of delivering 100,000 homes over the eight years to 2016.

Building homes is not just vital for London's long-term economic prosperity. It is making an immediate and powerful contribution to growth and jobs: the Mayor's affordable homes programmes have already created 188,000 jobs in construction and related industries.

To maximise development, fast track homes and deliver much needed infrastructure, the Mayor is pioneering Housing Zones. The scheme uses flexible funding arrangements to do whatever it takes – from financing infrastructure to funding individual schemes – to build the homes that London needs. So far the Mayor has announced eleven Housing Zones which will collectively create over 38,000 homes (more than a third will be affordable) and 66,000 construction jobs, major station upgrades; new schools; and new bridges.

In April 2014 the Mayor set out proposals for a London Housing Bank to provide loans to developers to accelerate house building, particularly on large sites where delivery is constrained by the traditional house-builder business model. These homes will be let to Londoners at below market rent for a ten-year period, before being sold on. The loan will then be repaid to City Hall. So far £53 million has been allocated to build 643 homes.

In July 2014, the Mayor allocated almost £0.5 billion to over 50 housing providers to build thousands of new affordable homes in the capital, part of an overall £1.25 billion package to deliver 42,000 affordable homes by 2018. The allocation will see almost half of London's boroughs run their own development programme with funding from City Hall; 11 housing associations will run large scale construction programmes of over 500 homes each.

In January 2015 the Mayor launched the second phase of the London Housing Bank with a £180 million First Steps Challenge Fund. This aims to accelerate delivery of 4,000 new shared ownership (part buy, part low-rent) homes, helping people on low to medium incomes access home-ownership, with much lower deposits and monthly costs. The funding has been made available on a recoverable basis so that money can be reinvested to provide more opportunities for affordable home seekers.

That same month, the Mayor also announced £40 million of loan finance to Gentoos Genie to deliver an innovative housing product where buyers will need no deposit or mortgage to purchase their home, enabling buyers to own 100 per cent of the home outright over a set period. The scheme aims to



deliver 2,000 new homes over the next ten years, helping people who would struggle to save a large deposit for a mortgage.

In June 2014 the Mayor announced, jointly with the Department for Communities and Local Government (DCLG), a new Estate Regeneration scheme to accelerate the regeneration of large estates through fully recoverable loans, helping to boost housing supply. The shortlisted bids of £167.2 million could deliver 7,636 new homes and include the Aylesbury Estate in Southwark, the Grahame Park estate in Barnet, and the Blackwall Reach and New Union Wharf estates in Tower Hamlets.

With a budget of about £8.5 million a year, the Mayor is funding a broad range of pan-London rough sleeping services. He is committed both to addressing entrenched rough sleeping – that is, ensuring no one is living on the street – and to making sure those who do arrive on the street do not spend a second night out. The Mayor’s flagship No Second Night Out service provides quick and coordinated support to people arriving on the street. It is having a considerable impact: of the 1,770 rough sleepers seen by the service during 2014-15, 86 per cent did not sleep rough again during the year.

As well as these schemes, the Mayor is funding outreach services and emergency shelters and helping former rough sleepers stay in their homes and become more independent.

There are increasing demands on rough sleeping services and the Mayor is determined to seek out innovative approaches to address this challenge. Through a £5 million Social Impact Bond – a new and pioneering way of bolstering taxpayer money with funding from social investors – the Mayor is funding a three-year project working with a cohort of 830 entrenched rough sleepers. In the last quarter of 2014-15, only 12 per cent of the cohort was recorded as sleeping on London’s streets.

In March 2015 the Mayor launched a £30 million fund, made up of £15m each from the Department of Health and the GLA, to help both improve hostel services for homeless people and deliver new accommodation targeting young adults facing homelessness who may not be able to maintain employment or education.

In 2014-15 the Mayor’s Seaside and Country Homes scheme was used by 150 older social tenants, and the Housing Moves scheme by 600 households.

## Improving existing homes

Some of the capital’s council estates are in need of urgent repair to improve the homes and lives of thousands of residents living in non-decent properties. To address this, the Mayor secured a further £145 million of Government ‘Decent Homes Funding’ that will be distributed to London boroughs to bring homes back to good standards. Improvements will soon be underway in Barking and Dagenham, Hackney, Haringey, Tower Hamlets, Camden, Lambeth, Kingston upon Thames, Southwark and Sutton.

In January 2015 the Mayor awarded a £10 million loan from his Housing Covenant to Big Issue Invest, which helps small community organisations renovate empty homes or buildings into good quality affordable housing to rent or buy. The funding will revolve over a ten-year period and result in up to 400 empty homes being transformed into good quality low cost housing.

The capital’s private rented sector has grown markedly in recent years and is now home to two million Londoners. With its flexibility and ease of access, it is a vital ingredient in London’s housing mix. The Mayor is working to make the private sector work better for Londoners and launched the capital’s first ever rental standard in May 2014. This city-wide badge of accreditation outlines a minimum level of service which renters should expect, including transparent fees, protected deposits and improved

response times for repairs. It will help millions of Londoners rent with confidence and give the city's 300,000 landlords peace of mind that they are complying with the law and doing the right thing. Over 121,200 homes are now managed by a London Rental Standard agent, with 14,350 accredited landlords and 331 accredited letting and managing agent firms.

In addition, a scheme in London offering workers an interest free loan to pay for their deposit on a rented home is being rolled out across the country. The scheme was pioneered by housing and homelessness charity Shelter, DCLG and the GLA last year.

## Releasing land, releasing economic energy

With 670 hectares of land – an area more than twice the size of the City of London – the GLA is one of the largest owners of public land in London. Since April 2012, the Mayor has entered into contractual commitments for 157 hectares of that land, with an estimated gross development value in excess of £5.5 billion.

Over 94 per cent of the GLA's portfolio has either been developed, is in the course of being developed, is contractually committed or is currently being marketed. The Mayor will implement an exit strategy for all land holdings by 2016.

At the Royal Docks, resolution to grant planning has been achieved to create London's next business district at Royal Albert Dock, with 4.3 million square foot of commercial space and the potential for about 14,000 jobs. A £12 million investment has been secured from government to fast track redevelopment of Millennium Mills into a brand new centre for business and enterprise. The iconic former flour mill forms the centrepiece of a wider £3.5 billion project, being led by The Silvertown Partnership, to transform this part of the Docks from the industrial to the digital age delivering five million square foot of business space, more than 20,000 new jobs and 3,000 new homes. Carillion Igloo Genesis has been selected to transform the 15 acres of water at the Royal Victoria Dock site into a thriving community with floating homes, restaurants, cafes and bars.

The Mayor is also driving major regeneration schemes at Greenwich Peninsula, where the next phase of 1,300 homes are under construction and a revised masterplan seeking increased residential from 10,000 to 15,000 has been submitted. At Barking Riverside, a joint venture to create a 21<sup>st</sup> century garden suburb linked through a new Overground extension will support new housing. Altogether about 10,800 new homes will eventually be built on 443 acres of land.

Other major GLA sites where construction work is progressing include Catford Green, the former Catford Dogs Stadium in Lewisham and St Clements hospital – including the UK's first Community Land Trust – in Tower Hamlets.

### The Royal Docks

Some 270 hectares of the Mayor's land is within the Royal Docks, including Silvertown Quays, Royal Albert Dock and Albert Island; three strategic development sites with a development value in excess of £5 billion. London's only Enterprise Zone; it is expected to deliver up to 40,000 new jobs and 5,000 new homes.

Once the gateway to Britain's mercantile empire, the docks are now being transformed into a centre for international commerce for the 21<sup>st</sup> century. The completion of the Emirates Airline and the Siemens Crystal have already brought a new focus and energy to the area and the arrival of Crossrail at Custom House in 2018 will attract further inward investment and drive occupier demand.

Resolution to grant planning permission has been achieved for Royal Albert Dock and Silvertown Quays and restoration of the iconic Millennium Mills has begun.

The Albert Island development opportunity was launched in May 2015 with the objective of creating a commercial boatyard and centre for marine excellence.

To help raise standards of private renting, the Mayor has fast tracked two sites – Silvertown Way and Pontoon Dock in Newham – for the construction of approximately 1,300 homes, with about a third for high quality, private rent. The Mayor is currently seeking a development partner for a third site, with the capacity for approximately 2,000 homes – Stephenson Street in Newham – where a third of the new homes will also be for long-term private rent. Work also began on one of the largest long-term rental developments in the capital, at Newington Butts in Elephant and Castle, a site owned by the GLA.

Last year it was confirmed that the Government will provide £1 million to help establish a Commission with the role of helping to ensure that the capital's surplus public sector land and property, as well as other brownfield sites, are developed. The Commission will be jointly chaired by the Mayor and a Government Minister, with representatives of public bodies.

### **Park Royal**

In May 2014 the GLA released the Park Royal Atlas; a census of nearly 2,150 workplaces in the area including interviews with 244 businesses, giving an insight into their needs and evidencing their important role in London's economy through graphs, maps, case studies and images. This was the first ever detailed study of the capital's largest industrial estate, and will help ensure we can maximise the benefits of the enormous Old Oak Common regeneration scheme.

Following extensive consultation in 2014-15, on 1 April 2015 the Mayor officially launched the Old Oak and Park Royal Development Corporation (OPDC) which will lead the regeneration of Old Oak Common in west London and seek to deliver up to 24,000 homes and more than 55,000 jobs. The OPDC is the local planning authority for the 950-hectare area, responsible for planning policy, including producing the Development Plan, which includes the Local Plan, and the setting and charging Community Infrastructure Levy (CIL).

A High Speed 2 (HS2) and Crossrail Station is due to be constructed at Old Oak Common by 2026. The

new station will be the size of Waterloo, handling 250,000 passengers a day and acting as a super hub between London and the rest of the UK, Europe and the world. The OPDC will aim to secure the maximum benefits for London and Londoners from the transport investment planned. It will help transform and integrate one of the most inaccessible areas in London into a well-connected, world-class transport interchange, deliver housing and commercial development, surrounded by sustainable and thriving neighbourhoods and valued amenity space. This will create a thriving new part of London – a high quality, inclusive community, a thriving business zone and destination where people will choose to live, work and play, and return time and time again.

# Transport

## Highlights

- **Crossrail celebrated the completion of the 26 miles tunnelling in June 2015. Crossrail remains on time and within its funding envelope of £14.8bn.**
- **Modernisation of the Tube network continued apace over the past year. Bond Street Station re-opened ahead of schedule in December and a new ticket hall opened at Tottenham Court Road in January. Improvements to reliability in recent years have resulted in journey times falling to their lowest level on record. London Underground is now over 50 per cent more reliable than in 2010-11 and average journey times are 13 per cent lower than in 2002-03: the lowest on record**
- **In October designs for the next generation of air-cooled Underground trains, which will come in to service from the mid-2020s, were revealed. The New Tube will be introduced first on the Piccadilly line, followed by the Bakerloo, Central and Waterloo & City lines.**
- **In September contactless payment was rolled out on the Underground, tram, DLR, Overground and National Rail services that accept Oyster, following a successful trial on the bus network. Already 1.2 million contactless transactions are made every day.**
- **The Mayor helped dig out the first tarmac for the North-South Cycle Superhighway in March, marking the start of construction of central London's flagship 'Crossrail for Bike' routes. In April work started on the East-West Superhighway.**
- **The Road Modernisation Plan was launched and work started on a number of major schemes, including the removal of the Aldgate Gyratory and at Elephant and Castle and Oval, where radical changes will reduce traffic congestion and make the areas cleaner, greener and better for walking and cycling.**
- **In March the Mayor confirmed the introduction of the world's first Ultra Low Emission Zone (ULEZ), following a successful consultation in which Transport for London (TfL) received more than 16,000 consultation responses with 79 per cent in favour of improving London's air quality.**
- **The Safer Lorry Scheme was announced and will come into force on 1 September 2015, ensuring that only lorries with safety equipment fitted will be allowed on London's roads. In August TfL launched a new bus sensor technology trial as part of the drive to improve road safety. Fitted to four buses, the technology directly alerts bus drivers when pedestrians and cyclists are moving close to their vehicles, helping to reduce collisions.**
- **The Chancellor confirmed that the Government will provide a loan to fund the extension of London Overground to Barking Riverside, with a public consultation showing strong support for the scheme.**

### Accessibility

London's transport network is one of the most accessible in the world, but the Mayor and TfL continue to work hard to make it more accessible still. In September TfL held a ground-breaking exhibition to help more disabled and older people use the transport network.

The Mayor also announced a new £75 million step-free access fund to speed up the rate at which the network is made accessible for disabled Londoners and visitors to the capital. The fund will be used to install new lifts at about a dozen more stations over the next ten years. It will also be used, with contributions from councils and property developers, to bring step-free access to a number of priority locations, unlocking large numbers of new accessible journeys. Also announced was the news that all Crossrail stations in London will be step-free when the new railway opens fully in 2019.

## Freezing fares

The Mayor ensured that transport fares for 2015-16 rose by no more than inflation – a freeze in real

terms. In addition, the Mayor's fares package introduced a new part-time worker fare deal: a key part of the Mayor's commitment to keep the cost of transport low for Londoners. This gives flexible and part-time workers, including those with unpredictable hours, access to fairer, dramatically lower fares through a new, lower all-day pay as you go cap – one fifth of the cost of a seven-day Travelcard to Zone 1. The change reflects modern-day travel patterns – 22 per cent of Londoners now work part-time while many others have flexible working patterns – and is benefitting over 600,000 passengers a week.

## Road modernisation plan

The past year saw huge progress towards the Mayor's ambition for a modern road network in London. In October the Mayor launched the Road's Modernisation Plan, setting out the vision and programme for the biggest investment in London's roads for a generation. The Plan responds to the way London is changing and growing, looking to create better places, improve cycling routes, make streets safer streets and increase journey reliability. It will help London cope with a growing population and support hundreds of thousands of new jobs and homes so it can remain one of the most vibrant, accessible and competitive cities in the world.

At the heart of the Plan are 17 major road schemes that will create better public spaces and support redevelopment and economic growth. Work started in summer 2014 to remove the Aldgate gyratory and return the road to two-way traffic, while improving the urban realm. Construction also begun at Elephant and Castle and at Oval, where radical changes will stop traffic dominating and make the areas cleaner, greener and better for walking and cycling. Consultations have been completed on removing the gyratories at Archway, Old Street and Stockwell. Construction on Stockwell gyratory will commence in October this year, at Archway in February 2016 and at Old Street in December 2017. Design work continues for Westminster Bridge South and Lambeth Bridge Northern and Southern roundabouts, part of the Better Junctions programme.

In November the Mayor announced that nine creative on-street pilots have been given the green light to share nearly £600,000 in funding as part of the Future Streets Incubator Fund. The £1.8 million three-year fund was launched in 2014 to champion innovation and invest in bright ideas to make London's streets world-class and fit for the future, with TfL receiving 70 proposals. Pioneering ideas have involved flexible uses of streets, the transformation of underused and blighted spaces, and intelligent systems to improve network management.

Turning to road safety, the forecast for 2014-15 is a 38 per cent fall in killed or seriously injured (KSI) casualties from the 2005-09 baseline, meaning that the Mayor is on track to meet the long-term target of a 40 per cent reduction in KSIs by 2020. Reducing collisions between construction vehicles and vulnerable road users is of particular concern and the reason for developing the Construction Logistics and Cyclist Safety (CLOCS) project. TfL held the fourth CLOCS event at ExCeL on 26 February 2015. The event demonstrated how CLOCS is transforming the safety of construction vehicles, with more than a dozen newly designed HGVs on display with massively reduced blind spots to improve road safety and better protect cyclists and pedestrians.

In August TfL launched a new bus sensor technology trial as part of the drive to improve road safety. Fitted to four buses, the technology directly alerts bus drivers when pedestrians and cyclists are moving close to their vehicles, helping to reduce collisions.

In a further step towards the Mayor's ambition to make the capital's roads free from death and serious injury, the Safer Lorry Scheme was launched in February in collaboration with London Councils and Heathrow Airport. The scheme, which will come into force on 1 September 2015, will ensure that only lorries with basic safety equipment fitted will be allowed on London's roads. Most vehicles that are currently exempt from national legislation for this safety equipment will have to be retrofitted. This

includes construction vehicles, which are involved in a disproportionate number of fatal collisions involving cyclists and pedestrians. The scheme will operate across London, 24 hours a day, seven days a week, covering the same area as the Low Emission Zone. This followed the announcement in April 2014 that TfL would fund a new project to independently test blind spot safety technology, which can be fitted to HGVs to help reduce the risk of collisions with pedestrians and cyclists.

## River crossings

At the end of last year, TfL consulted on the Silvertown Tunnel. Statutory consultation on the proposals will take place in late summer, ahead of submitting an application for a Development Consent Order at the end of 2015. Subject to powers being granted, the crossing could be delivered in 2021-22. In March TfL published final consultation report outlining where new fixed river crossings will be required to support London's growth to the east. TfL is carrying out feasibility and funding development work for new crossings at both Gallions Reach and Belvedere ahead of further consultation planned later this year. Subject to feasibility, funding and powers, the new crossings could be in place from 2025.

## Cycling

Building new cycling infrastructure is a major part of the Roads Modernisation Plan and last year saw huge strides forward in delivering the Mayor's vision for cycling. The Mayor helped dig out the first tarmac for the North-South Cycle Superhighway in March, marking the start of construction of central London's flagship Crossrail for Bike routes.

Progress was also made on a number of other routes. In February a seven week consultation started on proposals for the parks section of the East-West Cycle Superhighway on the route from Lancaster Gate to St James's Park. This route would see a new two-way segregated cycle track created through Hyde Park, along West Carriage Drive and South Carriage Drive, as well as an improved cycle track separated from traffic along North Carriage Drive. There will also be segregated tracks along Birdcage Walk and Constitution Hill. In April work at Hyde Park Corner, Victoria Embankment and Upper and Lower Thames Street started, moving from planning to delivery.

TfL has started consultation on proposals for a new 11 km backstreet Cycle Superhighway between Tottenham, Stoke Newington, Dalston and the City of London. Cycle Superhighway 1 would run on quiet side streets just parallel to the A10, while linking to the heart of the communities along the route. Journeys on it would be substantially faster, safer and more pleasant than using the main road. In February construction also started on the upgrade of Cycle Superhighway 2 between Aldgate and Bow roundabout. It will provide a largely segregated cycle route into central London, separating cyclists from other traffic.

Following the completion of the phase one of the Central London Grid schemes, including Goldsmith's Row in Hackney and Piccadilly Bus Gate in Westminster, a further 13 feasibility and modelling schemes were completed last year. Construction of Quietway 1 (Waterloo to Greenwich) started early in 2015 in Southwark following a successful consultation. Public consultation for Quietway 2 Phase 1 (Bloomsbury to Mare Street) is now in progress.

**Mini-Hollands** - The Mini-Hollands programme is giving three outer London boroughs – Enfield, Kingston and Waltham Forest – funding to transform local cycling facilities and encourage people to take to two wheels. The first significant schemes kicked off in early March at various sites in Waltham Forest. In September 2014 the borough carried out trial road closures in the area which generated a large amount of interest from the community. The scheme will provide a high quality cycle route

connecting High Road Leyton westbound towards Queen Elizabeth Olympic Park, Hackney and central London.

**Cycle Hire** - On 27 February the Mayor announced a seven-year partnership with Santander to grow and develop London's Cycle Hire scheme. The £44 million deal is the largest public sector sponsorship anywhere in the world. It will use Santander's marketing expertise to give users a more accessible, rewarding and enjoyable experience. The new name – Santander Cycles – and the new red-and-white livery of the 11,500 bikes, 748 docking stations and 32 service vehicles are already becoming familiar sights for Londoners. Over the next year Londoners will see more Santander Cycles on the street, extra docking points and a revolutionary new Santander Cycles app, making it easier to access a bike than ever before. Santander will pay £6.25 million each year and there will be a £1 million per annum 'activation fund' to promote Santander Cycles and reach new customers through rewards, offers and incentives. This compares with £5 million a year under the previous sponsorship, a 45 per cent increase in absolute terms and a 25 per cent increase in real terms. The scheme, the second-largest in the western world, has seen almost 40 million journeys since its launch in 2010.

## Tube network

Modernisation of the tube network continued apace over the past year. Bond Street Station re-opened ahead of schedule in December and a new ticket hall opened at Tottenham Court Road in January 2015. When the new station is completed in 2016, it will be fully accessible with five new lifts providing step-free access from the ticket hall to the platforms. The £36 million modernisation of Vauxhall station is reaching completion. This work will enlarge Vauxhall's ticket hall to reduce congestion and accommodate the 40 per cent passenger growth expected over the next few years. Progress has also been made with plans for Bank Station, with TfL submitting a Transport and Works Act Order application to the Government to build a new southbound Northern line tunnel, more lifts and escalators, and a 96 metre moving walkway to speed up interchange.

New S-stock trains, with their distinctive walk-through design, are now in full service on the Metropolitan, Circle and Hammersmith & City lines, and are being introduced across the entire District line. Old D-stock trains are being gradually phased out and the entire fleet will be replaced by the end of 2016. This fleet replacement programme will ultimately increase capacity on these lines by 30 per cent.

**Bakerloo line extension** - An overwhelming 96 per cent of 15,000 respondents to a consultation in 2014 supported TfL's plans to extend the Bakerloo line. Subject to feasibility, funding and powers, an extension could be delivered by 2030.

**Contactless usage** - In September contactless payment became available on the Underground, tram, DLR, Overground and National Rail services that accept Oyster, following a successful trial on the bus network. TfL now leads the world as the single merchant with the most contactless card transactions. In March one million transactions were recorded in a single day.

**Night Tube** - The Mayor announced that weekend 24-hour services will begin on the London Overground in 2017. This will complement the new weekend Night Tube service which starts on the Central, Jubilee, Northern, Piccadilly and Victoria lines in September 2015 and then be extended to the Metropolitan, Circle, District, and Hammersmith & City lines after TfL's modernisation programmes are completed. The Docklands Light Railway (DLR) will also offer weekend 24-hour services from 2021.

**'New Tube for London'** - In October designs for the next generation of Underground trains, which will come into service from the mid-2020s, were revealed. The New Tube will be introduced first on the Piccadilly line, followed by the Bakerloo, Central and Waterloo & City lines. Its innovative design

will also allow for air-cooling for the first time on deep-level sections of the Tube. The new designs were displayed as part of a public exhibition at King's Cross St Pancras station and feature improved accessibility, with step free access from the platform as well as walk-through carriages and wider doors. The building of the 250 new trains will help to support new jobs and growth elsewhere in the UK.

**Click and Collect** – Following the huge success of its Click and Collect trial, TfL extended the service to an additional 17 Tube stations, taking the total number of locations to 42. Tesco, Ocado and Waitrose are all now offering a Click and Collect Service on the TfL Network. As well as established Click and Collect partnerships with major retailers, TfL is also working with small businesses, independent retailers and start-up companies such as Rockflower, who have installed the world's first retail and vending flower kiosk at Blackfriars London Underground Station.

In January notonthehighstreet.com, the UK's largest curated online marketplace, was named as the first sponsor of London Underground's Baby on Board badges in an exclusive three year deal. The sponsorship deal will generate over £100,000 a year over the three year contract and is part of TfL's ambitious and creative plans to generate £3.4bn in commercial revenue over the next ten years. The revenue is reinvested back into improving London's public transport and road networks and will help to bear down on fares.

**Fit for the Future** - On 2 February the latest steps to modernise customer service on London Underground got underway, which will see more staff than ever before out in the public areas of stations. Fewer than three per cent of journeys now involve a visit to a ticket office, as customers avoid queuing by using Oyster, topping up online or using contactless payment. In a phased programme, starting with South Wimbledon and Queensway stations, staff are being moved to ticket halls, gate lines and platforms to offer assistance to customers where it is needed most. There will be more London Underground staff on platforms than before and across the network, there will be more staff visible and available than ever to help customers buy the right ticket, plan journeys and ensure they feel safe and secure. All stations will remain staffed at all times while train services are operating. These plans will save £50 million per year and £270 million in total up to 2020-21.

## London Rail

Under the Mayor, Tube improvement has been hugely successful. This success is now being echoed on the London Overground, which TfL runs. Capacity has been increased by extending the trains from four to five cars. All 20 trains on the East London line now have an extra car and trains on the North London line are being extended too; part of a £320 million London Overground Programme designed to meet rapidly increasing demand. London Overground carried 116 million people in 2014-15, 2.9 million more than the previous year.

**Barkingside** - Plans to extend London Overground services to Barking Riverside move forward considerably in December when the Chancellor announced that the Government will provide a loan of £55 million to support the extension to Barking Riverside. This means funding is now available to cover the full cost of the scheme. There was overwhelming support for the scheme in a recent public consultation, with 90 per cent of respondents in favour. The scheme would play a vital role in supporting London's growth by adding 10 per cent rail capacity.

**HS2** - In February TfL announced plans to build two new London Overground Stations at Old Oak Common following a successful public consultation which identified Old Oak Common Lane and Hythe Road as the preferred sites. These new stations will link into Crossrail and High Speed 2 lines, once completed.



**Crossrail** – The machines boring out the mammoth Crossrail tunnels ended their journey, having completed their final two 750 metre tunnel drives between Liverpool Street and Farringdon. The programme to prepare the existing rail network for Crossrail continues to make good progress, with work on the route’s surface section now more than one third complete. Overall, Crossrail is on time – at 62 per cent complete – and within the funding envelope of £14.8 billion.

There are almost 12,000 people working across Crossrail sites and the project has exceeded its target of employing 400 apprentices over its lifetime, with the total now at 426. Crossrail’s Job Brokerage service – a partnership between Crossrail, Jobcentre Plus, the Skills Funding Agency, National Apprenticeship Service and local providers – has launched a new partnership with the Women into Construction project that supports women seeking to enter the construction industry.

**Crossrail 2** - The Mayor has continued to push for further investment in transport’s future, to add capacity in a growing city. Crossrail 2 is an essential part of this plan. In January 2015 TfL appointed four major consulting groups to develop more detailed plans for the proposed major new rail line. Based on public consultation responses, TfL and Network Rail have identified a preferred route for safeguarding, with a north-east alignment via Dalston, and with a safeguarded spur to Hackney Central that could be extended further eastwards at a later date.

## Taxis and private hire

The Mayor and TfL announced plans to develop and expand the number of taxi ranks in the capital as part of ongoing work to support the trade and to better meet the needs of drivers and passengers. More than a third of the 70 million taxi journeys completed in London each year originate from a taxi rank. Ranks are also of particular importance to passengers with mobility issues or those starting their journey in suburban areas. In recognition of this, TfL published a Taxi Rank Action Plan setting out ambitious plans to expand the network of 500 taxi ranks with £600,000 funding to further increase the number of ranks by 20 per cent by 2020.

TfL confirmed it will undertake a strategic review of rank provision across the capital, which will be completed by early 2016 and will inform plans to introduce new ranks. A dedicated taxi ranks web page will be created to inform both drivers and passengers and this information will be made available to app developers. The Plan also contains a proposal to explore sponsorship of late night marshals at key taxi ranks.

TfL has also launched a Suburban Action Plan to ensure that suburban taxi services continue to cater for demand in outer London as the population of the capital grows. The Plan looks at the possibility of creating more ‘island ranks’ that will allow suburban taxi drivers to pick up passengers on the edge of their licensed area. TfL has already established seven island ranks, including at Finsbury Park, Putney Station and Garrett Lane.

A new Taxi and Private Hire Terms of Reference Group has been created to consider the future developments of both the taxi and private hire trades. TfL will also establish a regular forum to discuss taxi issues with suburban drivers alongside established trade representatives.

# Quality of life

---

## Highlights

- **The Mayor is making London greener, leafier and more liveable. He has met his commitment to plant 20,000 street trees over his two terms. In 2014-15 he supported six strategic green projects that between them received £2 million to link and uplift London's parks and waterways. The Mayor's 100 pocket parks have sprung up across the capital and are now almost all completed.**
- **About 110,000 homes had been retrofitted through RE:NEW up to the end of March 2015, saving over 29,000 tonnes of carbon each year and saving residents on fuel costs. Coupled with wider market delivery, over 500,000 homes in London have been retrofitted.**
- **The Mayor's award winning RE:FIT programme has retrofitted, or is in the process of retrofitting, 440 of London's public sector buildings with a leveraged investment of some £63 million. The programme has already exceeded its targets to generate savings of 45,000 tonnes of CO<sub>2</sub> and retrofit 1.6 million square meter of floor space in public buildings by the end of 2015.**
- **The Mayor is leading the investment in London's energy infrastructure to boost the capital's green economy: five local energy projects have been taken to market and will provide heat for up to 6,000 homes with affordable green energy.**
- **The London Health Commission published its report 'Better Health for London' in October 2014, which included ten aspirations for London and 64 recommendations for action. The Mayor's response was published in February and the London Health Board's 'Better Health for London Next Steps' in March.**
- **Nearly two thirds of London's schools are now taking part in Healthy Schools London, the Mayor's awards scheme to help pupils eat healthily and be more active.**
- **The Mayor's Gigs festival has established itself as London's biggest free music festival. In summer 2014 it filled London's public spaces with three weeks of live music showcasing the capital's most talented 11 to 25-year olds. Together they performed 1,000 hours of live music to 1.8 million people.**
- **In March the Mayor confirmed the introduction of the world's first Ultra Low Emission Zone (ULEZ), which will help reduce most harmful vehicle exhaust pollutants by more than half and spur the take-up of zero and low emission vehicles in London.**

### Pocket Parks

London is scattered with underused and forgotten small spaces; or to look at it another way, with spaces rich in potential to become green oases that give respite from the hustle and bustle of the city.

To realise this potential, the Mayor funded community groups and local authorities to create or improve 100 pocket parks. All 100 spaces will be finished and open to the public by summer 2015.

Over 25 hectares of hitherto anonymous public realm in London will have been enhanced through the programme, bringing improved access to quality green space, more opportunity for recreation and play, improved ecological value, and better habitat for urban wildlife. Examples include a village green reimaged in Nunhead, vintage cars used as planters on a Stratford rooftop, rain gardens in Vauxhall and edible gardens along a south London bus route.

# A green, resilient city

## London's green spaces

Better parks, cleaner air and greener neighbourhoods are important contributors to a good quality of life for Londoners. They also help create a city that is resilient. In his first term the Mayor helped transform 11 neglected parks and planted 10,000 street trees across London. In his second term a £7 million programme has seen a further 10,000 street trees planted, 100 pocket parks established by summer 2015 and funded 13 projects to enhance London's green infrastructure.

As well as revitalising small green spaces, the Mayor wants to make a difference to bigger expanses of green space. In July 2013 the Mayor announced six projects that together were awarded £2 million from his Big Green Fund. The projects will be completed in summer 2015. In March 2015 the Mayor provided an additional £1 million to invest into another seven spaces that demonstrate the concept of green infrastructure – the improvement of green spaces to provide benefits such as flood management, improved walking and cycling links, better habitats for wildlife, and places for Londoners to relax and exercise. The selected projects received backing from thousands of Londoners and include the Wetlands to Wetlands Greenway in Hackney, Wandle Park in Croydon, the Thamesmead Thames Path transformation in Greenwich and the Stanmore Marsh restoration scheme in Harrow.

The Mayor is backing a Garden Bridge for London, linking the South Bank to Temple station and beyond. Widening and narrowing across its span, this pedestrian crossing will provide 2,500 square meters of brand new garden and will integrate a new kind of public space into the fabric of the city and adding to London's rich and diverse horticultural heritage. The Garden Bridge Trust is leading the project and continues its fundraising efforts to secure the majority of the costs from private sources. As income will exceed operating and maintenance costs, the Mayor is confident that public guarantees provided as part of the planning consent conditions will not be called upon. Construction is due to begin in 2016 with the bridge opening in 2018.

Heavy rainstorms can put London at risk of flooding. This can lead to costly disruptions and damage. The Mayor's Drain London programme helped boroughs map and manage surface water flood risk and identify the critical infrastructure – schools, hospitals and emergency services – most at risk from flooding and worked with boroughs to assess flood risk in 28 high priority areas. The GLA has begun work on a London Sustainable Drainage Action Plan to deliver a step change in the way London manages rainwater. A public consultation on this draft Plan will take place during summer 2015 with the aim of increasing take-up of sustainable drainage measures, as and when land and buildings are renovated, repaired or expanded. This complements London Plan policy on sustainable drainage for new developments.

The GLA collaborated with business improvement districts and employer partnerships to identify opportunities for increasing London's green cover. Over 100 hectares of green roofs have been identified so far (700 in total, covering an area equivalent to 25 football pitches). The GLA has supported businesses to deliver some of these green cover measures, which range from green roofs in Soho to rain gardens in London Bridge.

## Promoting green entrepreneurship

The Mayor's annual Low Carbon Entrepreneur Award aims to stimulate innovative thinking and encourage the green entrepreneurs of tomorrow. The prize, which offers the capital's students the opportunity to win a share of £20,000 to turn their ideas into reality, has just completed its fourth year and continues to go from strength to strength. The 2015 winner from Brunel University, Bump Mark, presented a next generation bio-reactive food expiry labelling concept, which will give more accurate information about the state of packaged food therefore reducing food waste. Clotho, the

runners up from Imperial College are looking to expand collection facilities for their online clothes swapping website. Success also continues to follow past winners, with the 2012 winner Arthur Kay being announced as the 2015 Guardian Sustainable Business leader of the year 2015. His company, bio-bean, turns waste coffee into biofuels. In addition to the top prize, competition applicants can choose to be considered for a paid internship with Siemens, which has sponsored the prize for the past three years.

## **Improving air quality**

Concerted and vigorous action by the Mayor is making London's air cleaner. Measures such as the tightening of Low Emission Zone standards and the first ever taxi age limits – and also as part of the broad range of benefits flowing from initiatives such as his Cycling Vision and home and public building retrofitting programmes – have already substantially reduced emissions.

The Mayor is determined to do more to clean London's air and is delivering a package of new air quality measures. In March the Mayor confirmed that the world's first Ultra Low Emission Zone (ULEZ) will be introduced in 2020, following a successful consultation in which TfL received more than 16,000 responses. Seventy-nine per cent of respondees were in favour of improving London's air quality.

The ULEZ will require vehicles travelling in the Congestion Charge Zone of central London to meet new emission standards 24 hours a day, seven days a week or pay a daily charge. An extra £25 million from Government will be used to provide grants to help taxi drivers cover the cost of upgrading to a greener vehicle. This is in addition to £40 million already committed by the Mayor to assist those taxi drivers whose vehicles would be affected by tighter age limits to retire the oldest, most polluting taxis. ULEZ is expected to reduce most harmful vehicle exhaust pollutants by more than half, delivering dramatic benefits in air quality and spurring take-up of zero and low emission vehicles and a new green economy sector in the city.

More than 1,100 buses have now been fitted with selective catalytic reduction equipment that cuts vehicle exhaust NOx by up to 88 per cent. All Euro III buses in the fleet will be modified by the end of 2015. The proportion of the bus fleet served by low carbon emission and quieter diesel-electric buses is now at 14 per cent, with 1,200 hybrid buses. By 2016 there will be 1,700 hybrids, including 800 New Routemasters, representing about 20 per cent of the fleet. In addition the bus fleet now has more than 300 of the latest ultra-low emission Euro VI engine vehicles, many of which are hybrids. There are currently eight zero-emission, hydrogen fuel-cell and eight all-electric, single-deck buses in the fleet. The number of all-electric vehicles will reach 15 in 2015. By 2020, there will be over 300 all-electric vehicles.

The first grants from the Mayor's £20 million Air Quality Fund have delivered tangible benefits across London including: green walls on busy roads; a consolidation centre that has halved the number of deliveries to council buildings; campaigns to enforce against engine idling; and awareness-raising campaigns. The second round of the Mayor's Air Quality Fund will be launched in this spring and will provide £8 million for boroughs to deliver more innovative projects, including the chance to bid for up to £1 million to deliver one of two transformative Low Emission Neighbourhoods.

The Mayor has published tough new standards for construction and new developments in his Sustainable Design and Construction Supplementary Planning Guidance. He is also currently finalising plans to introduce strict emissions limits for construction machinery (known as Non-Road Mobile Machinery), along with support and guidance for developers and local authorities, to help address this little-known but highly significant emissions source.

## A smart, resource efficient city

Nearly 80 per cent of carbon emissions come from London's buildings. With more than three-quarters of London's existing homes likely to still be standing by 2050, retrofitting buildings to make them more energy efficient has to be a priority to make a big impact on London's emissions. And retrofitting not only reduces CO<sub>2</sub> emissions, it keeps fuel and water bills down for London's families and businesses.

So at the centre of the Mayor's vision for a greener London with a growing green economy are his award-winning RE:NEW and RE:FIT programmes.

In 2014-15 the Mayor's RE:NEW home retrofit programme was awarded over €3 million by the European Investment Bank's European Local Energy Assistance. With ten per cent match from the GLA, a new three-year programme and a Support Team to help housing providers, private landlords and owner occupier schemes make homes more energy efficient are now in place. From later this year, a new framework of retrofit suppliers to facilitate large scale retrofit across the capital will also be up and running. The programme is set to benefit 175,000 homes and save 93,000 tonnes of carbon annually by 2017. By then, and including previous efforts led by the Mayor, over 280,000 homes will have been retrofitted, saving 130,000 tonnes of carbon each year – the equivalent of taking more than 145,000 cars off the road.

The Mayor's RE:FIT programme has retrofitted, or is in the process of retrofitting, 440 of London's public sector buildings with a leveraged investment of around £63 million. This includes 86 GLA group buildings and 76 schools. Nearly 200 London public sector organisations, including all but two London boroughs, are participating in the programme. The GLA is on track to meet its target to retrofit 600 buildings and by March 2015 had exceeded its targets to generate savings of 45,000 tonnes of CO<sub>2</sub> and retrofit public buildings with a combined size of 1.6 million m<sup>2</sup>.

Recognising the success of the model, the Department of Energy and Climate Change (DECC) is now funding the rollout of RE:FIT outside the capital. DECC is also encouraging other government departments to retrofit their buildings through the programme. And the programme won a further major award for the GLA this year: the 2014 Public Sustainability Gold award for the Most Sustainable Public Sector Organisation.

Between them, RE:FIT and RE:NEW are expected to bring £460 million of investment into London and sustain nearly 10,000 jobs.

To secure London's energy future, the Mayor has set a goal that by 2025 a quarter of London's energy is generated locally. Locally sourced energy is greener and cheaper than relying on national supply; and achieving the target would bring investment in the order of £8 billion. The Mayor's Decentralised Energy programme has drawn on European funding to help provide London boroughs and partners in the private sector with technical, financial and commercial expertise to develop decentralised energy projects. Five local energy projects have already been taken to market with one up and running, two under construction and two in procurement. One further scheme, overseen by Islington Council, will soon draw on waste heat from the London Underground to warm many more local homes. These local energy projects will heat up to 6,000 homes with affordable green energy.

### Case study: The London Schools of Economics and Political Science

The London School of Economics and Political Science (LSE), the world's leading centre for social sciences, has a campus of 27 buildings located in the Strand Conservation Area. LSE is currently using RE:FIT to retrofit some of these buildings with energy conservation measures such as new lighting and boilers, to save both energy and water. The project has the potential to reduce annual energy consumption by 18 per cent with an average payback period of seven years.

To enable small producers of electricity to sell power into the higher value electricity market, the Mayor has applied to Ofgem to secure a junior electricity supply licence – Licence Lite – which gives decentralised energy generators cost-effective access to the retail electricity market. A number of boroughs already have schemes which could benefit, generating enough electricity to power 76,000 homes.

London is one of the key markets for the commercial roll-out of hydrogen fuel cell electric vehicles. The Mayor is coordinating a £31 million European project – HyFIVE (Hydrogen for Innovative Vehicles) which will provide investment for three new fuelling stations and up to 38 new hydrogen fuel vehicles on London's streets.

The Mayor is ambitious for London to be self-sufficient in waste management by 2026 – at present London sends over half its rubbish to counties outside the capital. The London Waste and Recycling Board (LWARB) is continuing to invest in waste infrastructure in London to help meet this ambition. Three new projects became operational in 2014-15. To date LWARB's investment has attracted £210 million of external investment, created 100 training opportunities and 300 permanent jobs. This has diverted about 300,000 tonnes of waste from landfill and incineration each year. LWARB has also supported smaller projects within boroughs to increase recycling rates. Some £1.2 million has gone to 13 projects across 19 boroughs, including flat and kerbside recycling collection services and local reuse and recycling centres.

As part of wider plans to decarbonise London's transport network, the Mayor's biodiesel programme is turning London's used cooking oils and fats into biodiesel to power TFL bus and local authority fleets. A 20 per cent biodiesel/standard diesel blend (B20) delivers 10 per cent CO<sub>2</sub> savings compared with standard diesel. TFL successfully brokered fuel supply arrangements with a Stagecoach depot in Barking running 127 buses on B20, with plans to roll out to 600 more buses in 2015 and the entire bus fleet by 2020.

The Mayor's FoodSave project came to an end in March 2015. The project worked with 200 food sector organisations to divert 1,000 tonnes of food away from landfill, prevent 160 tonnes of food waste from being created and save over £500,000 annually

The Mayor also wants London's waste management activity to be net carbon positive; and for the second year running, London's municipal waste management activities have offset more CO<sub>2</sub> emissions than they produced. This has been achieved by diverting more waste from landfill to recycling and energy generation, thereby avoiding emissions that would otherwise have occurred from manufacturing virgin materials and through fossil fuel energy generation.

## A healthier city

The Mayor wants London to be the healthiest capital city in the world: London can and should be a place where everyone has the chance to lead a healthy and fulfilling life. However, Londoners experience stark and unacceptable differences in their wellbeing and life expectancy. The Mayor is working through his Health Inequalities Strategy and across all his strategies to make London a city where everyone can thrive regardless of who they are or where they live.

London has an ambition to give all children a healthy start in life. However, more than a third of London's 11 year-olds are overweight; about one in five is obese. For adults the situation is even more worrying – more than half are overweight.

Over the past year 559 schools have registered with Healthy Schools London (HSL), the Mayor's initiative to help pupils eat healthily and be more active, bringing the total number of schools registered to 1,438 (62 per cent of London's schools). More than 600 schools have received a bronze award so far and of these 136 have also been awarded silver and seven gold awards. HSL is helping to

deliver the London Health Commission's target to reduce the proportion of children obese by Year 6 by ten per cent.

For working Londoners, the London Healthy Workplace Charter encourages employers to create a working environment that supports and enhances healthy living. More London employers received a Charter award at a ceremony in November, bringing the total number of employers accredited to 52, benefitting approximately 150,000 employees. A further 59 employers are actively working to the standards.

In recognition that London now has the highest rate of TB of any major city in Western Europe, the Mayor appointed Emma Thompson as his London TB Ambassador in January. She will work with the Mayor to raise awareness and challenge stigma associated with TB.

During 2014 Dame Zandra Rhodes and Annie Lennox OBE, the Mayor's ambassadors for breast cancer and HIV respectively, supported awareness-raising events for these London health issues, including opening the new breast screening unit at the Sir Ludwig Guttmann Centre in Newham and supporting a reception at City Hall for 150 people to mark World AIDS Day.

Well London is a ground-breaking programme, funded by the Big Lottery since 2007, that has supported communities in some of London's most deprived neighbourhoods to work together to improve their own health and well-being. It has been developed into a framework for health improvement that can be rolled out to other deprived areas in London and beyond. The most recent phase of Well London took place in 11 areas across nine boroughs and ran from 2013-15. Each programme was tailored to meet local health priorities and issues identified by residents. Achievements included 13,000 attendances at Well London projects and events; 27 apprenticeships created for young people, ten of them match funded; and 279 volunteers, who helped to deliver the programme. An evaluation of the programme has identified increases in healthy eating, physical activity and mental well-being and is due to report in June 2015.

In 2014 the London Boroughs of Croydon and Lambeth were selected as Food Flagship Boroughs as part of the Mayor and the Department for Education's £1.2 million commitment to improve food culture in the capital. Based on the School Food Plan, the project revolves around schools, encouraging food growing, improved school meals, cooking classes, eliminating child hunger during school holidays and supporting healthy food businesses local to the schools..

The Mayor continues to support community food growing spaces in London; encouraging groups to create opportunities for enterprise and development of skills. The GLA has partnered with Garden Organic to support every school child in London to grow food.

London's first Social Supermarket opened in West Norwood in December 2014 and the Mayor is now working with London boroughs to open two new social supermarkets to help Londoners on low incomes to access healthy and affordable food. The social supermarkets also provide routes out of poverty through employability assistance.

## The London Health Commission & London Health Board

In September 2013 the Mayor asked Lord Darzi to chair an independent London Health Commission to explore and make recommendations on how Londoners' health and healthcare might be improved. The Commission published its report 'Better Health for London' in October 2014, which included ten aspirations for London and 64 recommendations for action.

In February 2015 the Mayor published his response to the report and in March he chaired the first meeting of the refocused London Health Board, a partnership between the Mayor, London Councils and the NHS. The Board will agree London-wide action to improve health and reduce health inequalities. It will oversee the next steps arising from the London Health Commission report and track progress on key London health issues.

Already Board partners have published 'Better Health for London Next Steps' and have agreed their initial areas of focus: mental health, child obesity, NHS estates and primary care.

## A cultural metropolis

The Mayor directly invests almost £14 million into culture and creativity and the GLA is working hard to cement London's position as the world's cultural capital. It is helping London's cultural industries thrive; commissioning world-class sculptures for the Fourth Plinth; giving young people the chance to master musical instruments; bringing London's heritage and public spaces to life with free festivals and events; and supporting the world's largest urban history museum, Museum of London. The Mayor also takes a strategic lead, working with the Cultural Strategy Group to see that London's cultural milieu helps creativity flourish.

Four out of five tourists say culture is the reason they choose to visit the capital and cultural tourism contributes £3.2 billion year in economic impact for London and supports 80,000 jobs. However, London cannot afford to rest on its laurels with international competition upping their game. That is why the Mayor launched a Cultural Tourism Vision for London in March 2015. The vision outlines plans to promote a broader range of cultural sites and activities to visitors.

The Culture Diary was launched in April 2014 as a new planning tool for the culture sector. The Diary fosters connections and collaborations between international government agencies and cultural organisations who are touring internationally, showcasing the best cultural export that London and the UK have to offer.

The creative economy is responsible for one in six jobs in London. Creative industries generate £23.1 billion for the economy and the Mayor invests strategically to ensure their potential growth is realised. His annual investment of £2.5 million has delivered: more than £91 million in orders for designers at London Fashion Week and London Collections: Men; £26 million of new business for over 1,200 design companies at the London Design Festival each September; and £125 million in inward investment into film, TV and animation supporting almost 3,000 jobs.

The Mayor is also supporting the capital's video games industry. Over the next three years the Mayor will invest £1.2 million to grow the capital's games sector, which in turn is expected to generate at least £35 million for games businesses. Programmes will comprise targeted overseas trade missions, a major Business to Business event and a wider trade and consumer festival. The London Games Festival is set to become a regular event celebrating the culture and artistry of video games.

The Mayor is committed to retaining artists as part of London's creative community and has supported the creation of new affordable workspace and production space through the High Streets Fund. In June 2014 he published a report which investigated the provision of affordable artist workspace in London as part of a wider review of open workspace, production space and requirements for SMEs.

The Mayor wants to support the next generation of creative talent. So the GLA's employer-led Apprenticeship programme has funded and targeted activity to increase work-based training opportunities for young Londoners in the creative and cultural industries.

The Mayor's annual programme of events continues to develop, promoting London as a destination in its own right and as a gateway for the UK. The culturally diverse programme of GLA-run, funded and supported events – from Pride to St. Patrick's Day, and from the Notting Hill Carnival to Diwali – brings Londoners together. Participant satisfaction rates are high. In 2014-15 on average 87 per cent of those responding said they would recommend the event to a friend; 86 per cent felt that the event was were culturally significant and reflected the culture being celebrated.

In 2014-15 Africa on the Square was added to the events programme and showcased arts, fashion and culture from the African sub-continent. Another significant change was, for the first time, ticketing for the New Year's Eve fireworks to ensure that the crowds at this ever popular global event could



continue to be managed safely. Through extensive planning and an information campaign, crowd numbers were successfully reduced from 500,000 to 350,000 in central London.

A particular highlight of the Mayor's ongoing collaborations with the London Legacy Development Corporation (LLDC) was the National Paralympic Day in the Queen Elizabeth Park which included the Liberty Festival, featuring the work of Deaf and disabled artists.

As well as the enormous profile that events give to London, they generate significant economic benefit – New Year's Eve alone generated approximately for £45 million to the local economy.

In August 2014, 50,000 people visited Victoria Tower Gardens to see Spectra, a 15-mile high column of light commissioned by the Mayor to commemorate the night the 'lamps went out across Europe' at the start of the First World War. Over seven days, Spectra was seen by an estimated four to six million people.

#### Music Venues Taskforce

In March the Mayor set up the capital's first Music Venues Taskforce. It will propose ways to protect and grow London's vital network of live music venues. Small venues attract music tourists who spend nearly £600 million annually, incubate the UK's global music talent and support an industry worth about £1.6 billion. The taskforce will be looking at how London can maintain a balance between the sometimes competing priorities of residents and businesses, and the unrivalled mix of arts and entertainment which not only attracts tourists but also makes London such an exciting place to live and work.

On the Fourth Plinth in Trafalgar Square, the Mayor unveiled Hans Haacke's 'Gift Horse' in early March 2015. The launch generated over £1.5 million worth of print media coverage, with a reach of over 200 million worldwide. Once again, the annual Fourth Plinth Schools Awards has uncovered new talent in every single London borough. Mark Wallinger judged the 2015 awards, which attracted over 1,800 submissions.

In March 2015, MOPAC, the MPS and the Museum of London announced a new exhibition – the Crime Museum Uncovered – to take place in October 2015. For the first time artefacts from some of the most significant crimes in London's history and details of how the crimes were investigated will be revealed to the public at large.

Big Dance 2014 took place against the backdrop of the Commonwealth Games through the Mayor of London's partnership with People Dancing and the Big Dance Hub partners across the UK. Scottish Ballet led the Big Dance Pledge 2014 with nearly 70,000 people simultaneously dancing in schools, community settings and public spaces across 24 nations – made possible through partnership with the British Council. A Commonwealth Games inspired dance was performed through a live link up between London Trafalgar Square, Glasgow town centre and the Pacific Quay alongside Sydney Opera House with over 3,000 people taking part. The Big Dance Bus toured 17 stops across the capital involving another 3,745 participants aged from three to 86.

The Mayor has pledged to support music in London's schools through a series of new initiatives:

- The School Music Excellence Award has been launched to celebrate schools with an outstanding commitment to music,
- London Music Champions is a new team of head teachers with an outstanding track record in music who support other head teachers,
- Music Excellence London is a world-class continuing professional development scheme for secondary school music teachers,
- The London Curriculum is a new resource to help school music teachers bring London's people, places and heritage into daily classroom teaching, and
- Jargon-free advice for parents is being created by the Associated Board of the Royal Schools of Music in partnership with the Mayor.

The Mayor's Music Fund has raised £2.5 million to support young musicians across London. Over 300 Mayor's Music Scholarships have been awarded to children from every borough so they are able to continue their lessons and follow their musical aspirations.

Gigs has established itself as London's biggest free music festival. In summer 2014 it filled London's public spaces with three weeks of live music showcasing the capital's most talented 11 to 25-year olds. Together they performed 1,000 hours of live music to 1.8 million people. Participants receive support and mentoring throughout the competition and beyond. Winners have gone on to music courses at top colleges; some secured performances at Glastonbury and elsewhere, and were able to release their first record.

Busk In London was launched by the Mayor in March 2015. Street performers, boroughs and audiences now benefit from a one-stop website for busking, London's first Busking Code of Conduct and a network of new pitches. Plans for the next phase will see audiences able to interact with performers via their mobile phone, a National Busking Day and new Busking Festival.

The Mayor and the Department for Culture Media and Sport are jointly supporting a feasibility study for a new state-of-the-art Centre for Music in London. The new centre will serve the whole of the country as a base for inspiring musical performance, digital innovation, participation and learning. In parallel, the Museum of London, supported by the Mayor, is looking at a move to Smithfields Market where more of its collection could be exhibited and made accessible.

## Delivering for all

The Mayor's Annual Equalities Report, which will be published shortly, sets out how the Mayor and the GLA Group work to ensure that our investments deliver for all and maximise positive benefits for all equalities groups. Some particular highlights are set out below.

The Mayor's sixth Know Your Rights campaign, launched in January 2014, encouraged older people to find out whether they could be entitled to claim by contacting their local Age UK, or benefits advice centre and uses a mix of media including posters, leaflets, information on london.gov.uk, Facebook and Twitter posts, newspaper and radio advertising. The campaign generated about 2,000 enquiries and an estimated £550,000 in benefits for Londoners.

One in ten Londoners is not online. The GLA consulted with disabled people, older people, migrant and refugee groups and housing associations to gain a deeper understanding of the barriers these groups face. The consultation informed the Mayor's Digital Inclusion Strategy, which was launched in February 2015 as part of the Smart London Plan.

The GLA is spending £2 million to help 86 schools across more than ten London boroughs train 470 teachers to teach children with English as a second language. The teachers will in turn be better placed to improve the literacy and academic English results of over 16,000 pupils. Some of the schools also run English language classes for mothers. As part of the programme, over 800 mothers have improved their English and can better support their child with homework.

# A lasting Olympic legacy for London

---

## Highlights

- **Since fully reopening to the public in April 2014, Queen Elizabeth Olympic Park has received about four million visitors.**
- **The world class sporting venues on the Park are proving hugely popular. In the first year of opening more than 770,000 people visited the London Aquatics Centre and more than 560,000 visitors descended on Lee Valley VeloPark.**
- **Work continues on the Olympic Stadium to convert it into a world class sporting venue, capable of hosting concerts, exhibitions and a whole host of sports, alongside regular football and athletics fixtures. The Stadium will also host five matches during the Rugby World Cup in the autumn.**
- **Construction is underway on the former Press and Broadcast Centres, now called Here East. Here East will become a digital and creative hub, creating over 7,500 jobs. The development is already more than 40 per cent let, with tenants including BT Sport, Infinity SDC, Loughborough University and Hackney Community College.**
- **The first homes went on sale at Chobham Manor, the first new neighbourhood on Queen Elizabeth Olympic Park. Construction has begun on the development which will comprise 828 homes. Twenty-eight per cent of those homes will be affordable and 75 per cent will be family housing.**
- **Places for People and Balfour Beatty have been appointed to develop East Wick and Sweetwater neighbourhoods, providing up to 1,500 new homes, including up to 30 per cent affordable and 500 private homes to rent.**
- **Design competitions have been launched and a shortlist of masterplanners appointed for the two elements of Olympicopolis: the new campus for UCL on the site south of the ArcelorMittal Orbit and the cultural and educational complex on Stratford Waterfront, comprising Sadler's Wells, UAL and Victoria & Albert Museum.**
- **Formal talks were opened with the Smithsonian Institution, the world's largest museum, to become a part of the Olympicopolis project.**
- **The LLDC worked with employers to create 54 new apprenticeships in the past year. Nearly 90 per cent of the apprentices who have worked on the Park were local.**

## A new district for London

On 5 April 2014 Queen Elizabeth Olympic Park fully re-opened with 50,000 people visiting on the first week-end. Since then millions of people from the local communities and beyond have returned to the Park. Lee Valley VeloPark, Lee Valley Hockey and Tennis Centre, London Aquatics Centre and the Copper Box Arena are all world-class sporting venues open for regular community use alongside hosting international sporting events.

The ArcelorMittal Orbit now provides a unique visitor attraction in east London – with both spectacular views and a number of popular events, including a Lego exhibition, yoga and abseiling. At the end of last year work finished on the Canal Park, turning the towpath along the Lee Navigation canal on the west of the Park into a beautiful new natural space and an active waterfront for local residents and visitors to enjoy.

The Park played host to a number of spectacular events over the past year, including the inaugural Invictus Games, which drew more than 65,000 visitors; the Great British Carnival, a superb parade to mark the second anniversary of the 2012 Olympic and Paralympic Games; the Queen's Baton Relay; ahead of the Commonwealth Games in Glasgow; the Tour de France Prudential Ride London; and the UCI Track Cycling World Cup.

The transformation of the Stadium is on track and it will host five Rugby World Cup matches in the autumn, before re-opening in 2016 as a vibrant, multi-use arena, the home of West Ham and the national competition centre for UK Athletics. Vinci has been appointed as operator of the Stadium and will run a variety of events around existing football and athletics fixtures.

But the work doesn't stop there, as the LLDC seeks to transform the Park and surrounding area into a new heart for east London, creating opportunities for local people and driving innovation and growth.

Construction on Here East started in October 2014 as the former Press and Broadcast Centres are transformed into a huge digital campus bringing together business, technology, media, education and data. Here East will provide over 7,500 jobs, including 5,300 directly on-site and a further 2,200 in the local community. Here East is over 40 per cent let and BT Sport is already operating from the venue. Tenants including Loughborough University, Hackney Community College and Infinity SDC will move on to the site from September 2015. Here East will open fully in spring 2016.

## Olympicopolis

Olympicopolis will bring together outstanding organisations to showcase education, art, dance, history, craft, science, technology, and cutting edge design. UCL and UAL will create two new university campuses and the Victoria and Albert Museum (V&A) and Sadler's Wells will form part of the new cultural and educational complex on Stratford Waterfront along with UAL. Olympicopolis is expected to deliver 3,000 jobs, 1.5 million additional visitors and £2.8 billion of economic value to Stratford and the surrounding area.

In December the Mayor secured a £141 million funding commitment from government – as part of the National Infrastructure Plan – for Olympicopolis. The commitment has enabled partners to undertake design and planning work. In addition to the Government's support for the project, UCL has committed to investing up to £270 million to support the first phase of the development.

A new charity, Foundation for FutureLondon, was created to help realise the potential of Olympicopolis and Queen Elizabeth Olympic Park. The charity is chaired by Sir Bill Castell, currently chair of the Wellcome Trust. The charity aims to ensure, through the promotion of arts, culture, science and education, that the arrival of new world class institutions can successfully raise aspiration and provide new opportunities for people in east London. It has merged with the Legacy List, the Queen Elizabeth Olympic Park charity set up in 2011. The Foundation will work closely with the partners of the Olympicopolis project on Stratford Waterfront, including possibly the first permanent home for the Smithsonian Institution outside the US.

## Accelerating housing

The former Athletes' Village, now called East Village, comprises some 2,818 homes made up of 1,439 private rental homes and 1,379 affordable homes. All 675 social rental homes in East Village are occupied and all of the 704 intermediate affordable homes have now been rented or bought. More than 4,500 people reside in East Village, which is also home to Chobham Academy and Ludwig Guttman Health Centre.

Construction continues on Chobham Manor, the first new neighbourhood on the Park. Of the 828 homes on Chobham Manor, 28 per cent will be affordable and 75 per cent will be family housing. The first batch of homes for private sale were released in May 2014, followed by another batch in January 2015. The first residents will move in at the end of the year.

In March Balfour Beatty and Places for People were appointed as the development partner for East Wick and Sweetwater neighbourhoods, which will see 1,500 homes built on the Park, six years earlier than originally planned. Thirty per cent of the homes will be affordable housing and 500 will be for private rent.

East Wick will create up to 850 new homes and is located in the north west of the Park next to Hackney Wick and the digital quarter at Here East. It will include townhouses, mews, studios and flats, a new primary school and two new nurseries.

Sweetwater will provide up to 650 new homes and is located in the south-west of the Park near Old Ford and the Copper Box Arena. It includes studios, apartments and family homes with private gardens, a new primary school, two new nurseries and a health centre.

#### **Mandeville Place**

Construction on Mandeville Place began this year and is a dedicated area of the Park recognising the values and people that made the London 2012 Paralympic Games such a success. Mandeville Place opens in May 2015 and will include an orchard growing a brand new variety of apple called Paradise Gold, which was named following a national schools competition.

## Providing jobs and apprenticeships

The LLDC continues to support the job creation, training and apprenticeship opportunities for local residents particularly for young people and under-represented groups. Last year, 54 apprenticeships were created and apprentices worked within the Stadium, Here East, Chobham Manor and in the Park's venues. This brings the total number of apprentices who have worked on the Park following the Olympic and Paralympic Games up to 124, of which 88 per cent came from the local area.

The Park is a catalyst for job creation and it is expected that 15,000 jobs will be created on the Park by 2025. The LLDC is raising awareness of these opportunities by working with current and future employers to deliver career workshops and skill taster sessions to young people and in March 2015 it engaged nearly a thousand young people from 26 local schools and colleges. At the time of Park opening in April 2014, more than 65 per cent of the workforce across the venues, and in estates and facilities management were local residents. This has been maintained and in September 2014, 66 per cent of the workforce were local residents.

The LLDC will continue to ensure that local residents are equipped with the necessary skills to take advantage of the job opportunities created. Last year more than 600 local residents received specialist construction training as part of the wider construction programme taking place on the Park. The LLDC secures commitments from employers to create opportunities for under-represented groups including for black and minority ethnic (BAME) groups, disabled people and women. The Park construction workforce in November 2014 exceeded targets across all groups, with 31 per cent of the workforce from local boroughs and 63 per cent from BAME groups. Five per cent of the workforce is disabled and seven per cent women, compared with a construction industry standard of two per cent.

## A sporting legacy across London

This year has seen London play host to a stellar programme high-profile sporting events including FINA world series diving in June 2014 – the first international event to be hosted at the London

Aquatics centre since the 2012 Games, the Tour de France, Track Cycling World Cup, ATP World Tour Finals and the inaugural Invictus Games.

The coming period promises an equally exciting portfolio of world class events in London: the 2015 Rugby Union World Cup, the 2016 World Track Cycling Championships, the 2016 European Swimming Championships, the 2017 IAAF and IPC World Championships and the 2018 Women's Hockey World Cup, to name but a few. Queen Elizabeth Olympic Park offers a number of world-class venues which can attract international events and the Women's Hockey World Cup will take place in the Lee Valley Hockey and Tennis Centre and international basketball matches in Copper Box Arena.

The publication of 'London: Home of World Class Sport', a new strategic framework setting out London's approach to bidding for, and supporting, major sporting events, has established the GLA as London's strategic lead for all major sporting events, and the first point of call for anyone looking to bring their event to London. Until recently the primary considerations when evaluating bids for events were economic investment and international coverage. Both remain important, but the new framework requires any major sporting event to be hosted in London to demonstrate that it will bring tangible benefits to local people and communities, including through increased opportunities to participate in sport, volunteer and see the event. To support this ambition the Mayor set aside resources with Sport England to fund community legacy programmes that will run before, during, and after any major event coming to the capital with Mayoral backing.

The Mayor's community and grassroots sports investment programme continues to go from strength to strength. Phase 2 of the programme is fully up and running, and since 2009 £22.5 million has been committed by the Mayor and more than £31 million match funding has been leveraged – resulting in a total investment pot of over £53 million to strengthen, nurture, and support community sports providers across every London borough.

Programme highlights to date include:

- investment to support the building, refurbishing, or upgrading of a total of 106 community sports facilities across London – ranging from state of the art multi-sport gyms to the addition of flood-lights to boost the usability of existing facilities belonging to community sports clubs. This investment has resulted in an average of more than 60,000 new users per week;
- significant investment in an innovative capacity building and club development programme that will work with at least 300 sports clubs and other community organisations to help them become sustainable and provide an improved offer for Londoners;
- hundreds of grassroots participation projects have been supported, giving 400,000 Londoners the chance to take part in local sporting and physical activity opportunities to date;
- the Mayor's FreeSport small grants scheme has been expanded in scope and reach thanks to a major sponsorship deal – and over the past 12 months more than 300 grant were allocated to projects that engaged 15,000 Londoners;
- the 'Make a Splash' mobile pools programme has had another successful year. Since its inception more than 32,000 Londoners who live or go to school in areas of aquatic deprivation across 27 boroughs have learned to swim.

The GLA worked with partners to create London Sport, which brings together the work of the Mayor of London, Sport England, London Councils and others. London Sport will get more people of all ages to participate in sport by working with governing bodies, sports clubs and employers. The move is designed to ensure a continuing legacy from London's Olympic and Paralympic Games by providing a more coordinated and efficient approach to grassroots sports provision.

In east London, community programmes also continue to offer opportunities for local people to get more active. 'Active People, Active Park' is the LLDC's flagship programme in partnership with Sport England and local and national sports delivery partners to promote physical activity on Queen Elizabeth Olympic Park. Last year, in its first year of delivery, over 40,000 people took part in sporting

activities as a result of the programme. 'Motivate East' is a programme run by the LLDC in partnership with Sport England and other local partners to provide disability sport opportunities in east London; last year more than 26,000 inclusive sporting opportunities were delivered.

National Paralympic Day took place on 30 August and in London, an estimated 30,000 visitors descended upon Queen Elizabeth Olympic Park to try out disability sports, meet Paralympians and take part in the Mayor of London's Liberty Festival – the hugely popular showcase for deaf and disabled artists.

# A safer London

---

## Highlights

- The MPS met the Mayor's target to reduce key neighbourhood crimes by 20 per cent, a year ahead of schedule. Robbery has fallen by 44 per cent and burglary is now at its lowest level since 1974.
- The number of bobbies on the beat increased, with the Mayor's promise to put 2,600 more officers in neighbourhoods being met and overall Metropolitan Police officer numbers reaching his target of 32,000.
- The Mayor's objective for the Metropolitan Police Service to better reflect the community it serves made real progress with the launch of a London-only recruitment scheme and numbers of BAME and female recruits hitting record highs.
- The Mayor fulfilled his pledge to encourage new entrants to the Special Constabulary and recognise the contribution of existing volunteers by providing a council tax rebate to Specials who live in the capital.
- MOPAC produced a new Hate Crime Strategy for the capital, in consultation with partners. The Strategy aims to boost confidence, increase reporting, reduce victimisation and improve the effectiveness of the authorities' responses to hate crime.
- MOPAC launched a ground-breaking 'sobriety tagging' scheme, fulfilling the Mayor's commitment to enforce sobriety on those responsible for persistent alcohol-related crime and antisocial behaviour.
- The single biggest police command in the country – the 2,300-strong Roads Traffic Police Command – was launched by the Mayor to tackle crime on London's roads and bus network.
- Millions of pounds were released for frontline policing through the streamlining of back office functions and the sale of outdated, costly and underused police premises. The sale of the New Scotland Yard alone is raising £370 million.
- MOPAC took responsibility for commissioning services for victims of crime in London. Victims' Commissioner Baroness Newlove carried out a review of services available to victims and witnesses in London to inform this work.
- The first London-wide service for victims of domestic abuse was launched by the Mayor, who has invested £5 million to provide a coordinated service that will ensure all abuse victims have access to specialist support.
- The Mayor continued to fulfil his pledge to ensure London's four Rape Crisis Centres are funded throughout this Mayoral term.
- Safer Neighbourhood Boards are now established in every borough to set local policing and community safety priorities, along with scrutinising police performance.
- MOPAC continued to support a wide range of crime prevention and community safety projects via the London Crime Prevention Fund, which provides long-term funding of up to four years to enable organisations to tackle ingrained, complex problems. In the past year the Fund allocated over £18 million in total.
- Londoners continue to receive one of the fastest fire emergency responses in England.
- For the first time since records began the number of fires in London attended by the London Fire Brigade (LFB) fell below 20,000 a year. Fire deaths have continued to fall too, with numbers in 2014-15 the lowest recorded.



# Cutting crime, increasing confidence and cutting costs

The Mayor, through the Mayor's Office for Policing and Crime (MOPAC) is working to make London the safest big city in the world, tackling the crimes that concern Londoners most and making sure that the Metropolitan Police Service (MPS) is ready to face the challenges of policing a global city in the digital age. London's Police and Crime Plan is a bold and comprehensive strategy for policing and community safety in the capital to deliver the Mayor's vision for London as the world's safest big city. At the heart of this plan is the Mayor's 20:20:20 challenge to the Metropolitan Police:

## **Cut neighbourhood crime by 20 per cent**

This target focuses on seven victim-based crime types that impact on neighbourhoods – violence with injury, robbery, burglary, theft of and from a motor vehicle, theft from the person and criminal damage. These are known as the MOPAC 7.

Rising to the challenge set by the Mayor, at the end of the 2014-15 financial year data show that the MPS have driven these crimes down by 19.8 per cent overall since 2012, meaning that the 20 per cent reduction has been almost delivered a year ahead of the target. In addition, MOPAC has continued to bring partners together to maintain the pressure on neighbourhood crime, such as its pioneering joint work with the MPS and technology firms which has dramatically reduced smartphone theft through both engineering and enforcement.

## **Increase confidence in the police by 20 per cent**

Since March 2012 public confidence in the police has remained broadly consistent, reaching its highest ever recorded level of 68 per cent in June 2014 and currently standing at 67 per cent. MOPAC has conducted in-depth research into the patterns and drivers of public confidence in policing, this year publishing a ground-breaking Public Confidence Dashboard and Confidence and Crime Comparator; publicly-available online resources allow MPS leaders, local authority partners and the public to understand current confidence levels and target activity to improve them.

## **Cut costs by 20 per cent.**

The Mayor has set the MPS a clear objective to make best use of its budget and put more officers on the front line protecting Londoners, whilst also providing best value to the taxpayer. Thanks to wide-ranging workforce reforms, efficiency measures to cut the cost of back office functions, and the sale of expensive and underutilised police buildings, the MPS is on track to make savings of more than £600 million by 2016-17 whilst investing in front line policing.

In 2014-15 MOPAC continued to pursue its Estates Disposal Strategy, which has raised £292 million from property sales in the past two years. On top of this, £370 million has been realised from the sale of New Scotland Yard – £120 million more than the asking price – and another £120 million from the sale of surplus land at the police training centre in Hendon. This money is being put back into front line policing, allowing the

### **World's largest rollout of traceable liquid technology to drive down burglary**

In March 2015, the Mayor launched MetTrace, a new three-year programme to provide 440,000 homes in burglary hotspots across the capital with a free kit containing an invisible traceable liquid, allowing owners to mark their possessions with a unique forensic code and to display warning stickers to deter burglars. This code can then be used by the police to trace the items should they ever be stolen and to link suspects to crime scenes.

Created by SmartWater Technology Ltd, the liquid, which is virtually impossible to remove and can only be viewed under UV light, has already been proven to significantly reduce burglary rates. During a recent MPS trial across five boroughs, burglary rates reduced on average by 49 per cent, with some areas seeing a reduction of over 70 per cent. More than half of residents involved in the pilot said they felt safer having applied the liquid to items in their homes.

Mayor to achieve his target for the MPS to reach its full strength of 32,000 warranted officers this year, whilst also making significant investment in technology to increase the effectiveness and efficiency of officers, such as mobile devices like tablets and smartphones and body worn video technology.

Progress is continuing on the additional set of 20:20:20 goals for the criminal justice system in London, to improve compliance with community orders, cut delays in court processes and to bring down reoffending of young people leaving custody. It is anticipated that the pressures on the criminal justice system will continue in the coming years and MOPAC is working with criminal justice partners to build a system that is ready for the future.

## Preventing crime, protecting Londoners

Since the Mayor was elected in 2008, crime has fallen by 18 per cent in the capital. Tackling crime is a complex and challenging task and this reduction is a tremendous achievement for which credit is due to the Metropolitan Police and other partner agencies who work together to combat crime in London.

The 19.8 per cent reduction in MOPAC 7 neighbourhood crimes means about 80,000 fewer of these types of offences were committed on the capital's streets in 2014-15 than in 2012. Most importantly, it means tens of thousands fewer Londoners falling victim to these crimes and having to face the physical, emotional and financial consequences. Within these reductions there are particular crime types where extraordinary progress has been made. For example, burglary and robbery are down 24 per cent and 44 per cent respectively – with burglary at its lowest level since 1974.

Only one of the seven neighbourhood crime types – Violence with Injury – has seen an increase, rising by 14 per cent since 2012. This increase is recorded across the country, with the Office for National Statistics attributing it to better recording and an increase in reporting of domestic violence. Any increase in street level violence in town centres is taken very seriously and MOPAC has facilitated joint problem-solving meetings in the boroughs most affected by violence to identify approaches for tackling this issue. The Mayor and the MPS have put more resources into known hotspots and into cracking down on licensed premises that flout the law on underage and excessive drinking.

Figures show that the number of gang offences in London has fallen by about 20 per cent since 2012, and the Mayor is keeping up the pressure on gangs with tough action, investing £200,000 in Operation Shield, a pilot project launched in Haringey, Westminster and Lambeth. Under Operation Shield, the authorities will for the first time target gangs as a whole: when any one gang member commits a violent crime, every other known member of their gang will also be penalised through a range of civil and criminal penalties. As well as taking an uncompromising approach to enforcement, if

### Pioneering sobriety tag scheme making a difference

In his Police and Crime Plan the Mayor set out his determination to tackle alcohol related crime and antisocial behaviour in London. This kind of disorder costs the UK between £8 billion and £13 billion every year, with London disproportionately affected because of its busy night-time economy.

In July 2014 stemming from the Mayor's manifesto commitment to enforce sobriety on drunken offenders, MOPAC launched a compulsory sobriety scheme in Croydon, Lambeth, Southwark and Sutton where a court will order an offender to undertake a period of sobriety. The scheme uses electronic ankle tags to detect the presence of alcohol in the wearer's system. If alcohol is detected by the tag at any time over the duration of their sentence, additional enforcement action can be taken.

Initial findings from the first six months of this scheme are promising, showing that 51 offenders were fitted with the tag, with a 94 per cent compliance rate – a figure significantly higher than other similar court orders.

any gang members express a genuine desire to leave their violent lifestyles behind, Shield offers support to help them move on.

Tackling transport crime is a Mayoral priority and significant reductions have been achieved. Building on the positive progress, the Mayor launched the Roads Transport Police Command (RTPC) in January 2015 – the single largest police command in the country – with more than 2,300 Police and Police Community Support Officers working across London to further improve the safety and security of the capital's roads and bus network.

It is vital for the present and future prosperity of the capital that it remains a safe environment in which business can thrive and investors can feel confident. In July 2014 MOPAC unveiled its Business Crime Strategy – a call to arms for the police, businesses, local authorities and others to work together to build confidence and prevent business crime. London has led the way nationally on this issue and MOPAC's strategic focus on Business Crime has been hailed as best practice by business and security experts alike. Working with statutory partners and the business community, MOPAC is now developing specialist support for businesses in London to help them secure themselves, particularly against the threat of cyber-crime.

As well as being the best place to do business, London should also be a place where people can live their lives without fear of prejudice and hatred. In December 2014 the Mayor's Hate Crime Reduction Strategy was unveiled, underlining his commitment to boosting confidence in reporting hate offences, reducing repeat victimisation and improving the authorities' ability to respond effectively. MOPAC ran a 12-week public consultation on Hate Crime and worked with key partners including the MPS, the Crown Prosecution Service and Ministry of Justice, as well as voluntary and community organisations across the capital in producing this strategy.

## Supporting victims and protecting the vulnerable

In July 2014 Baroness Newlove, the Victims' Commissioner, completed a major review into the treatment of victims and witnesses of crime in London on behalf of MOPAC – the first review of its kind. This review preceded a significant change in the care of victims of crime in London when, on 1 October 2014, MOPAC took over commissioning for all victims' services in the city. MOPAC is now working with the range of partner agencies involved in supporting victims to maintain current provision whilst developing a new and comprehensive system.

Reports of domestic and sexual violence are rising nationally as more victims gain the confidence to come forward. Progress has been made to bring more perpetrators to justice. But conviction rates for domestic violence in London remain too low, with victims who come forward often feeling isolated and unsupported during the legal process. This leads to cases collapsing and perpetrators going unpunished. The Mayor is committed to addressing these problems, encouraging more victims to come forward, improving their experience through the criminal justice system and increasing conviction rates. In March he announced £5 million funding for the first London-wide support service for victims of domestic abuse. Previously support for victims of domestic violence in the capital was patchy and inconsistent. By drawing support providers together into the Pan-London Domestic Violence Service, every victim can be given access to specialist support from Independent Domestic Violence Advocates (IDVAs) and other experts.

Significant investment has also been made to support the victims of gang violence in the city. In February £600,000 was allocated to a new project with youth charity RedThread to put specialist youth workers in every major hospital trauma centre in London. The scheme will also provide specialist support to young girls and women who have been sexually exploited and abused by gangs, or coerced into participating in criminal activity.

The Mayor and MOPAC are now providing free mental health and safeguarding awareness training for up to 8,000 front line youth workers in the capital to support young people displaying signs of mental illness or emotional trauma, particularly those who have been involved in gang activity.

## Your Police, your neighbourhood

Significant changes have been made over the current Mayoral term to improve the Metropolitan Police's connection with the public, with an influx of 2,600 additional officers into local policing teams over the past two years, supported by funding released from the closure and sale of costly and underused police stations. Moreover a range of new police contact points have been put in place to reflect the changing expectations of Londoners for how public services make themselves accessible. These were radical changes and MOPAC has kept a careful watch on how the new Local Policing Model has embedded and how the public have responded. In December 2014 a review concluded that these changes have been a success, with more police resources being allocated to areas and times of highest need and with an improvement in response times. Public feedback indicated support for the new contact points and satisfaction with the service they provide. The review did suggest a number of improvements which will be taken forward over the coming year to make police more visible and ensure that London's neighbourhoods get the best service possible from their police.

In accordance with the Mayor's manifesto promise, Safer Neighbourhood Boards are now in place in every London borough, bringing communities together to define local policing and crime priorities, solve problems collaboratively and give local people a greater voice in a range of other community safety decisions.

As well as making sure the MPS is tackling community priorities and present when people need it, the Mayor is committed to making the Service representative of the city it serves, this year instituting London-only recruitment for police constables in the capital. Today, there are more BAME officers serving in the MPS than at any time in its history and initiatives to boost the numbers of BAME and female recruits are building further momentum, with their numbers hitting record highs in 2014-15.

In February 2015 the Mayor also underlined his commitment to – and appreciation for – London's Special Constabulary by fulfilling his promise to deliver a council tax rebate of £150 (broadly equivalent to half of the Mayoral precept on an average (band D) property in London) for Londoners who volunteer to serve the capital as Special Constables, in recognition of their hard work and public spirit.

Inroads are also being made into the Mayor's target to double the number of police cadets in London to 5,000. Numbers are up to nearly 3,500 and increasing with the creation of new junior police cadet units for ten to 13-year olds. The scheme works to make sure that young people of every background feel included in policing and empowered to make a positive difference. Nearly half of London's police cadets are female (47 per cent) and over half are from a BAME background (54 per cent). In addition, a third of cadets are from a disadvantaged, crime vulnerable background. The Mayor and Deputy Mayor continued to support the cadets through high profile events such as the first annual cadet award ceremony in January of this year.

## Preventing and responding to fires and emergencies

The significant advances in fire safety over the past decade have continued in 2014-15. Compared with ten years ago the LFB attends half as many fires, a third fewer house fires and almost a third fewer incidents overall. The numbers of serious fires, accidental fires in the home, and related injuries and fatalities, were all lower in 2014-15 than in 2013-14.

The LFB is governed by the London Fire and Emergency Authority (LFEPA). The Authority sets the Fire Brigade's strategic direction and priorities and monitors its performance. Covering the period 2013-2016, the Fifth London Safety Plan (LSP5) outlines a range of measures that ensure the LFB continues to be the best fire and rescue service in the country. The plan also recognises the imperative faced by public services at large: the need to modernise and to work more efficiently, reducing the call on the public purse.

While the performance of the LFB remains strong, the Mayor continues to press the Government for reform of the governance of LFEPA. The current arrangements are dysfunctional with the legislation establishing a body in the form of LFEPA which is in political opposition to the Mayorality of the day. The practical manifestations of this dysfunctionality lie in the approach taken by a majority of LFEPA Members with regard to resourcing decisions. Their refusal to set a balanced budget left the Mayorality with no choice but to step in and direct a realignment of frontline services which realised budget savings of £29 million for 2014-15. In addition it is estimated that the various disputes between the GLA and LFEPA have cost the public purse in the order of £1 million in legal fees. This unacceptable state of affairs needs to be remedied at the first available opportunity.

Under the LSP5, ten fire stations closed and 14 fire engines were removed from service in January 2014. However with 102 stations with 155 engines operating across the capital, Londoners continue to receive one of the fastest fire emergency responses in England. The Authority has already reviewed the impact of these changes to fire stations and fire engines looking at a wide range of statistical data, and the Fire Commissioner found that overall the data suggested good outcomes for Londoners. Moreover the LFB's response time targets have not changed: to get the first fire engine to an incident in six minutes on average across London; and if needed, a second in eight minutes. Performance in 2014-15 remains well within the targets.

The LSP5 set out ways to reduce the time fire crews spend dealing with unnecessary calls that waste time and resources. The number of false calls caused by automatic fire alarms in non-domestic buildings is 11 per cent lower than last year and 28 per cent lower than five years ago. The number of calls to release people shut in lifts has reduced too – by more than 4,700 (50 per cent) over the past five years.

Fire stations and engines do not stop fires happening. Proactive prevention work does, so significant time continues to be spent on community safety work. Nearly 87,000 London households received a home fire safety visit from fire crews in 2014-15, up by nearly four per cent compared with the year before and 19 per cent more than the target. More than 94 per cent of targeted visits were to households at the highest risk from fire.

The LFB Know the Plan campaign ran in 2014-15. The campaign targeted people living in flats and maisonettes, encouraging them to make sure they know their escape plan if there is a fire where they live. With news stories and advertising throughout the year the campaign reached tens of thousands of Londoners and involved local authorities and other housing providers.

A sometimes overlooked part of the LFB's work is enforcing fire safety laws and prosecuting people who are responsible for properties that endanger people. In 2014-15 fire safety inspectors visited over 10,000 properties to ensure that buildings and people would not be put in undue danger if a fire did break out. These visits can result in owners having to make specific safety improvements to their properties – and if necessary lead to prosecutions. This is a highly effective tool in making the buildings that Londoners live in and work in safer. For example, during 2014-15 the LFB took action against a Croydon care home for putting its elderly residents at risk of fire, including blocked fire exits, and the owners were fined nearly £70,000. Reducing the number fires in care homes and sheltered housing for the elderly is a key priority in LSP5 and LFEPA has agreed a strategy that sets out a collaborative approach to focus resources and interventions to reduce the risk of fire to high risk vulnerable people, wherever they live and where care is provided.

London continues to play a leadership role in the fire and rescue service nationally. As lead partner in the National Operational Guidance programme, the LFB has helped to establish modern, good practice guidance that will improve safe systems of work for firefighters right across the country. It has also successfully secured government and wider fire and rescue service funding to continue this programme into 2015-16 and potentially beyond.

# An efficient and responsive City Hall

## Highlights

- **The GLA precept was reduced by 1.3 per cent in 2014-15, following a 1.2 per cent cut the year before, to meet the Mayor's commitment to cut the GLA tax precept by at least 10 per cent by 2016.**
- **The Mayor froze TfL fares in real terms for 2015-16 –with an average increase of 2.5%. Fares also increased by less than the RPI rate of inflation in 2014-15.**
- **More information and data is now released by City Hall, championing transparency, information and open data.**

## Delivering value for the London taxpayer

The Mayor has been able to reduce his council tax precept, whilst continuing to invest in London's infrastructure and maintain key levels of service provision, such as police numbers. He has been able to achieve such value for money for Londoners by a relentless search for efficiencies and savings.

The Mayor's 2015-16 budget, published in March, will deliver additional efficiencies and savings of just under half a billion. These include:

- reducing overheads in the MPS, releasing underutilised police assets and reforming the policing model and back office; and
- more efficient Tube track maintenance and renewals, re-letting ticketing contract and cash free buses and the 'Fit for future stations changes' in response to changing customer behaviour, ticketing and payment technology.

Stretching efficiency targets have been set across the whole GLA Group for future years. These include:

- gross savings of £0.8bn for the police service over the next four years; and
- net commercial income of £3.4bn over the next 10 years from TfL's property portfolio.

In April 2015 the Mayor cut his share of Londoners' tax bill for the fourth year in a row. This means the precept has fallen 28 per cent in real-terms since the Mayor was first elected in 2008. The Mayor has promised to reduce the precept again next year – and every year of this Mayoral term – delivering at least a ten per cent cut in total. The Mayor's agreed 2015-16 Budget set out a clear path for delivering the final part of this strategy in his 2016-17 Budget.

### Shared services developments

The GLA Group Investment Syndicate (GIS) exists to generate efficiencies through a pooled investment approach and to enhance the liquidity position of individual participants. The GLA, LFEPA, LLDC, MOPAC and the London Pension Fund Authority are members and the total investments managed by the service are now over £2 billion and the total borrowings managed are just under £4 billion.

The Single Property Steering Group (SPSG) includes representation from all of the functional bodies. Functional bodies must seek the prior agreement of the SPSG for them not to use the London Development Panel for all major land, property and development procurements where the scale is likely to involve a planning application that may be referable to the Mayor.

At the end of 2014-15 a pan-GLA group collaborative procurement team was established to deliver £5.7million of third party cost reductions annually and a more efficient, streamlined operation.

In other developments, the LFB, the MPS and the London Ambulance Service (LAS), together with the wider GLA group, continue to actively exploring how they can collaborate to save money and further improve services for Londoners. For example, staff from the LAS now share office space in LFB headquarters, and the London Pension Fund Authority is also now based in their headquarters building.

## Listening to Londoners

Talk London has been created by the GLA as a place to discuss London's big issues (<http://talklondon.london.gov.uk>). The GLA seeks Londoners' opinions to help steer the big policy decisions of the future – from those affecting London's young people, transport, safety and policing, to health, housing and the environment. This is to make sure that investments are directed in a way which adds value to the taxpayer.

Membership of Talk London now stands at 10,000 people. This year the GLA consulted members on the development of the recommendations of the London Health Commission, published in 'Better Health for London' in October 2014. In November 3,674 Londoners took part in the first London Survey run by Talk London to tell us what they thought of the city and their neighbourhood. The London Survey enables us to assess Londoners' priorities across the breadth of Mayoral responsibilities.

The GLA's new regular survey 'Talking Points' regularly captures the views of 500 members on a range of topics of interest to teams in City Hall. The GLA conducted five telephone polls in the year. We conducted regular online panel research to monitor and evaluate the success of a number of marketing campaigns; and conducted research with 500 attendees each of the ten events delivered or supported by City Hall in 2014.

## Leading the way on transparency

The Mayor places a high priority on transparency and openness. That is why he sees that the details behind his decisions, and the detail behind non-routine decisions taken by officers with a value of £10,000 or more, are published. Each member of the GLA Group also publishes a list of every item of expenditure above a few hundred pounds. During the year the GLA has opened up even more of our information; for example, by publishing contracts irrespective of value.

The GLA continues to look at ways to be more transparent still, talking to Londoners about the information they would like us to release – as TfL did recently in a consultation on its transparency arrangements.

City Hall has been in the vanguard of efforts to make data available. Not just to aid transparency, but also to catalyse innovative uses of data; stimulate new insights and ideas; support London's burgeoning tech sector; and to help create apps and other useful applications. The London Datastore is the embodiment of this drive. Overhauled and then re-launched with a swathe of technical improvements in October 2014, it now attracts about 40,000 unique visitors a month. The Datastore also continues to incorporate the City Dashboard. The Dashboard provides a clear read out of performance against key indicators of London's success; and users can drill down into the detail below the headline figures.

Over the course of 2014-15, MOPAC has also demonstrated its commitment to transparency and innovation in its own work by publishing a series of data dashboards which allow Londoners to see and understand information about the MPS and criminal justice partners are doing against the targets set out in the Police and Crime Plan. These dashboards are the tools developed and used by MOPAC as part of its oversight of the MPS and criminal justice partners. In the spirit of open, modern police governance, they are available to Londoners for their own use. These dashboards allow users to view, explore and interact with comprehensive data on a range of subjects: MOPAC 7 crime, confidence in police, criminal justice timeliness, youth reoffending, gangs, intrusive tactics and domestic and sexual violence. MOPAC intends to publish more such dashboards in the coming year.



The GLA continues to work to drive forward the transparency agenda. In 2014-15, the Mayor confirmed that TfL advice on transport fares will be published when a decision on changes to fares is made. For a number of bodies in receipt or grant funding from the GLA to cover their core costs (such as London & Partners, Museum of London, MedCity, Funding London, Film London and the Design Festival), transparency arrangements will be strengthened as each grant comes for renewal.

---

## Copyright

Greater London Authority  
June 2015

City Hall  
The Queen's Walk  
More London  
London SE1 2AA  
[www.london.gov.uk](http://www.london.gov.uk)  
**enquiries** 020 7983 4100  
**minicom** 020 7983 4458