

MAYOR OF LONDON

Appendices to the Mayor of London's Annual Report

2014-15

15 June 2015

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Appendix 1: Mayoral strategies

The Mayor's statutory strategies	Current position
<p>London Environment Strategy</p>	<p>The Localism Act 2011 consolidated the six statutory environmental strategies into a single London Environment Strategy (LES). The six strategies below:</p> <ul style="list-style-type: none"> a) taken together constitute the Mayor's LES; and b) individually address each of the six matters the LES must cover.
	<p>Air Quality Strategy</p> <p>The Mayor published Clearing the Air, his Air Quality Strategy, on 14 December 2010. It includes measures to reduce emissions from the transport network, homes and workplaces. On 13 February 2013 the Mayor made a further announcement about additional air quality measures to be delivered in his second term and up to 2020, including a new Ultra Low Emission Zone in central London, an accelerated roll-out of hybrid buses and new measures to reduce emissions from construction sites. Taken together these measures are expected to halve NOx emissions in central London by 2020 and ensure that 83% of central London meets EU legal limits for nitrogen dioxide (compared with just 40% without any further action).</p>
	<p>Ambient Noise Strategy</p> <p>The Noise Strategy was published in 2004 and remains in force.</p>
	<p>Biodiversity Strategy</p> <p>The Biodiversity Strategy was published in July 2002 to provide a framework for the conservation of London's natural environment; with policies to protect London's most valuable sites and to increase people's access to nature set out in the London Plan. The Mayor's focus has been on supporting programmes to enhance green space and green the urban environment that also contribute to enhancing London's biodiversity. These include his Help a London Park, Big Green Fund and Pocket Parks programmes together with other initiatives such as the All London Green Grid and Greening London's Business Improvement Districts. Outcomes of these programmes and initiatives include the restoration of over 14 kilometres of London's rivers and the installation of over 175,000 square metres of green roofs in central London. Under the auspices of the Biodiversity Strategy, the GLA convenes the London Wildlife Sites Board to provide advice and guidance to the boroughs to ensure that London Plan policies on nature conservation and access to nature are appropriately transposed into borough plans and strategies.</p>

The Mayor's statutory strategies	Current position
	<p>Climate Change Adaptation Strategy</p> <p>This strategy, titled <i>Managing Risk and Increasing Resilience</i> was published in October 2011. It identifies the key climate risks to London today and over the coming century, and it proposes a range of actions to improve London's resilience to extreme weather and Londoners' quality of life. An action plan update report will be published in the summer of 2015.</p> <p>Climate Change Mitigation and Energy Strategy</p> <p>This strategy, titled <i>Delivering London's Energy Future</i> was published in October 2011. The document sets out how London will reduce CO₂ emissions by 60 per cent by 2025, with a series of actions related to energy supply, homes, workplaces and transport. It identifies programmes that the Mayor will undertake as well as reductions that other bodies including Government must make. The most recent available data will be published in the summer of 2015.</p> <p>Municipal Waste Management Strategy</p> <p>London's <i>Wasted Resource</i> was published in November 2011. It sets out the Mayor's policies and proposals for reducing the amount of municipal waste, increasing the amount of waste reused, recycled or composted and generating low carbon energy from the waste remaining. The Mayor's flagship policy is to reduce the climate change impact of London's municipal waste activities by setting a CO₂ emissions performance standard (EPS) for local authorities to work towards achieving in delivering local waste and recycling services. Annual updates are produced on London's performance against the EPS. Significant improvement and investment, particularly in recycling, is needed to reduce waste and boost London's recycling rate of 33% in 2015 to 50% by 2020.</p>
<p>Spatial Development Strategy</p>	<p>A revised London Plan was published in July 2011 and formally altered in 2013 to reflect the National Planning Policy Framework and the government's approach to affordable housing.</p> <p>A major Alteration incorporating the Inspector's recommendations and agreed by government was published in March 2015. This is designed to address a 50% increase in population growth especially in terms of housing and to accommodate it within London's boundaries and without encroaching on London's Green Belt or protected open spaces. Because of uncertainty over the trajectory of long term demographic change the Mayor has already begun work on a full Review of the Plan.</p> <p>In addition minor Alterations are programmed for completion early in 2016 to address more specific issues: the need for a more flexible approach to parking provision in parts of Outer London and to provide a robust basis for the Mayor's existing housing standards in terms of government's national arrangements for these.</p>
<p>Transport Strategy</p>	<p>The Mayor's Transport Strategy was published in May 2010. The strategy sets out the Mayor's policies and proposals to enhance London's transport system, to improve the quality of life for those living and working in the capital, to accommodate future population and employment growth, and to reduce the impact of transport on the environment.</p>

The Mayor's statutory strategies	Current position
	<p>Progress on implementing the strategy is reported in the annual TfL publication Travel In London: www.tfl.gov.uk/corporate/publications-and-reports/travel-in-london-reports</p>
Economic Development Strategy	<p>The Economic Development Strategy (EDS) published in May 2010 remains in force. It was supplemented by the London Enterprise Panel's (LEP) Jobs and Growth Plan published in May 2013 which prioritised: science and tech; skills and employment; small and medium sized enterprises; and infrastructure. More recently, the LEP has published a wider economic development plan (January 2015) that also fits well within the EDS objectives. This sets out ten action areas summarised as follows: stay open for business; concentrate on emerging markets; improve international connectivity; train more technical talent; improve digital connectivity; improve funding for growing SMEs; secure long term infrastructure investment; accelerate housing delivery; develop Londoners' employability; and in all these support UK-wide growth.</p>
Housing Strategy	<p>The Mayor published London's first statutory Housing Strategy in February 2010. A revised strategy was published for consultation in November 2013, reflecting the Mayor's 2020 Vision, the revised London Plan, the Mayor's new responsibilities for housing investment and land, and the funding settlement for affordable housing for 2015-18. Consultation closed in February and the draft strategy was considered by the London Assembly in April 2014 and then submitted to the Secretary of State for his consideration in June 2014. The strategy was approved and adopted in November 2014.</p>
Culture Strategy	<p>The Mayor published Cultural Metropolis in November 2010. The strategy outlines the Mayor's vision for culture in London: to reinforce London's position as a world capital for creativity and commerce; increase opportunities for young people; enable more Londoners to participate in the capital's rich culture; ensure culture is at the heart of planning and regeneration; and secure a lasting cultural legacy from London 2012. The Mayor published an update report in March 2014 which highlighted key achievements and successes over the last three years, against the original policies of the 2010 Strategy. It also outlines future actions and programmes to reinforce London's global position for the rest of the Mayoral term.</p>
The London Health Inequalities Strategy	<p>The Mayor published his Health Inequalities Strategy in April 2010. The strategy has five core objectives:</p> <ul style="list-style-type: none"> • Empower individuals and communities to improve health and well-being. • Improve access to high quality health and social care services particularly for Londoners who have poor health outcomes. • Reduce income inequality and the negative consequences of relative poverty. • Increase the opportunities for people to access the potential benefits of good work and other meaningful activity. • Develop and promote London as a healthy place for all. <p>In 2015 the Mayor will publish a refreshed Health Inequalities Strategy delivery plan, reflecting changes to the health and social care system since 2010, in addition to the Mayor's March 2015 response to the London Health Commission report <i>Better Health for Londoners</i>. As part of the new delivery plan, an annual London health inequalities convention is planned, in addition to the annual publication of a London set of health inequality indicators.</p>

Appendix 2: Key Performance Indicators

The GLA's suite of Key Performance Indicators (KPIs) measures how well the GLA is doing on some of its key programmes and in achieving Mayoral targets. KPIs cover a variety of priorities, from creating jobs and apprenticeships to supporting young people and volunteering, and from building affordable homes to improving London's environment. Performance against the KPIs is reported each quarter to both the Investment and Performance Board (IPB) and the Assembly's Budget Monitoring Sub-Committee. The commentary below is intended to provide an overview of the performance and the context in which outputs are being delivered. Whilst this is included to give readers a flavour of the resources involved, note that: GLA investments often contribute towards a number of mutually supporting outcomes; a significant proportion of spend in 2014-15 will support outcomes in 2015-16 and beyond; and there are a variety of external agents and factors outside of the GLA's direct influence involved.

1) Jobs created through GLA Group investment and associated spend (i.e. levered or match funded)

Performance	Targets			
2014-15	Cumulative to 2013-14	Cumulative to 2014-15	Cumulative to 2015-16	Project lifetime (Mayoral Term)
To Q2, 2014-15: 115,660 Estimated to Q4, 2014-15: 147,146 Lifetime forecast: 202,344	95,131	147,146	200,000	200,000

Performance Commentary:

- Information is only available for up to Q2 of 2014-15. At Q2, cumulative performance was 115,661. This means that the performance for Q3 and Q4 2014-15 (and beyond) is a forecast as yet unconfirmed.
- Data for Q3 and 4 of 2014-15 are due to be presented to IPB in August 2015.
- From the information received to date, 115,661 jobs have been created and supported from the start of 2012-13 to the end of Q2 2014-15. It is estimated that a further 95,661 jobs will be created over the remainder of the Mayoral term (Q3 and 4, 2014-15 and 2015-16). However, it should be noted that this estimate is based on incomplete information and therefore the actual figures is likely to be higher

KPI Commentary:

- The outputs captured by this KPI come from a broad range of work and investment from right across the GLA Group.

- Data is collected for reporting to IPB on a biannual basis.
- Due to the diverse nature of interventions, data on jobs created is based on a number of methodologies across the GLA and functional bodies for:
 - TfL's investment in the transport network, including through Crossrail;
 - foreign direct investment into London that London & Partners has helped to secure; and
 - GLA regeneration and employment programmes.
- Due to both the breadth of this KPI and the fact that increasing and supporting employment is often one of numerous outcomes being sought, it is not possible to provide a disaggregated figure that captures the value of inputs.

2) Number of new apprenticeships started

Performance	Targets		
2014-15	2014-15	2015-16	Project lifetime (Mayoral Term)
Actual to Q3, 14-15: 31,570 Annual estimate to Q4, 14-15: 50,457 Mayoral term cumulative estimate to end 2014-15: 135,047 August 2010 to January 2015: 194,600	66,882	79,684	250,000

Performance Commentary:

- The apprenticeship "year" is spread slightly differently because of the quarters used (May-July, August-October, November-January, February-April)
- Official data are only available up to January 2015 (Q3). February-April 2015 data are expected to be available at the end of June 2015 and all 2014-15 volumes cannot be confirmed until then.
- Impact evaluations for the GPF funded marketing activity (awareness creation campaign and Direct Marketing / Telemarketing activity) were completed in spring 2015. GLA Policy Leads are working with GLA Economics to analyse the results and to establish whether further investment in this activity is worthwhile.

KPI Commentary:

- There is a three/four month lag between year-end and BIS publishing the data.
- Figures are initially unconfirmed. This is because learning providers may not submit data in time for it to be included in quarterly figures. These outputs will be added into Q4 data when end-of-year figures are confirmed.
- Included are quarterly apprenticeship forecasts for 2014-15. This includes the current trajectory (i.e. without any additional investment), plus the expected increase from the enhanced AGE incentive and the expected increase from the Employer - Led Apprenticeship Creation Programme.
- An additional 500 apprenticeships are expected to be created through the Apprenticeships Information Ambassadors Network. However, this impact has been excluded from the projection analysis.
- It should be noted that the forecast is heavily caveated. For instance, seasonal quarterly trends are not identified in this approach.

3) Square metres of public realm improved or created through GLA investment and associated spend (ie. levered or match funded)

Performance	Targets	
2014-15	2014-15	2015-16
Annual: 111,716	80,124	49,887

Performance Commentary:

- Performance for Q4 was extremely high, this is due to a number of OLF projects completing delivery and submitting their self-evaluation documents, which contained verified output figures.
- The annual performance was substantially above target.

KPI Commentary:

- Data to inform KPI performance are provided by delivery partners upon completion of public realm schemes. GLA project leads are working closely with delivery partners to ensure the quality of data reporting.

4) Number of employers signed-up to the London Living Wage

Performance	Targets	
2014-15	2014-15	2015-16
Annual: 267 Cumulative: 560	+25	+25

Performance Commentary:

- Of the 560 accredited employers:
 - 277 are in the private sector
 - 78 are in the public sector
 - 205 are in the third sector.

KPI Commentary:

- This count includes only those employers with offices in London who are fully accredited with the Living Wage Foundation. It covers all sectors (including public sector/third sector). The count does not include businesses that pay the living wage but are not accredited.
- This momentum in accreditations remains consistent and the following points should be noted:

- 2014 Living Wage Week took place in November 2014, leading to a number of accreditations, particularly for smaller, less complex organisations.
- The next waves of Mayor's letters to businesses have only commenced at the end of March 2015 so these will have no impact on this year's figures, however, those in a position to do so may accredit quickly.
- Forward prediction is a difficult and inexact process; since there is a large degree of variation in the time it takes to accredit individual businesses (those with larger numbers of employees or complex supply chains tend to take longer from initial interest to signing-up).

5a) Number of young Londoners who are actively supported

Performance	Targets	
2014-15	2014-15	2015-16
5,758	4,446	122

Performance Commentary:

- All individual projects have exceeded their profiled number of young people to be supported and the annual target has been exceeded.
- Existing provision is forecast to complete in 2015-16.

KPI Commentary:

- Figures have been inputted using information from project claims and that reported on monthly dashboards.
- This KPI counts the number of young people supported by the following projects: those that are part of the GLA's European Social Fund (ESF) Youth Programme; Mayor's Mentoring; Leadership Clubs; Championing Careers Guidance in Schools Pilot; Peer Outreach Team; Lynk Up Crew; and Earn Your Travel Back.
- Q4 outturn is subject to receipt of final Q4 ESF claims and verification checks following monitoring visits to delivery partners

5b) Number of young Londoners supported into, and achieving an improved and sustained outcome

Performance	Targets	
2014-15	2014-15	2015-16
Annual: 3,873 Cumulative 2012-15: 14,457	2,972	1,563

Performance Commentary:

- This KPI has exceeded its annual target.
- The Championing Careers Guidance programme reported nearly 50% more young people continuing in education or employment than forecast.

- The ESF youth project has achieved 91% of its profiled sustained figures and we are confident that it will pick up on the shortfall in 2015-16.

KPI Commentary:

- The Business Plan 2015-17 has increased the annual 2015-16 target from 743 to 1,563.
- This KPI counts the number of young people supported by the following projects: those that are part of the GLA's European Social Fund (ESF) Youth Programme; Mayor's Mentoring; Leadership Clubs; Championing Careers Guidance in Schools Pilot; Peer Outreach Team.

5c) Number of schools supported to improve their practice

Performance	Targets	
2014-15	2014-15	2015-16
Annual: 3,994	3,700	820

Performance Commentary:

- GLA supported 294 more schools than the target of 3,700.
- The majority of schools supported have been through the London Schools Excellence Fund and its projects' have worked with 3,806 schools.
- The Gold Club has also supported more schools than forecast. In addition to figures reported here, approximately 200 schools have registered to use the London Curriculum material.

KPI Commentary:

- A number of schools can be supported by several LSEF projects, and therefore it may be counted more than once if it participates in more than one of the 100 LSEF projects' and/or the Gold Club and London Curriculum.
- The Business Plan 2015-17 increased the 2015-16 target from 67 to 820 and this change is reflected in the table.

6) GLA Group sites identified for new schools

Performance	Targets		
2014-15	2014-15	2015-16	Project lifetime (Mayoral Term)
Annual: 2 Cumulative 2012-15: 13	2	1	10

Performance Commentary:

- The lifetime target has been met. The two sites identified this year were Bow and Silvertown fire stations, with another, Southwark Fire station having been delivered since, in Q1 2015-16.

KPI Commentary:

- Sites count towards the KPI once a site has been identified and the relevant parties (EAF, GLA, and Functional Bodies) agree there is a “high likelihood” of a bid being accepted or heads of terms being agreed.
- Sales on 10 sites have completed (Legatum-the school next to the Olympic Stadium – has not, but negotiations are advanced).

7) Number of volunteering opportunities taken up through Team London

Performance	Targets		
	2014-15	2015-16	Project lifetime (May 2013 to 2016)
Annual: 43,914 Cumulative 2013-15: 62,605	35,000	48,000	100,000

Performance Commentary:

- Team London is currently on target to meet the projected lifetime target. 2013-14 data is confirmed.
- Team London have significantly scaled up the Team London Young Ambassadors programme in 2014-15, as such this programme area contributed highly to the increase in volunteering numbers
- Team London now has over 86,000 registered volunteers on our database, along with 1,235 registered organisations posting volunteering opportunities (as of 17.04.15). Both of which have help to increase volunteer numbers when compared to the 2013-14
- Data for Q1 are now confirmed for 9,538 of the total 13,622. The GLA is still awaiting final confirmation of pending volunteer numbers from partner organisations.
- Data for Q2 are awaiting confirmations for the volunteering numbers resulting through the 2014-15 Small Grants Initiative reported on by external organisations and the number of volunteers resulting from the schools programme.
- Data for Q3 and Q4 are awaiting confirmations from projects which are run by wider GLA teams who must provide monitoring reports from their delivery partners/ grant funded organisations.

KPI Commentary:

- The level of volunteering activity recorded from the Team London website is based on a conversion figure from the number of applications. The conversion rate is calculated by a sample study of activity with charities registered with the website. Full recording of activity is not enforced with organisations as this can prove a barrier to participation.

- Schools volunteers are any school pupils or adult volunteers engaging with programmes or projects run in partnership with Free The Children (delivery partner). These are reported on at the end of the academic year by FTC and then analysed and divided into relevant business quarters (as the financial year does not run parallel to the academic year).
- More complete MPS figures are now being incorporated. Note that Team London, in the case of this KPI, is volunteering facilitated by the Mayor, hence is GLA Group-wide.

8) Number of Londoners participating in sport or physical activity through the Mayor's sports programme: Phase 2

Performance	Targets		
	2014-15	2015-16	Project lifetime (2013-16)
Annual: 35,340 Cumulative 2013-15: 40,840	32,548	23,850	62,263

Performance Commentary:

- Performance has exceeded the annual target. The portfolio of projects continues to perform well, notably Access Sport, London Youth and Make a Splash, and we anticipate successful delivery against KPIs in 2015-16

KPI Commentary:

- Individual project performance reports verified by the Views online project management and impact reporting platform.
- Make a Splash and FreeSport projects report separately through agreed monitoring processes.

9) The number of street trees planted through the Mayor's street trees initiative

Performance	Targets	
	2014-15	Project lifetime (2012-15)
Annual: 4,601 Cumulative 2012-15: 10,915	3,700	10,000

Performance Commentary:

- Overall, 6,314 street trees were planted in rounds one and two. A further 4,601 street trees were planted over the autumn/winter of 2014-15. This exceeded the 3,700 trees required to meet the Mayor's target.
- Over and above the street tree planting being reported on by this KPI, 10,221 street trees were planted in 2008-12 in the first phase of the programme.

KPI Commentary:

- Data is based on grant claim forms submitted by boroughs and other organisations who planted the trees.
- The Forestry Commission are due to carry out site visits to a sample of street trees planted under the scheme to check them, and to produce a final report on the scheme. This will be produced by summer 2015.

10a) The number of pocket parks established

Performance	Targets	
	2014-15	Project lifetime (2012-15)
Annual: 85 Cumulative 2013-15: 88	98	100

Performance Commentary:

- A total of 88 parks were completed by year-end, with a further 12 due for completion in summer 15-16. There are a variety of reasons for the slight slippage; however, they are relatively minor and the target is expected to be reached with a four month delay. All 100 parks are forecast to be completed by July 2015.

KPI Commentary:

- Data is based on grant claim forms submitted by boroughs and other organisations who established the pocket parks. Groundwork, the GLA delivery agent and the GLA carry out site visits to a sample of pocket parks. Groundwork will submit a final evaluation report July 2015

10b) The area of green space created or restored in acres

Performance	Targets
2014-15	2014-15
Annual estimate on progress: circa 300 Forecast additional in 2015-16: 273	300

Performance Commentary:

- The Big Green Fund has provided funding of £2 million during the period 2012 -2015 to six strategic green infrastructure projects. <http://www.london.gov.uk/priorities/environment/greening-london/improving-londons-parks-green-spaces/big-green-fund>

- Minor slippage means the elements funded by the mayor for four projects will now be completed Q1 2015-16 and two in Q2 2015-16. An estimated circa 300 acres have been improved to date given revised completion dates, but this is pending full completion. The total area of greenspace that will be improved by these six projects is in fact 573 acres – significantly greater than the 300 acres committed to improving in the 2012 manifesto. This will be achieved by Q2, 2015-16.
- This will be provided through a mix of landscape improvements and increased accessibility, including 3.6km of new or improved footpaths and cycleway. The projects have secured direct match-funding of £2.7M and helped leverage £6M of additional grant funding.

KPI Commentary:

- Current data are based on estimates from boroughs through the project steering groups and site visits.

11a) Tonnes of CO₂ saved as a direct result of Mayoral homes energy efficiency programmes

Performance	Targets			
2014-15	2014-15	2015-16	2016-17	Project lifetime (2009-18)
Annual: 3,448 Cumulative 2012-15: 29,269	9,666	36,834	36,500	118,821

Performance Commentary:

- During the final quarter a total of 370 tCO₂ were counted within RE:NEW supported projects within Hyde Housing (cavity and loft insulation programme, 86 tCO₂) and Tower Hamlets Homes (solid wall insulation to 222 homes, 284 tCO₂). Despite these successes, the tCO₂ saved as a direct result of Mayoral homes efficiency programmes KPI fell short of target for the year.
- This was due to: 1) delays in receiving confirmation that projects have gone into contract and subsequent contractual evidence from clients for projects supported by the RE:NEW Support Team; 2) delays in contracting for a number of projects supported by the RE:NEW Support Team. It is anticipated that these projects will go ahead in the next financial year
- Prospects remain amber because: 1) there is a need to develop the pipeline in line with the overall programme KPIs; 2) a number of supported organisations have made slower progress than anticipated. An anticipated peak in projects moving into contract is expected around July. Longer term opportunities will be added to the pipeline and projections as GLA undertakes further engagement activities. Additional marketing opportunities are also being sought, such as targeting organisations with Decent Homes funding, seeking to identify additional solar PV projects, and targeting boroughs to create bidding consortia for the DECC Central Heating Fund launched in March 2015. In addition, two new engagement managers will be in post in April and May 2015, this will increase the opportunity for engagement and contribution to the pipeline.

KPI Commentary:

- This KPI is based on estimates derived from the contracted number and type of energy saving measures installed. This is used to calculate estimated reductions in annual energy consumption using standard assumptions and converted into CO₂ savings based on fuel type and published emission factors. It is evidenced by retrofit project contracts and work orders.

- This KPI is captured and reported at the point of contract i.e. when a contract is let that has received support through the RE:NEW Support Team. At this stage, these figures will be 'unconfirmed' estimates. Once the contract has been implemented, the estimate will become 'confirmed'.
- Targets are based on the following modelling assumptions: Carbon savings per home = 0.53tCO₂ per year (this is the average saving per home based on the estimated take up of different insulation measures). Number of retrofitted homes supported ~ 175,000

11b) Tonnes of CO₂ saved as a direct result of Mayoral workplace energy efficiency programmes

Performance	Targets		
2014-15	2014-15	2015-16	Project lifetime (2009-16)
Annual: 28,201 Cumulative 2009-15: 89,065	16,877	30,000	104,011

Performance Commentary:

- Although no new Investment Grade Proposals (IGPs) have been completed in the last two quarters, the RE:FIT Programme has exceeded its target for 2014-15 because savings created in previous years continue to deliver and is on track for the project lifetime target.
- The annual 2015-16 target has been increased (from 13,023 to 30,000) to reflect the overachievement and ensure it continues to be stretching.

KPI Commentary:

- When CO₂ emissions have been agreed in contracts they are reported, in line with European Investment Bank requirement. The Outturn status for 2014-15 is Unconfirmed as figures are not confirmed until the measurement and verification (M&V) annual report are produced by the ESCos and are subject to change. Unconfirmed figures are based on Investment Grade Proposal (IGP). IGPs can go through multiple iterations until the final revision is agreed between the organisation and their appointed ESCo and forms the baseline for savings as part of the contract. This is why the figures are subject to change until confirmed by the Monitoring and Verification report.
- Under the RE:FIT Framework, the suppliers have an obligation to report savings on a yearly basis using the Monitoring and Verification process.
- The PDU team is monitoring carbon savings on a monthly basis.

11c) Tonnes of CO₂ saved as a direct result of Mayoral energy supply programmes

Performance	Targets			
2014-15	2014-15	2015-16	2016-17	Project lifetime (2010-21)
Annual: 4,810 Cumulative 2010-15: 14,289	5,160	6,169	35,784	251,314

Performance Commentary:

- Clarifications are currently sought with the operator for the Olympic Fringe data as it may be may be incorrectly reported –with potential for a negative variance.
- Delays and changes in project procurement programmes has required rescheduling of the forecast emissions data, as delivery in 2014-15 has been below target.

KPI Commentary:

- Data on CO2 relevant to the Gospel Oak CHP project have been provided by the project owner, the London Borough of Camden - please see project sheet for details
- Data on CO2 relevant to the Olympic Fringe project have been provided by the project owner, COFELY - please see project sheet for detail
- Data on CO2 relevant to the Crystal Palace CHP project have been provided by the GLA - please see project sheet for detail
- All future CO2 savings are indirect and will be achieved if/when each of the DE project taken to market by the GLA/DEPDU is implemented (by others). The GLA is not accountable for the construction and operation of the projects. It is assumed that the indirect CO2 savings will start to be achieved from 2015-16. Data on estimated indirect CO2 savings are subject to change depending on projects delivery timescale.

12) The number of affordable homes delivered

Performance	Targets		
	2014-15	2015-16	Project lifetime (Two Mayoral Terms)
Annual: 17,914 Cumulative 2008-15: 95,017	17,890	4,983	100,000

Performance Commentary:

- The GLA exceeded delivery against the affordable homes target for 2014-15 from GLA programmes with 17,914 homes completed in the year.
- A further 700 homes are expected to be reported via DCLG live tables to be published in November 2015, taking provisional outturn at this stage to 18,614.

KPI Commentary:

- To achieve the Mayor's housing target of 100k affordable homes across two mayoral periods the directorate will need to achieve a minimum of 4,983 homes in 2015-16. Outturn for starts on site in 2014-15 was strong and this will help to minimise the risk to delivery on completions in 2015-16. The directorate will undertake a full risk assessment of delivery with partners in Q1 and will report a target for delivery in the year in July 2015.
- The provisional target for 2015-16 has been amended to reflect the balance of units required to achieve the Mayor's 100k target.

13) The number of council homes made decent

Performance	Targets	
	2014-15	Project lifetime (2011-15)
Annual: 18,774 Cumulative 11-15: 56,614	7,160	45,000

Performance Commentary:

- Note that Q1 data changed as boroughs have revised some units after claims were received. The Mayoral target of 45,000 by 2011-15 was reached during Q3. As this is a quarterly arrears programme, the Q4 figures are provisional as the claims for works that were carried out between January and March, will not all be received by the GLA until the end of June.
- At the beginning of March 2015, boroughs did confirm their anticipated number of units to be delivered which enables GLA to give a provisional total outturn for 14-15 of 18,774. This shows that the target has been well exceeded with 56,614 outturn (provisional) for the lifetime period 2011-15. This is due to underestimation from some boroughs as well as over-performance from others.

KPI Commentary:

- Figures are being reported in line with the expenditure (rather than a quarter in arrears). However, since the GLA only receives confirmed data a quarter in arrears, data are unconfirmed until the following quarter. All units being delivered in the current year will remain unconfirmed until the end of the first quarter of 2015-16 (boroughs will have until the end of June 2015 to complete their last quarter claims). This is consistent with reporting of Decent Homes figures elsewhere.
- A new target of 9,900 has been set for next year's Decent Homes programme has set out in the Business Plan 2015-17.

14) The Percentage of rough sleepers who did not spend a second night out as a result of the GLA-funded No Second Night Out

Performance	Annual targets	
	2014-15	2015-16
Annual: 86%	80%	80%

Performance Commentary:

- The project continues to achieve its targets. The streamlined service, incorporating No Living on the Streets, is still bedding in and issues around throughput and reducing the time spent in the hubs is being addressed.
- The GLA continues to closely monitor this flagship project.

KPI Commentary:

- Note that that quarterly performance figures (on average 91%) relate to rough sleepers seen by the service during the respective quarter and the proportion of those who did not spend a second night out during that same quarter. Annual figures relate to rough sleepers seen by the service in the year and the proportion those who did not spend a second night out during the same year. The target - and performance - is lower because, aside from Q4, this means that the period within which the individual might spend a second night out and be counted towards this KPI is longer; i.e. Q1-3 rough sleepers are effectively being tracked for longer.

15) Release of GLA land in hectares

Performance	Targets		
2014-15	2014-15	2015-16	Project lifetime (2012-16)
Annual: 9.8 Cumulative released 2012-15: 157.0	50.8	65.2 (revised)	198.0 (Forecast 222 ha)

Performance Commentary:

- At the end of the year 9.8 hectares of land had been released by the GLA under a Development Agreement or sale contract for the following sites: Beam Reach plots 11 12 & 13, Maskell 1, LSIP Plot 2, Pontoon Dock, Eldonwall Estate and 21 The Broadway, Rainham. Due to reconciliation of site data with the Estates Team, there have been some minor updates of the site areas to Beam Reach 8 plots. Also, 3.99 ha from White Hart Triangle (Plots C&E) previously reported for Q2 has been removed as now classified as already being under a DA pre-2012. Therefore there is an overall decrease from the figure which was reported at Q3.
- Some site disposals with significant amounts of land fell out of 2014-15 into 2015-16 due to changes in the disposal strategies, including 10.8 hectares Stephenson Street. Due to protracted negotiations, other sites that were expected to complete in 2014-15 but slipped into 2015-16 include White Hart Triangle (for TfL/Crossrail), LSIP Plot 5, Silvertown Way, Branch Road, Lion Green Road (Cane Hill Wells Cottage site) and Royal Docks Floating Village.
- Whilst another 41 hectares is required to reach the lifetime target of 198 hectares of land released, it is forecast that, in fact, 65 hectares will be released in 2015-16, which will exceed the Mayor's target (taking delivery to a forecast total of 222 hectares). This includes circa 35 hectares for the Industrial Land Portfolio which is expected to go under contract with a single JV partner in Q3 2015-16.

KPI Commentary:

- The lifetime period reflects the Mayoral term. The previous period used (2012-15) was a forecast projection of sites getting into contract to end-2015 rather than a formal target. Meeting site release targets are never certain because there are always risks to contracts being delayed due to extended negotiations and given the GLA also aims to receive best value for the taxpayer.

16) Value of match funding (£) from partner bodies as a result of GLA investment through the Mayor's Regeneration Fund (MRF) and Outer London Fund (OLF)

Performance (£m)	Targets (£m)			
	2014-15	2015-16	2016-17	Project lifetime (2012-17)
Annual: 12.54 Cumulative 2012-17: 36.85	16.47	10.74	9.77	61.30

Performance Commentary:

- There is a shortfall of approximately £4m against the annual target for 2014-15. Although some OLF match funding is still to be validated, the majority of this shortfall correlates with slippage of projects within the MRF programme at borough level. The 15-16 match target will therefore be increased by the shortfall amount, so that match funding is aligned with any slippage of GLA Grant. Once Q4 is confirmed, a revised 2015-16 annual total will be provided.
- Although GLA grant funding for the majority of OLF projects has been claimed by the Boroughs, GLA is still expecting to receive claim forms which will solely validate any outstanding Match Funding from our Delivery Partners. No OLF project will be closed until all contractual match obligations have been met and validated.

KPI Commentary:

- Data to inform KPI performance is provided by delivery partners as part of the quarterly grant claim process. Match expenditure is certified as having been defrayed by Borough's Section 151 officer. Reported figures relate to the quarter in which the funding was spent.

17) The return on investment made to secure outside sponsorship

Performance	Targets	
	2014-15	Project lifetime (2012-2015)
Annual: 10:1 Lifetime: 8.9:1	10:1	7:1

Performance Commentary:

- The value of sponsorship agreed for the year in contract documentation was £2.149m, against a cost of £215k; an income to cost ratio of 10:1 meeting the annual target for 2014-15. For the year 2014-15, the key priorities for the team were: Team London HeadStart and Young Ambassadors, London Rental Standard, FreeSport and Cultural Events, as well as renewals for Capital Clean Up, Low Carbon Prize and Gigs. Income received in Q4 has been from Siemens for the Low Carbon Prize partnership, St Patrick's Day sponsorship and EasyRoommate who joined as an additional partner for the London Rental Standard.

KPI Commentary:

- The figures reported quarterly are based on the annual cost of the team and sponsorship due in the year as a whole.

18) The percentage of invoices from small and medium sized enterprises (SMEs) paid within ten days

Performance	Targets	
2014-15	2014-15	2015-16
Annual: 94%	90%	90%

Performance Commentary:

- Of 6,981 invoices from SMEs, 6,573 were paid within the 10 day target time.
- Performance is relatively consistent across years and across quarters.

19) Average number of working days per GLA employee lost to sickness absence

Performance	Targets	
2014-15	2014-15	2015-16
Annual: 2.8	5.9	5.9

Performance Commentary:

- Whilst performance appears good, there remain some concerns about the data reported from the sickness absence system. Procurement of a new, more robust system will take longer than originally envisioned, but is otherwise progressing well. It will go live for the start of 2015-16.
- In the meantime, manual consistency checks are being undertaken and suggest the reported figure is broadly in line with expectations.
- The new system will support management reporting of absence. It is unclear at this stage what impact this will have on the completeness of the data. However, this will be monitored closely.

KPI Commentary:

- This KPI is reported on the basis of a rolling year.

20) The percentage of correspondence responded to in full in 20 working days

Performance	Targets	
2014-15	2014-15	2015-16
Annual: 84%	90%	90%

Performance Commentary:

- There has been an improvement in performance but the GLA has continued to receive and deal with complex enquiries, which have required detailed responses including liaison with Functional Bodies and in some cases consultation with the Monitoring Officer, near the election period.
- Correspondence levels remain high. GLA received over 20,099 pieces of correspondence in 2014-15, of which 16,884 were answered within 20 days.

KPI Commentary:

- The implementation of a more robust escalation process has contributed to notable improvement in performance with particular focus on Key Correspondence.

Appendix 3: Council tax 2015-16

Introduction

The Mayor of London is committed to achieving value for money for Londoners and delivering economic growth. His seventh budget continues to deliver on his promise to reduce council tax and invest in London's infrastructure. For the fourth year running the Mayor is cutting his part of the council tax. This means it has fallen 28 per cent in real terms since 2008. He is also on course to meet his commitment to reduce it by ten per cent in cash terms during his second term. In the current financial climate the public sector must do more with less. This year's budget has required some difficult choices to be made while at the same time seeking to protect key services Londoners expect from the Mayor - safer streets, investment in transport infrastructure and affordable housing.

Council tax and budget information

Council tax allocated	2014-15 (£)	Change (£)	2015-16 (£)
Mayor's Office for Policing And Crime (MOPAC)	214.52	-5.65	208.87
London Fire and Emergency Planning Authority (LFEPA)	52.42	-1.57	50.85
Core GLA and Olympics	29.79	3.28	33.07
Transport for London (TfL)	2.27	-0.06	2.21
Total	299.00	-4.00	295.00

Controlling costs at City Hall

The Mayor has put value for money at the very heart of his administration and has controlled costs tightly and cut out waste. This is reflected in the savings and efficiencies of nearly £450 million which will be delivered across the GLA Group in 2015-16.

These savings have allowed the Mayor to reduce his precept for residents of the 32 London boroughs as well as releasing money to deliver his key priorities over his current Mayoral term. This includes supporting the delivery of Crossrail and the Northern Line Extension to Battersea; making London cleaner, greener and safer; the regeneration of Queen Elizabeth Olympic Park; the creation of up to 250,000 apprenticeships by 2016; and the delivery of around 100,000 affordable homes over his two terms.

Mayor's Office for Policing and Crime

The Mayor has set the Met Police a challenge to drive down crimes in key categories; boost public confidence by at least 20 per cent; reduce delays in the criminal justice system by 20 per cent; increase compliance with community sentences by 20 per cent; and reduce reoffending by young people by 20 per cent while delivering over £500 million of savings in its budget. He will continue to invest in frontline policing in order to maintain officer numbers at or around 32,000;

All 32 London Boroughs have now moved to a local policing model which includes an additional 2,600 officers in Safer Neighbourhood Teams. In order to meet the financial challenges faced by the Metropolitan Police and protect resources for front line policing many of the under-used and outmoded buildings in its estate are being sold and its back office functions are being reconfigured. Every London borough continues to have at least one front counter open 24 hours a day 7 days a week. The Mayor is also seeking to make it easier and more convenient for Londoners to access the police in new ways while ensuring that more officers are out on the beat where Londoners want to see them.

Transport for London

With London's population forecast to grow by one million in the next decade, the Mayor is investing in making the transport network more reliable. TfL's ten year investment plans will deliver major upgrades and improvements in day to day service reliability to support jobs, economic growth and prosperity. This investment includes:

- delivering a 30 per cent improvement in the Tube's reliability by the end of 2015 and upgrading key stations right across the network;
- introducing a new 24-hour Tube service at weekends on key lines from September 2015;
- completing Crossrail which will increase London's rail capacity by ten per cent and extending the Northern Line to Battersea and the London Overground to Barking Riverside;
- increasing capacity on the London Overground and the Wimbledon to Croydon tram line;
- investing £4 billion to improve the safety and quality of London's roads for all users;
- delivering 800 New Bus for London vehicles by 2016; and
- investing £913 million to making cycling safer by creating safer junctions, segregated cycle routes and Quietways on less busy streets.

London Fire and Emergency Planning Authority

LFEP is driving improvements to operational efficiency and effectiveness which will not only balance the authority's budget but also seek to protect, and where possible, improve the London Fire Brigade's response times. LFEP are promoting community safety and fire prevention as well as ensuring that buildings in London conform to fire safety standards in order to protect Londoners and visitors to the capital.

London Legacy Development Corporation (LLDC)

The LLDC was set up by the Mayor to ensure that London benefits from a lasting legacy from the 2012 Olympics. By 2030 Queen Elizabeth Olympic Park will have 10,000 new households and more than 20,000 jobs are forecast to be created there. The Park is also now open to the public and in 2015 the Olympic Stadium will host five Rugby World Cup matches before reopening permanently in summer 2016. This budget will also support the delivery of the Mayor's Olympicopolis project which will create a new world class education and cultural district in the Park.

Summary of the GLA Group budget

The following tables compare the GLA group's spending for 2015-16 with last year and the reasons for the changes. The increase in gross expenditure reflects the impact of additional investment in transport. Overall the council tax requirement has increased by £14 million due to the impact of London's growing population. The additional funds raised will be invested in services such as policing, fire services, apprenticeships and regeneration. Find out more about the budget on our website: www.london.gov.uk

How the GLA budget is funded	2015-16 (£m)
Gross expenditure	11,451
Fares, charges and other income	-4,226
Government grants and business rates	-6,364
Net transfer to/from reserves	-60
Amount met by council tax payers	801

Changes in spending	2015-16 (£m)
2014-15 council tax requirement	787
Inflation	241
Efficiencies and other savings	-446
New investment to improve services	604
Other changes	-385
2014-15 council tax requirement	801

Detailed budget by service area

The table below compares the GLA group's expenditure on policing, fire and other services (including transport) in 2015-16 with 2014-15. The increase in the council tax requirement arising from London's growing population is supporting investment in policing, the Fire Brigade, regeneration and apprenticeships. The increase in gross expenditure reflects the additional investment in transport.

Find out more about the budget on our website: www.london.gov.uk.

Summary of spending and income (£m) (Figures may not sum exactly due to rounding)	Police (MOPAC)		Fire (LFEPA)		Other services (including GLA, LLDC and TfL)		GLA Group total	
	2014-15	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15	2015-16
Gross expenditure	3,253.0	3,166.6	431.6	423.7	7,352.3	7,869.5	11,036.9	11,450
Government grants and business rates	-2,359.1	-2,274.8	-264.9	-253.2	-1,837.1	-1,698.4	-4,461.1	-4,226.3
Other income (including fares and charges)	-272.6	-261.7	-30.7	-32.2	-5,553.2	-6,070.0	-5,856.5	-6,364.0
Net expenditure	621.3	630.1	136.0	138.3	-38.0	-92.1	719.3	860.5
Change to Level of Reserves	-57.1	-63.6	2.2	-0.1	122.5	3.9	67.6	-59.8
Council tax requirement (income)	564.2	566.5	138.2	138.2	84.5	96.0	786.9	800.7

Appendix 4: The London Assembly's required information for the 2014-15 Annual Report

Section 46(2)(d) of the GLA Act states that the Mayor's Annual Report must include 'information of such descriptions as the Assembly, prior to the beginning of the financial year to which the report relates, has notified to the Mayor that it wishes to be included in the annual report'. This section meets that requirement. Note that in some cases information relating to the previous financial year – i.e. the year covered by this report – is routinely produced well after year-end and was not therefore available in time to publish here.

The GLA Group

- **Data showing the representation of equalities groups at different pay levels with the GLA group of organisations.**
 - **Numbers and positions of GLA Group employees earning over £100,000 in the year covered by the report.**
 - **For each GLA Group body, the ratio between the highest paid salary and the median salary of the whole of the workforce.**
- Data against these three indicators are arranged by GLA Group member (Source: GLA, LFEPA, LLDC, MOPAC/MPS, TfL/Crossrail).
 - Due to different recording methods, systems and other factors, care should be taken when drawing comparisons between bodies.
 - Unless otherwise stated, data is calculated on the following basis:
 - Reported statistics are based on counts of those staff directly employed on a permanent or fixed-term basis; they do not include apprentices.
 - Salaries for those who work part-time have been calculated on an annual equivalent basis. Salaries are basic pay, exclusive of any additional pay elements for the GLA, TfL and LLDC. LFEPA figures include London Weighting for those staff where it is not consolidated into basic pay and includes also the shift allowance(s) for operational uniformed staff. To not do so would significantly understate earnings. Pay data for the MPS and MOPAC are based on the MPS's internal Ready Reckoner of costs. This takes average costs of all individuals at a certain band or rank across the MPS. Pay is pensionable pay for police staff but not for officers. For officers, salary figures also include London allowance and accommodation allowance.
 - Breakdowns by ethnicity, disability status and sex are based on headcounts, not proportions of full time equivalents.
 - All figures reflect the position at 31 March 2015 unless otherwise stated.
 - All members of the Group publish staffing and salary information in various statutory and other documents, such as in their annual accounts and in other locations (for example, the GLA publishes the salaries of senior staff on its website). This information reported elsewhere will not always be comparable to the information published in this report due to different methodologies.
 - The GLA Group organisations (GLA, MOPAC, LLDC, LFEPA, and TfL) are all fully accredited Living Wage employers. The GLA also pays the London Living Wage to its apprentices, beyond the requirements of Living Wage accreditation.
 - In order not to increase the length of this document unduly, we have not included detailed information pertaining to the previous year. However, this is available in last year's version of the Annual Report Appendices.

GLA: Employees earning over £100,000

Department / Functional area	Job title
Assembly Secretariat	Executive Director Secretariat
Assembly Secretariat	Head of Scrutiny & Investigation

Department / Functional area	Job title
Housing & Land	Assistant Director Strategic Projects & Property
Mayor's Office	Mayor's Chief of Staff and Deputy

Department / Functional area	Job title
Assembly Secretariat	Head of Committee and Member Services
Communities & Intelligence	Assistant Director Health & Communities
Development, Environment & Enterprise (DEE)	Executive Director Development, Environment and Enterprise
DEE	Assistant Director Regeneration
DEE	Assistant Director Economic & Business Policy
DEE	Assistant Director Planning
External Affairs	Assistant Director External Relations
Head of Paid Service	Executive Director Communities & Intelligence / Head of Paid Service
Housing & Land	Executive Director Housing & Land
Housing & Land	Assistant Director Programme, Policy & Services

Department / Functional area	Job title
	Mayor, Policy and Planning
Mayor's Office	Chief Economic Advisor
Mayor's Office	Deputy Mayor for Education and Culture
Mayor's Office	Deputy Mayor for Housing Land & Property
Mayor's Office	Director of Communications
Mayor's Office	Mayoral Advisor on Tottenham and Deputy Chair of LLDC
Mayor's Office	Deputy Mayor, Transport**
Mayor's Office	Senior Advisor, Mentoring*
Resources	Executive Director Resources
Resources	Assistant Director Group Finance
Resources	Assistant Director Human Resources & Organisational Dev.

* Actual salary is £20,644 for one day per week

** Position currently covered by an Inward Seconded

	2012-13	2013-14	2014-15
Total number of GLA employees earning over £100k	20	23	24

GLA: Pay ratio between highest and median salary

Category	2014-15
All permanent and fixed-term staff	3.93
Permanent staff only	3.83

Commentary:

To note that previous years' ratio were calculated on lowest salary rather than median and are not comparable. The ratio used this year aligns with the Transparency Code 2015.

GLA: Representation of equalities groups at different pay levels

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	6	27%	10	11%	17	9%	31	12%	5	4%	3	12%	1	4%	0	0	1	5%
Black or Black British	4	18%	19	20%	27	14%	17	6%	2	2%	2	8%	3	13%	0	0	1	5%
White	10	45%	52	56%	141	71%	192	73%	107	92%	17	68%	18	78%	26	100%	20	81%
Dual-heritage	0	0%	4	4%	7	4%	11	4%	0	0%	0	0%	1	4%	0	0	0	0%
Other ethnic group	1	5%	3	3%	1	1%	8	3%	0	0%	2	8%	0	0%	0	0	0	0%
Not stated/provided	1	5%	5	5%	5	3%	3	1%	2	2%	1	4%	0	0%	0	0	2	10%
Total	22		93		198		262		116		25		23		26*		24	

* The groups £80k to £90k and £90k to £100k have been merged as the number of employees in one group is small and personal data may be identifiable. Total number of employees earning £80,001 to £90,000 is 23 and total number earning £90,001 to £100,000 is three.

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	2	9%	10	11%	8	4%	13	5%	4	3%	1	4%	1	4%	0	0%	0	0
Not disabled	19	86%	74	80%	180	91%	237	90%	104	90%	23	92%	21	91%	25	96%	22	90%
Not stated/provided	1	5%	9	10%	10	5%	12	5%	8	7%	1	4%	1	4%	1	4%	2	10%
Total	22		93		198		262		116		25		23		26		24	

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	8	36%	50	54%	108	55%	149	57%	58	50%	10	40%	15	65%	6	24%	8	30%
Male	14	64%	43	46%	90	45%	113	43%	58	50%	15	60%	8	35%	20	76%	16	70%
Total	22		93		198		262		116		25		23		26		24	

LFEPA: Employees earning over £100,000

Job title
Deputy Commissioner for Fire & Emergency Planning
Director of Finance & Contractual Services
Director of Operational Resilience & Training
Head of Legal and Democratic Services
Head of Fire Safety Regulation*
Head of Information & Communications Technology
Control & Mobilising Project Director*+

Commissioner for Fire & Emergency Planning has a salary of £100,000.

*Operational post of Assistant Commissioner and above.

+Post part funded by government.

Job title
Head of Operational Assurance*
Head of Operational Procedures*
Head of Operational Resilience*
Head of Operations, Prevention & Response (Third Officer)*
Head of Procurement
Head of Technical & Service Support*

	2012-13	2013-14	2014-15
Total number of LFEPA employees earning over £100k	14	13	13

LFEPA: Pay ratio between highest and median salary

Category	2012-13	2013-14	2014-15
All permanent and fixed-term staff	5.85	5.83	4.72
Permanent staff only	5.85	5.83	4.72

Commentary:

- The pay ratio is the ratio between the highest paid salary and the median of the whole of the authority's workforce. This is in accordance with government guidance (Local Government Transparency Code, 2015).

LFEPA: Representation of equalities groups at different pay levels

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	0	0%	29	9%	106	2%	8	2%	3	2%	1	2%	0	0%	0	0%	0	0%	0	0%
Black or Black British	1	33%	57	18%	302	6%	25	5%	9	5%	0	0%	2	8%	1	11%	0	0%	0	0%
White	2	67%	214	67%	4,102	85%	426	87%	181	91%	60	94%	20	83%	8	89%	2	100%	13	100%
Dual-heritage	0	0%	13	4%	195	4%	12	2%	3	2%	3	5%	1	4%	0	0%	0	0%	0	0%
Other ethnic group	0	0%	4	1%	52	1%	6	1%	1	1%	0	0%	1	4%	0	0%	0	0%	0	0%
Not stated/provided	0	0%	3	1%	87	2%	14	3%	3	2%	0	0%	0	0%	0	0%	0	0%	0	0%
Total	3		320		4,844		491		200		64		24		9		2		13	

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	0	0%	24	8%	166	3%	26	5%	9	5%	2	3%	1	4%	0	0%	0	0%	0	0%
Not disabled	3	100%	288	90%	4,642	96%	464	95%	191	96%	60	94%	23	96%	9	100%	2	100%	13	100%
Not stated/provided	0	0%	8	3%	36	1%	1	<1%	0	0	2	3%	0	0	0	0%	0	0	0	0
Total	3		320		4,844		491		200		64		34		9		2		13	

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	2	67%	136	43%	479	10%	90	18%	34	17%	8	13%	7	29%	2	22%	1	50%	3	23%
Male	1	33%	184	58%	4,365	90%	401	82%	166	83%	56	88%	17	71%	7	78%	1	50%	10	77%
Total	3		320		4,844		491		200		64		24		9		2		13	

London Legacy Development Corporation (LLDC): Employees earning over £100,000

Department / Functional area	Job title
Executive Office	Chief Executive
E20 Stadium	Executive Director of Stadium
Finance and Corporate Services	Executive Director of Finance and Corporate Services
Regeneration and Community Partnerships	Executive Director of Regeneration and Community Partnerships
Park Operations and Venues	Executive Director of Park Operations and Venues

Department / Functional area	Job title
Real Estate	Executive Director of Development
Community, Public Affairs & Strategy	Director of Communication, Public Affairs & Strategy
Planning Policy & Decisions Team	Director of Planning Policy & Decisions
Finance and Corporate Services	Director of IT and Information Services
Park Operations and Venues	Director of Visitor Services

	2012-13	2013-14	2014-15
Total number of LLDC employees earning over £100k	11	9	10

LLDC: Pay ratio between highest and median salary

Category	2014-15
All permanent and fixed-term staff	4.3

Commentary:

To note that previous years' ratio were calculated on lowest salary rather than median and are not comparable. The ratio used this year aligns with the Transparency Code 2015.

LLDC: Representation of equalities groups at different pay levels

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	0	0	0	0	0	0	1	6	0	0	0	0	0	0	0	0	0	0	0	0
Black or Black British	0	0	0	0	0	0	0	0	1	2%	0	0	0	0	0	0	0	0	0	0
White	0	0	15	79%	30	97%	11	84%	21	95%	11	92%	10	100%	11	100%	2	65%	8	80%

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000		
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	
Dual-heritage	0	0	2	10%	0	0	1	8%	1	5%	0	0	0	0	0	0	0	0	0	0	0
Other ethnic group	0	0	0	0	0	0	1	8%	0	0	0	0	0	0	0	0	0	0	0	0	0
Not stated/provided	0	0	2	11%	1	3%	0	0	0	0	1	8%	0	0	0	0	1	35%	2	20%	
Total	0		19		31		14		23		12		10		11		3		10		

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000		
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	
Disabled	0	0	0	0	0	0	0	0	1	5	0	0	2	20%	0	0	0	0	0	0	0
Not disabled	0	0	13	68%	29	93%	11	69%	17	74%	12	100%	7	70%	11	100%	1	34%	6	60%	
Not stated/provided	0	0	6	32%	2	7%	3	31%	5	21%	0	0	1	10%	0	0	2	66%	4	40%	
Total	0		19		31		14		23		12		10		11		3		10		

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	0	0	17	89%	24	77%	11	63%	14	61%	8	65%	6	60%	7	64%	2	65%	2	20%
Male	0	0	2	11%	7	23%	3	37%	9	39%	4	35%	4	40%	4	36%	1	35%	8	80%
Total	0		19		31		14		23		12		10		11		3		10	

MOPAC/MPS: Employees earning over £100,000

Department / Functional area	Job title
MOPAC	Deputy Mayor for Policing & Crime
MOPAC	Chief Operating Officer
MOPAC	Director of Audit, Risk & Assurance
MOPAC	Director of Strategy
MOPAC	Director IOM, Programmes & Neighbourhoods
Met HQ	Commissioner
Met HQ	Deputy Commissioner
Met HQ	Deputy Assistant Commissioner
Met HQ	Deputy Assistant Commissioner
Met HQ	Commander
Met HQ	Commander
Met HQ	Director of Commercial and Finance
Met HQ	Director of People and Change
Met HQ	Director of Legal Services
Met HQ	Director of Property Services
Met HQ	Director of ICT Support Services
Met HQ	Director of Media & Communications
Met HQ	Director of HR
Met HQ	Director of Strategic Procurement
Met HQ	Assistant Director of Legal Services
Specialist Crime and Operations	Assistant Commissioner
Specialist Crime and Operations	Deputy Assistant Commissioner
Specialist Crime and Operations	Deputy Assistant Commissioner
Specialist Crime and Operations	Commander
Specialist Crime and Operations	Commander

Department / Functional area	Job title
Specialist Crime and Operations	Commander
Specialist Crime and Operations	Commander
Specialist Crime and Operations	Commander
Specialist Crime and Operations	Director of Forensic Services
Specialist Crime and Operations	Medical Director - Criminal Justice
Specialist Operations	Assistant Commissioner
Specialist Operations	Deputy Assistant Commissioner
Specialist Operations	Commander
Specialist Operations	Commander
Specialist Operations	Commander
Territorial Policing	Assistant Commissioner
Territorial Policing	Deputy Assistant Commissioner
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Chief Superintendent
Shared Support Services	Director of Shared Support Services
Shared Support Services	Service Delivery Director
Seconded Out	Assistant Commissioner
Seconded Out	Assistant Commissioner
Seconded Out	Commander
Seconded Out	Detective Chief Superintendent
Seconded Out	Detective Superintendent

	2012-13	2013-14	2014-15
Total number MOPAC/MPS employees earning over £100k	58	48	50

MPS/MOPAC: Pay ratio between the highest paid and the median salary of the workforce

Category	2014-15
MPS All staff	7.16
MPS Police Officers	6.52
MPS Police Staff	5.02
MOPAC	3.47

Please note, the ratio has changed from “Highest paid/Lowest paid” to “Highest paid/Median salary”. The ratio cannot therefore be compared with the one provided in previous years (which stood at 16.69 for all staff).

MOPAC/MPS combined: Representation of equalities groups at different pay levels

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	30	20%	785	9%	1,176	8%	746	4%	70	2%	25	2%	12	5%	3	2%	2	4%	2	4%
Black or Black British	43	29%	732	9%	1,036	7%	626	3%	70	2%	20	2%	6	2%	5	3%	0	0%	2	4%
White	51	34%	6,128	74%	10,623	76%	17,162	89%	2,599	92%	1,186	94%	215	84%	135	90%	41	91%	36	72%
Dual-heritage	3	2%	259	3%	489	4%	374	2%	24	1%	17	1%	3	1%	2	1%	0	0%	1	2%
Other ethnic group	6	4%	194	2%	341	2%	238	1%	17	1%	6	0%	1	0%	0	0%	0	0%	0	0%
Not stated/provided	15	10%	167	2%	280	2%	113	1%	40	1%	11	1%	20	8%	5	3%	2	4%	9	18%
Total	148		8,265		13,945		19,259		2,820		1,265		257		150		45		50	

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	3	2%	97	1%	126	1%	86	0%	13	0%	3	0%	1	0%	1	1%	0	0%	0	0%

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Not disabled	86	58%	3,218	39%	6,259	45%	10,331	54%	1,439	51%	641	51%	147	57%	81	54%	23	51%	21	42%
Not stated/provided	59	40%	4,950	60%	7,560	54%	8,842	46%	1,368	49%	621	49%	109	42%	68	45%	22	49%	29	58%
Total	148		8,265		13,945		19,259		2,820		1,265		257		150		45		50	

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	95	64%	4,136	50%	5,821	42%	5,228	27%	529	19%	265	21%	62	24%	28	19%	12	27%	18	36%
Male	53	36%	4,129	50%	8,124	58%	14,031	73%	2,291	81%	1,000	79%	195	76%	122	81%	33	73%	32	64%
Total	148		8,265		13,945		19,259		2,820		1,265		257		150		45		50	

TfL: Employees earning over £100,000

The information below for TfL, in all tables, excludes Crossrail. Crossrail information for employees earning over £100,000 is, however, shown in a separate table below.

Department / Functional area	Job title
Commissioner	Commissioner
Surface Transport	Managing Director - Surface Transport
Surface Transport	Chief Operating Officer - Surface Transport
Surface Transport	Director of Buses
Surface Transport	Director of Asset Management
Surface Transport	Director of Enforcement & On-Street Operations
Surface Transport	Director of Projects & Programmes
Surface Transport	Director of Road Space Management
Surface Transport	Director of Finance Surface Transport
Surface Transport	Director of Strategy and Planning
Surface Transport	Director of Service Operations
Surface Transport	Deputy Director - Enforcement & On-Street
Surface Transport	Head of Commercial
Surface Transport	Head of Delivery Planning
Surface Transport	Head of Borough Projects & Programmes
Surface Transport	Head of Network Development
Rail & Underground	Managing Director - London Underground & Rail
Rail & Underground Operations	Director, London Rail
Rail & Underground Operations	Director of London Trams
Rail & Underground Operations	Director, London Overground

Department / Functional area	Job title
Rail & Underground Operations	Head of Engineering
Rail & Underground Operations	Head of Engineering
Rail & Underground Operations	Operations Director
Rail & Underground Operations	Operations Director
Rail & Underground Operations	Operations Director
Rail & Underground Operations	Head of Asset Performance - SSL
Rail & Underground Operations	Head of Asset Performance - BCV
Rail & Underground Operations	Head of Command and Control
Rail & Underground Operations	Head of Planning and Performance
Rail & Underground Operations	Area Infrastructure Manager
Rail & Underground Operations	Asset and Operational Support Director
Rail & Underground Commercial	Commercial Director Rail & Underground
Rail & Underground Commercial	Director of Commercial Line Upgrades
Rail & Underground Commercial	Head of Commercial Rail
Rail & Underground Commercial	Head of Commercial
Rail & Underground Commercial	Head of Commercial
Rail & Underground Commercial	Head of Infrastructure
Rail & Underground HSE	Director of Health Safety Environment
Rail & Underground HSE	HSE General Manager
Rail & Underground Occupational	Head of Occupational Health

Department / Functional area	Job title
Rail & Underground Operations	Business Transformation Director
Rail & Underground Operations	Deputy Director Operations-Crossrail & Overground
Rail & Underground Operations	Deputy Director Engineering - Crossrail & Overground
Rail & Underground Operations	Head of Infrastructure Management
Rail & Underground Operations	Director of Docklands Light Railway
Rail & Underground Operations	Chief Operating Officer
Rail & Underground S&SD	Director of Major Programme Sponsorship
Rail & Underground S&SD	Director of Customer Strategy
Rail & Underground S&SD	Head of Asset Strategy & Investment
Rail & Underground S&SD	Head of Transport Planning
Rail & Underground S&SD	Programme Manager
Rail & Underground CPD	Director of Capital Programmes
Rail & Underground CPD	Programme Director
Rail & Underground CPD	Programme Director
Rail & Underground CPD	Programme Director
Rail & Underground CPD	Programme Director
Rail & Underground CPD	Programme Director
Rail & Underground CPD	Head of Programme
Rail & Underground CPD	Head of Programme
Rail & Underground CPD	Head of Programme
Rail & Underground CPD	Programme Delivery Manager
Rail & Underground CPD	Programme Manager
Rail & Underground CPD	Programme Manager
Rail & Underground CPD	Programme Engineering Manager

Department / Functional area	Job title
Health	
Rail & Underground Employee Relations	Head of Employee Relations & Engagement
Rail & Underground Employee Relations	Senior Employee Relations Manager
Rail & Underground Finance	Director of Finance, Rail & Underground
Rail & Underground Finance	Head of Capital Projects Finance
Rail & Underground Finance	Head of Central Finance & Planning
Rail & Underground S&SD	Director of Strategy & Service Development
General Counsel	Head of Legal Specialism
General Counsel	Head of Legal Specialism
General Counsel	Head of Legal Specialism
General Counsel	Head of Legal Specialism
General Counsel	Head of Legal Specialism
General Counsel	Head of Legal Specialism
General Counsel	Legal Manager
General Counsel	Legal Manager
General Counsel	Legal Manager
General Counsel	Legal Manager
General Counsel	Legal Manager
Finance	Managing Director - Finance
Finance	Chief Finance Officer
Finance	Chief Information Officer - TfL
Finance	Head of Corporate Business Finance
Finance	Head of Financial Services Centre
Finance	Head of Group Financial Accounting
Finance	Head of Group Insurance

Department / Functional area	Job title
Rail & Underground CPD	Head of Engineering
Rail & Underground CPD	Head of Engineering
Rail & Underground CPD	Head of Engineering
Rail & Underground CPD	Head of Engineering
Rail & Underground CPD	Head of Engineering
Rail & Underground CPD	Professional Head
Rail & Underground CPD	Head of Infrastructure Access
Rail & Underground CPD	Head of ICT Upgrades
Rail & Underground CPD	Head of Technical Discipline
Rail & Underground CPD	Head of Technical Assurance
Planning	Managing Director of Planning
Planning	Director Borough Planning
Planning	Director of Transport Strategy & Plan
Planning	TfL HS2 Interface Lead Sponsor
General Counsel	General Counsel
General Counsel	Director of Legal
General Counsel	Director of Internal Audit
Finance	Head of Centre of Excellence
Finance	Head of Commercial
Finance	Head of Commercial
Finance	Head of Commercial
Finance	Head of Projects & Accommodation
Finance	Senior Principal
Finance	Senior Principal
Finance	Principal
Finance	Senior Property Development Manager
Customer Experience, Marketing &	Managing Director - Customer

Department / Functional area	Job title
Finance	Head of Group Tax
Finance	IM Head of Performance and Compliance
Finance	IM Head of Integration
Finance	IM Head of Project Delivery
Finance	IM Head of Infrastructure Services
Finance	IM Operational Design Authority
Finance	IM Infrastructure Manager
Finance	Head of TfL PMO
Finance	Head of Performance and Project Controls
Finance	Director of Group Treasury
Finance	Senior Treasury Manager
Finance	Assistant Treasurer
Finance	Director of Commercial Development
Finance	Head of Transformation
Finance	Head of Operational Property
Finance	Head of Retail
Finance	Director of Commercial
Group HR	Director of HR
Group HR	Director of Pensions & Reward
Group HR	Head of HR Services
Group HR	Head of HR
Tubelines	Principal Discipline Engineer
Tubelines	Senior Commercial Manager
Tubelines	Senior Commercial Manager
Tubelines	Senior Commercial Manager
Tubelines	Senior Commercial Manager
Tubelines	Senior Operations Manager

Department / Functional area	Job title
Communications (CEMC)	Experience, Marketing & Communications
CEMC	Director of Customer Experience
CEMC	Director of Employees Communications and Engagement
CEMC	Director of News
CEMC	Marketing Director
CEMC	TDM Programme Director
CEMC	Head of Analytics
CEMC	Head of Business Development
CEMC	Head of Revenue Policies
Group HR	Director of HR

Department / Functional area	Job title
Tubelines	Senior Operations Manager
Tubelines	Senior Operations Manager
Tubelines	Senior Operations Manager
Tubelines	Senior Operations Manager
Tubelines	Senior Operations Manager
Tubelines	Senior Discipline Engineer
Tubelines	Engineering Manager
Tubelines	Delivery Manager
Tubelines	Delivery Manager

Total number of TfL (excluding Crossrail) employees earning over £100k at 31 March 2012	129
At 31 March 2013	145
At 31 March 2014	145
At 19 January 2015	160

Commentary:

- Totals for 2014-15 are based on the data to be published under the Local Government Transparency Code. This data was extracted as at 19 January 2015 and represents the position at a point in time. This data is based on base salary, and only those with a base salary on 19 January 2015 exceeding £100,000 are included in the totals. Totals for prior years have been restated, compared to those reported in this document last year, to ensure consistency.

TfL: ratio between the highest and median salary for 2014-15

	2014-15
All permanent and fixed-term staff	9.62

Note that the data provided this year has been aligned with the requirements of the Local Government Transparency Code 2014. The pay multiple is defined as the ratio between the highest paid taxable earnings for the given year and the median earnings figure for the workforce. Earnings include all elements of remuneration that can be valued and excludes changes in pension benefits. The median earnings figure is calculated based on the taxable earnings for 2014-15 for employees in service at 31 March 2015 and who were employed for the entire year to avoid distortion from starters and leavers.

TfL: Representation of equalities groups at different pay levels

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	4	6%	160	9%	818	11%	868	10%	349	8%	174	8%	43	5%	7	3%	4	3%	2	1%
Black or Black British	16	24%	257	15%	1,480	19%	1,322	15%	521	12%	186	8%	40	5%	6	2%	1	1%	1	1%
White	22	32%	813	48%	3,755	49%	5,131	58%	2,631	63%	1,510	68%	580	73%	193	70%	98	80%	131	82%
Dual heritage	3	4%	37	2%	172	2%	132	1%	35	1%	29	1%	9	1%	1	0%	0	0%	1	1%
Other ethnic group	1	1%	41	2%	161	2%	210	2%	114	3%	43	2%	10	1%	7	3%	3	2%	1	1%
Not stated/provided	22	32%	385	23%	1,262	17%	1,196	14%	538	13%	270	12%	113	14%	61	22%	17	14%	24	15%
Total	68		1,693		7,648		8,859		4,188		2,212		795		275		123		160	

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	1	1%	57	3%	173	2%	142	2%	100	2%	43	2%	15	2%	5	2%	2	2%	0	0%
Not disabled	29	43%	974	58%	3,930	51%	3,886	44%	1,868	45%	900	41%	383	48%	125	45%	75	61%	103	64%
Not stated/provided	38	56%	662	39%	3,545	46%	4,831	55%	2,220	53%	1,269	57%	397	50%	145	53%	46	37%	57	36%
Total	68		1,693		7,648		8,859		4,188		2,212		795		275		123		160	

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	20	29%	662	39%	2,326	30%	1,522	17%	680	16%	302	14%	116	15%	47	17%	21	17%	30	19%
Male	48	71%	1,031	61%	5,322	70%	7,337	83%	3,508	84%	1,910	86%	679	85%	228	83%	102	83%	130	81%
Total	68		1,693		7,648		8,859		4,188		2,212		795		275		123		160	

Commentary:

Totals for 2014-15 are consistent with the data to be published under the Local Government Transparency Code 2014 where relevant. This data was extracted as at 19 January 2015 and represents base salary on that date.

Crossrail: Employees earning over £100,000

Department / Functional area	Job title
Crossrail	Chief Executive
Crossrail Commercial	Commercial Director
Crossrail Commercial	Delivery Contracts Director
Crossrail External Affairs	External Affairs Director
Crossrail Finance	Finance Director
Crossrail Finance	Finance Operations Director
Crossrail Finance	Head of Financial Control
Crossrail Health and Safety	Health and Safety Director
Crossrail IT	IT Director
Crossrail IT	Head of IT Programme Management
Crossrail Land and Property	Land & Property Director
Crossrail Land and Property	Head of Over Site Development
Crossrail Land and Property	Development Manager
Crossrail Land and Property	Project Manager - OSD
Crossrail Land and Property	Development Manager
Crossrail Land and Property	Head of Urban Integration
Crossrail Non-Executive Chairman's Office	Non-executive Chairman
Crossrail Performance Analysis	Head of Performance
Crossrail Programme Controls	Programme Controls Director
Crossrail Programme Controls	Area Controls & Commercial Director
Crossrail Programme Controls	Head of Change Control & Cost Assurance
Crossrail Programme Delivery	Surface Director
Crossrail Programme Delivery	Area Director East

Department / Functional area	Job title
Crossrail Programme Delivery	Project Manager
Crossrail Programme Delivery	Interface Manager Utilities
Crossrail Programme Delivery	Stations Delivery Director
Crossrail Programme Delivery	Project Manager
Crossrail Programme Delivery	Operation Business Manager
Crossrail Programme Delivery	Programme Director
Crossrail Programme Delivery	Chief Engineer
Crossrail Programme Delivery	Head of Stations
Crossrail Programme Delivery	Head of Architecture
Crossrail Programme Delivery	Head of Integration
Crossrail Programme Delivery	Head of Quality
Crossrail Programme Delivery	Head of Technical Information
Crossrail Programme Delivery	Technical Director
Crossrail Talent & Resources	Head of Employee Relations
Crossrail Talent & Resources	Head of Organisational Effectiveness
Crossrail Talent & Resources	Talent & Resources Director
Crossrail Transition & Strategy	Head of Commercial Services
Crossrail Transition & Strategy	Legal Services Director & Company Sec.
Crossrail Transition & Strategy	Project Solicitor
Crossrail Transition & Strategy	Project Solicitor
Crossrail Transition & Strategy	Project Solicitor
Crossrail Transition & Strategy	Transition & Strategy Director
Crossrail Programme Delivery	Operations Director - Crossrail

Total number of Crossrail employees earning over £100k at 31 March 2012	20
At 31 March 2013	31
At 31 March 2014	37
At 31 March 2015	46

Commentary:

Totals for 2014-15 are based on the data to be published under the Local Government Transparency Code 2014. This requires the publication of certain information for all employees whose salary exceeds £50,000. This data was extracted as at 31 March 2015 and represents the position at a point in time. This data is based on base salary, and only those with a base salary on 31 March 2015 exceeding £100,000 are included in the totals.

Crossrail: pay ratio between the highest and median salary

Category	2014/15
All permanent and fixed-term staff	19.29

Commentary:

The data provided this year has been aligned with the requirements of the Local Government Transparency Code 2014. The pay multiple is defined as the ratio between the highest paid taxable earnings for the given year and the median earnings figure for the workforce. Earnings include all elements of remuneration that can be valued and excludes changes in pension benefits. The median earnings figure is calculated based on the taxable earnings for 2014-15 for employees in service at 31 March 2015 and who were employed for the entire year to avoid distortion from starters and leavers.

Crossrail: Representation of equalities groups at different pay levels 2014-15

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	0	0%	19	17%	17	11%	3	3%	7	7%	6	10%	2	5%	2	6%	0	0%	1	2%
Black or Black British	0	0%	19	17%	24	16%	10	11%	6	6%	3	5%	1	3%	1	3%	0	0%	1	2%
White	1	100%	60	54%	99	64%	68	73%	84	82%	46	78%	37	78%	27	82%	14	100%	44	96%
Dual heritage	0	0%	8	7%	3	2%	3	3%	3	3%	1	2%	0	0%	0	0%	0	0%	0	0%
Other ethnic group	0	0%	4	4%	6	4%	7	8%	3	3%	1	2%	0	0%	1	3%	0	0%	0	0%
Not stated/provided	0	0%	2	2%	5	3%	2	2%	0	0%	2	3%	0	0%	2	6%	0	0%	0	0%

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Total	1		112		154		93		103		59		40		33		14		46	

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	0	0%	1	1%	2	1%	1	1%	1	1%	1	2%	0	0%	1	3%	0	0%	1	2%
Not disabled	1	100%	111	99%	152	99%	92	99%	102	99%	58	98%	40	100%	32	97%	14	100%	44	96%
Not stated/provided	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	2%
Total	1		112		154		93		103		59		40		33		14		46	

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	1	100%	69	62%	87	56%	35	38%	16	16%	10	17%	7	18%	2	6%	1	7%	4	9%
Male	0	0%	43	38%	67	44%	58	62%	87	84%	49	83%	33	83%	31	94%	13	93%	42	91%
Total	1		112		154		93		103		59		40		33		14		46	

Commentary:

Totals for 2014-15 are consistent with the data to be published under the Local Government Transparency Code 2014 where relevant. This data was extracted as at 31 March 2015 and represents base salary on that date.

Crime and safety

- **Introduction**

The Mayor's Office for Policing And Crime (MOPAC) is bringing an unprecedented level of transparency to policing and crime in London through a series of innovative online tools which open up the performance data they use to scrutinise the Metropolitan Police Service to the public. A series of interactive dashboards which allow the public to explore and understand data MOPAC's website is available on: www.london.gov.uk/MOPAC

Crime

In the Police and Crime plan, the Mayor set a target for the MPS to reduce crime in 7 priority categories, known as the MOPAC 7, by 20% by 2016. The MOPAC [Crime Dashboard](#) monitors the figures for the MOPAC 7 priority crimes across London and by borough. The MOPAC 7 priority crimes are high-volume crimes which have a high impact on victims: burglary, criminal damage, robbery, theft from a motor vehicle, theft from a person, theft of a motor vehicle and violence with injury.

Criminal Justice

The [Criminal Justice Timeliness Dashboard](#) brings together data from across London's criminal justice system for the first time, allowing Londoners to see information including the number of cases being brought to court in their area and the amount of time each is taking to proceed from arrest to completion. It also highlights where delays in the criminal justice system are occurring and gives access to information about the performances of individual Magistrates and Crown Courts.

Intrusive Tactics

The Mayor is committed to making the Met Police more transparent and accountable to Londoners. For the first time anywhere in the country, MOPAC's [Intrusive Tactics Dashboard](#) opens up data on stop and search, TASER usage and undercover operations to public scrutiny.

Confidence

MOPAC provides two data resources on confidence in policing: the [Confidence Dashboard](#), which shows confidence levels in London's Boroughs and between different social groups; and the [Neighbourhood Confidence Comparator](#), which allows users to explore crime and confidence in each of the capital's 108 policing 'neighbourhoods'.

Gangs and youth violence

MOPAC's [Gangs Dashboard](#) provides an in-depth look at the issues surrounding gang crime in London, presenting data on levels of offending, victimisation, gun crime, knife crime and also public perceptions of gang-related criminality.

Domestic and Sexual Violence

The Mayor has driven significant improvements in the service provided to victims of domestic and sexual violence in London, in order to encourage more victims to come forward, bring more offenders to justice and support survivors as they recover and rebuild their lives. This work is informed by detailed research and analysis into these crime types. The [Domestic and Sexual Violence Dashboard](#) presents some of that data, including reporting of domestic and sexual violence, victimisation and justice outcomes.

Youth Reoffending

The MOPAC [Youth Reoffending Dashboard](#) presents data on performance to reduce youth reoffending in London as a whole, comparative performance against the rest of England and Wales and detailed analysis of reoffending by Borough.

MOPAC will be launching a number of new dashboards in the coming year, examining adult reoffending, finance, workforce, professional standards and business crime. These will be made available on www.london.gov.uk/MOPAC.

- **Level of crime on public transport**

Levels of crime at public transport interchanges in London (Source: TfL)

- Official statistics for crime at public transport interchanges across London are not routinely collated. This is mainly due to the difficulty in accessing data from across the relevant agencies in a consistent way for the purposes of publication. However, TfL continues to undertake intelligence and analysis to inform police deployments and problem-solving activities at a local level.
- The British Transport Police publishes statistics at a station level on its website (<http://crimemaps.btp.police.uk/>)

Levels of crime on public transport (Source: TfL)

Full information on crime and antisocial statistics on the London bus network, London Underground, Docklands Light Railway and Overground service are published quarterly on this page:

<https://www.tfl.gov.uk/cdn/static/cms/documents/crime-statistics-bulletin-1415.pdf>

Network	2012-13		2013-14		2014-15		Change in crimes
	Crimes	Rate	Crimes	Rate	Crimes	Rate	2013-14 to 2014-15
Bus-related crime	20,120	8.6	18,138	7.5	17,109	7.2	-6%
London Underground (LU) and Docklands Light Railway (DLR)	12,804	9.6	10,958	8.0	9,599	6.8	-12%
London Overground (LO)	841	6.7	842	6.2	801	5.7	-5%
London Tramlink	361	12.0	322	10.3	249	8.1	-23%

Commentary:

- Public transport in London continues to be a safe, low crime environment. Over ten million passengers travel on TfL's public transport services each day with very few of them ever experiencing or witnessing crime.
- Crime on public transport is at its lowest level since consistent recording processes were put in place in 2004-5.

- All modes saw a reduction in the volume of crime and the rate of crime per million passenger journeys (the measure of ‘rate’ used in the table above) in 2014-15 compared with previous year.
- **Levels of reported violent crime, including levels of hate crime against particular groups of Londoners** (Source: Metropolitan Police Service (MPS) figures provided by MOPAC)

Levels of reported violent crime across London

Category	2012-13	2013-14	2014-15	Change 2013-14 to 2014-15
Violence With Injury	57,859	58,793	69,906	18.9%
Violence Without Injury	91,898	95,285	127,387	33.7%

- The increase in violence against the person was in part driven by an improvement in recording standards by the MPS following HMIC Inspection on Crime Data Integrity. This has been seen across all forces in England and Wales.
- MOPAC has driven tough action by police and partner agencies to tackle violence in the capital following this increase in reported offences. MOPAC has facilitated joint problem-solving meetings in the Boroughs most affected by violence to identify approaches for tackling this issue. In November 2014, the MPS launched Operation Equinox, a co-ordinated crackdown targeting activity against licensed premises, geographic areas and fast food outlets where violent offending disproportionately occurs. MOPAC has also put significant investment into tackling domestic violence, gang violence and alcohol-fuelled disorder.
- MOPAC is working with the MPS and partner agencies to give survivors of domestic abuse – a crime we know is under-reported – the support and reassurance they need to feel confident about coming forward to the police. Domestic abuse offences make up one third of both Violence with Injury (VWI) and violence without injury offences and have increased by 11% and 25% respectively.
- There were fewer offences involving knives in 2014-15 than in the previous year with over 390 fewer knife offences (a 3.9% fall).

The latest data on reported violent crime, along with other crime types, can be found at MOPAC’s interactive Crime Dashboard:
<https://www.london.gov.uk/priorities/policing-crime/data-information/crime-dashboard>

Hate Crime – reporting, preventing, enforcing

The Hate Crime Reduction Strategy for London was published by the MOPAC in December 2014. The strategy is the first of its kind in London and has three clear objectives: boost confidence and increase the reporting of hate crime; prevent hate crime and reduce repeat victimisation; and ensure swift and sure justice for hate crime victims. One of the key actions is the establishment of a London Hate Crime Panel, chaired by the Deputy Mayor for Policing And Crime, to oversee the delivery of the strategy. The first meeting of this panel took place in May 2015.

Religious hate crime levels, particularly anti-Semitism and Islamophobia, are often linked to national and international events. Such events resulted in increases in 2013 and 2014. While the increased numbers of hate crimes appear alarming, they can also reflect an increase in reporting, rather than an increase in the number of

incidents. In the case of homophobic hate crime, MOPAC’s conversations with representatives of London’s LGBT community have certainly suggested that this may be the case, following initiatives to increase confidence in reporting these offences to the police such as the introduction of specialist police LGBT liaison officers in all London boroughs.

Levels of reported hate crime

Category	2012-13	2013-14	2014-15	Change 2013-14 to 2014-15
Racist and religious hate crime	9,453	9,748	12,279	+26%
Homophobic hate crime	1,105	1,170	1,556	+33%
Disability hate crime	108	113	226	+100%

Note that the figures in the table above and that below do not directly match because the former reports crimes whilst the latter reports victims.

Levels of reported hate crime broken down by ethnicity

Category of victim	2012-13	2013-14	2014-15	Change 2013-14 to 2014-15
Bangladeshi	179	233	244	+9.4%
Indian	425	417	473	+13.4%
Pakistani	369	305	450	+47.5%
All other Asian ethnic groups	608	514	727	+41.4%
African	767	757	879	+16.1%
Caribbean	383	460	518	+12.6%
All other black ethnic groups	467	470	636	+35.3%
British	999	989	1,234	+24.8%
Irish	91	75	91	+21.3%
All other white ethnic groups	499	548	721	+31.6%
Mixed	198	209	278	+33.0%
Other ethnic group	116	122	173	+41.8%
Unrecorded ethnicity	4,932	5,449	7,244	+32.9%

Levels of reported homophobic crime broken down by gender

Category	2012-13	2013-14	2014-15	Change 2013-14 to 2014-15
Male	796	858	1,199	+39.7%
Female	264	271	337	+24.4%

- **Levels of reported serious youth violence and knife crime perpetrated by and against young people** (Source: MPS figures provided by MOPAC)

The latest data on youth violence and knife crime can be found on MOPAC's Gangs Dashboard here: <https://www.london.gov.uk/priorities/policing-crime/data-information/gangs-dashboard>

- **The amount of funding provided by the MOPAC to support rape crisis centres and the outputs and outcomes achieved as a result** (Source: MOPAC)

Funding provided to support Rape Crisis Centres

	2012-13 (£000)	2013-14 (£000)	2014-15 (£000)
Funding provided by MOPAC	620	620	1,260

Commentary:

- The four Rape Crisis Centres continue to successfully delivered training, advocacy, helpline support and counselling to victims of sexual violence. In 2013-14 each London borough contributed £20,000, giving a total of an extra £640,000. During 2014-15 the money sought via borough contributions was apportioned direct via MOPAC to the centres, accounting for the increase in funding levels above.

Outcomes flowing from the work of the Rape Crisis Centres

	2013-14	2014-15
Victims of sexual abuse receiving support, therapies and/or counselling	1,803	2,165

Commentary:

- Measurements have varied since last year. The RCCs are now commissioned directly by MOPAC which has been working on ensuring data reported is more robust and applies to London only. Variations in figures which seem to demonstrate a decline in service users between 2013-14 and 2014-15 can be attributed to MOPAC's change in commissioning strategy. In 2014-15 MOPAC focused on funding service delivery exclusively directed towards face-to-face support for victims rather than activities such as campaigning, helplines etc. Previous to this MOPAC had funded a helpline which generated a greater number of one-off client contacts (as reflected in the figures) but is a less effective use of a limited counselling resource, this accounts for the seemingly elevated client number in previous years. Mid-2013-14, MOPAC redirected funding from the helpline towards more face-to-face counselling. In the interests of a sustainable exit strategy MOPAC continued funding the helpline for a portion of 2013-14 until the centres were able to manage the helplines independently. As the helpline service in its entirety was not funded by MOPAC for the duration of 2013-14, in order to truly reflect the impact of the funding, the figures stated in last year's annual report have been amended (from 3,577 to 1,803) to reflect accurately how many victims of sexual violence received face-to-face support in 2013/14.
- Numbers of Police Officers, Police Community Support Officers, police civilian staff and Safer Transport Team officers provided for in the Mayor's budget for 2014-15 and how many are employed on 31 March 2015** (Source: MOPAC)

Metropolitan Police headcount

In 2014-15, the MPS reached the Mayor's target headcount of 32,000 officers. Over 3,000 new officers were recruited in the last financial year and there are now over 25,000 Police Constables in the MPS. Of those, 2,600 officers have been redeployed into neighbourhood policing teams to strengthen police visibility and connections to the communities they serve. In 2014-15, there were also 8,794 people working in voluntary roles with the Metropolitan Police (civilian staff volunteers, special constables, police cadets and independent custody visitors).

Role	2012-13		2013-14		2014-15	
	Budget for year	31 March	Budget for year	31 March	Budget for year	31 March
Police Officers	31,957	30,265	31,209	30,712	31,957	31,944
Police Community Support Officers	3,444	2,647	2,467	2,048	2,137	1,787
Civilian and other staff	14,513	13,264	13,144	11,894	12,200	11,316

Numbers of Safer Transport Team officers provided for in the Mayor’s budget 2014-15 and how many are employed on 31 March 2015 (Source: TfL)

- The new Metropolitan Police Service (MPS) Roads and Transport Policing Command (RTPC), funded by TfL and the MPS, was launched in January 2015. With over 2,300 officers, the RTPC is the largest police command in the UK, and is dedicated to ensuring all journeys across London’s road and surface transport network are safe, secure and reliable. The new RTPC replaces the TfL-funded Safer Transport Command and the MPS funded Traffic Operational Command Unit and maintains numbers in their Safer Transport Team structure. However, because of this change, it is no longer appropriate to report on STT numbers in isolation from the rest of the Command, particularly when the new RTPC has been created to be more flexible in its approach and deployment of all the Command’s officers. All Command’s officers in support of the six key objectives.
- The RTPC has lead policing responsibility for 6 key objectives - reducing crime, congestion and collisions; making London safer and better for cyclists; improving the safety of cabs and improving people’s confidence in the safety of travelling in the capital.
- Safer Transport Teams continue to be a key part of the new Command and work alongside other teams in the Command in support of all six objectives. The establishment for Safer Transport Teams in 2014-15 was 1,215 officers – an additional 77 officers compared with 2013-14. This includes an additional 72 Police Community Support Officers, who will provide an intelligence-led flexible and deployable resource, to provide greater support to Safer Transport Teams across London and five additional inspectors. The STT establishment, at 31 March 2015, was understrength by 70 officers (i.e. 1,145). This is largely due to changes being made as part of RTPC implementation and the rebalancing of STT resources to areas where demand is greatest and to provide additional flexibility to respond to the demands of policing the network.

• **Numbers of firefighters provided for in the Mayor’s budget for 2014-15 and how many are employed on 31 March 2015** (Source: LFEPA)

Role	2012-13		2013-14		2014-15	
	Budget for year	31 March	Budget for year	31 March	Budget for year	31 March
Number of operational, uniformed staff	5,623	5,631	5,602	5,337	5,018	5,039

Commentary:

- The LFEPA’s fifth London Safety Plan was approved on 12 September 2013. This plan, which set out the Authority’s aims for improving the safety of Londoners, also agreed proposals to close ten fire stations, removed 14 fire engines from service and a corresponding reduction in firefighter posts. The reduction in posts was to be achieved without compulsory redundancies and is being achieved through natural wastage.
- A new firefighter recruitment campaign was launched at the beginning of 2015. It has been three years since the last firefighter recruitment round as applications were suspended in May 2012. The new campaign supports the Authority’s Recruitment Strategy & Succession Planning objectives which includes a focus on increasing the number of women and staff from BAME. The first training course for the successful candidates will start in September, with the competent recruits being placed on fire stations at the end of the year.
- Londoners continue to receive one of the fastest fire emergency responses in England and the London Fire Brigade continues to maintain existing response time targets of getting the first fire engine to an incident in six minutes, on average across London, and the second, if needed, in eight minutes.

- **Number of knives taken off the streets**

Number of people proceeded against for possession of a knife (Source: MPS figures provided by MOPAC)

The MPS does not record the number of knives taken off the streets. Rather, it measures knife possession offences, which are offences recorded under the Home Office classifications of:

- having an article with a blade or point
- possessing an offensive weapon without lawful authority or reasonable excuse
- possession of other offensive weapon on school premises or
- Using someone to look after an offensive weapon with a knife element

Knives are seized when arresting offenders, through stop and searches, amnesties or when conducting warrants.

MOPAC and the MPS have worked closely on improving the conduct and oversight of stop and search in London, starting local community meetings to discuss current policing practice and holding public MOPAC ‘Challenge’ meetings on intrusive tactics where the Deputy Mayor holds senior officers to account for their performance. This year, the proportion of stops that resulted in arrest for offensive weapons has increased. In 2011-12, 2.7% of stops conducted under Offensive Weapon legislation led to an arrest for possession, in 2014-15 this increased to 9.7%. Note that the 2013-14 figure has been confirmed as 2,570 (reported last year as 2,248).

	2012-13	2013-14	2014-15
Knife possession offences	2,084	2,570	2,868

The London economy

- **Levels of international investment in London**

Number of investment projects which have been set up in London by region with the assistance of London & Partner (L&P) (Source: L&P)

Region	2012-13	2013-14	2014-15
Asia Pacific	99	93	93
Europe	70	91	84
North America	54	60	93
Total	223	244	270

Commentary:

- The number of projects which L&P directly assisted client companies to locate in London was up by ten per cent.
- Looking specifically at foreign direct investment in 2014-15, promotional and economic development activities brought £115 million – up from £100 million in 2013-14 – of gross value added (GVA) to the London economy and created 4,838 jobs up from 4,407 the previous year.
- More broadly in 2014-15, promotional and economic development activities generated £336 million of GVA for London’s economy up from £280 million in 2013-14, and supported a further 3,940 jobs.

- **Numbers of employers in London adopting the London Living Wage** (Source: Living Wage Foundation)

	2012-13	2013-14	2014-15
Number of Employers in London adopting the LLW	135	293	560

Commentary:

- More information is set out in Appendix 2, as this is one of the GLA Key Performance Indicators.

- **Levels of employment among equalities target groups, and numbers of people at age 16 not in employment, education or training** (Source: ONS Annual Population Survey, Jan. to Dec. 2014; except for data relating to young people not in employment, education or training (NEET): National Client Caseload Information System)

- Data has been reweighted in line with the latest ONS population estimates from the Census 2011.
- The Confidence Interval (CI) indicates how confident one can be that data from a sample is representative of the wider population. In this case, and taking the first London 2014 figures as an example, one can be 95 per cent certain that the figure for the entire population would be within 0.7 percentage points (plus or minus) of 71.2 per cent.

Working age employment rates in London and the UK

Region	2012	2013	2014	CI (2014 data)
London	68.2%	69.4%	71.2%	0.7
Rest of UK	70.8%	71.4%	72.2%	0.2
Difference (London / rest UK)	-2.6%	-2%	-1%	
UK as a whole	70.5%	71.2%	72.2%	0.2

Working age employment rates by gender for London and the UK

Gender	Region	2012	2013	2014	CI (2014 data)
Males	London	75.5%	76.5%	78.6%	0.9
	Rest of UK	75.6%	76.1%	77.0%	0.3
	Difference London / rest of UK	-0.1	0.4	1.6	
Females	London	61.0%	62.4%	63.9%	1.0
	Rest of UK	66.1%	66.8%	67.9%	0.3
	Difference London / rest of UK	-5.1%	-4.4%	-4.0	

Working age employment rates by ethnicity for London

Region	2012	2013	2014	CI (2014 data)
White groups	73.7%	75.0%	76.8%	1.3
BAME groups	59.6%	60.7%	62.5%	1.8
Difference white / BAME	14.1%	14.3%	14.3%	
All groups	68.2%	69.4%	71.2%	0.7

Commentary:

- Due to changes in the ethnicity questions on the Annual Population Survey during 2011 these estimates should not be used as a time series. They can, however, be used to estimate the relative levels of economic activity of the different ethnic groupings. A more detailed note is available on the ONS website at: <http://www.ons.gov.uk/ons/guide-method/method-quality/specific/labour-market/subnational-labour/changes-made-to-ethnicity-questions-on-the-lfs-during-2011-and-effect-on-aps.pdf>.

Working age employment rates by disability status for London and the UK

Region	Disabled / Not disabled	2012	2014	CI (2014 data)
London	Disabled	47.5%	49.0%	1.8
	Not disabled	73.4%	75.6%	0.7
UK (including London)	Disabled	48.8%	47.8%	0.5
	Not disabled	76.5%	78.2%	0.2

Commentary:

- Due to changes in the health questions on the Annual Population Survey from 2012 onwards, 2014 data cannot be compared with previous years (see bullet point below for more details). For the same reason, it is not possible to provide an estimate for 2013.
- 2014 estimates reported in the table above are based on a new version of the disability variable of the Annual Population Survey, and refer to the categories “Equality Act core or working-limiting disabled” and “not-Equality Act core or work-limiting disabled” (rather than “disabled” and “not-disabled”).

Employment rates by key age groups for London and UK

Age group	Region	2012	2013	2014	CI (2014 data)
16-24	London	40.2%	41.7%	43.3%	1.8
	UK (including London)	49.3 %	49.5%	50.5%	0.6
25-49	London	77.1%	78.2%	79.9%	0.8
	UK (including London)	80.3%	80.7%	81.8%	0.2
50-64	London	64.9%	66.3%	68.5%	1.4
	UK (including London)	65.6%	67.1%	68.3%	0.4

Percentage of 16 to 18 year olds who are not in education, employment or training (NEET) in London

	2012	2013	2014
16-18 year old NEET proportion	4.7%	3.8%	3.4%

Commentary:

- Data is an average of the position at the end of November, December and January each year.
- The table relates to 'academic age' 16 to 18, though includes some information on those with an actual age of 19. In addition, the information is calculated on where a young person is resident rather than where they are educated.

• Percentage of goods and services procured by the GLA Group from equalities-led businesses

Percentage of goods and services procured from Small and Medium Sized (SME) suppliers (Sources: MPS, TfL, LFB, LLDC)

Body	2013-14			2014-15		
	Influenceable spend (£m)	SME spend (£m)	SME spend	Influenceable spend (£m)	SME spend (£m)	SME spend
MPS	761	91	12%	852	141	17%
TfL (including GLA)	2,496	252	10%	4,605	349	7.6%
LFB	98	26	27%	108	42	39%
LLDC	253	4	2%	123	4	3.1%

Commentary:

- Obtaining accurate figures for diverse supplier spend remains challenging as data are submitted voluntarily by suppliers, with many responses only providing data on business size. Requests for information relating to target groups (women; disabled; BAME; and lesbian, gay, bisexual and transgender groups) are often left unanswered. Therefore the data held in this area is from a very limited data pool and cannot be used for the reporting of policy objectives.
 - SME spend for the MPS is calculated as a percentage of total spend; that is because not all SME spend is classified as ‘influenceable’. Using total spend therefore provides a better indication of spending on SME suppliers. The reduction in the MPS figures reported for 2013-14 corrects a calculation error where numbers had erroneously been based on all spend rather than influenceable spend. 2014-15 show an increase on the proportion of influenceable spend going to SMEs.
 - In line with SME spend reporting by government departments, LFB now reports its SME spend as the combined figure of direct and indirect (supply chain) SME spend.
-
- **List of the projects funded by the Mayor’s Regeneration Fund (MRF) and the number of people employed in its associated projects on 31 March 2015** (Source: GLA)

Borough and name of project
LB Camden – Collective and Retail Property Strategy
LB Camden – Cobden Junction
LB Croydon – Wellesley Road
LB Croydon – Innovation Centre
LB Croydon – Business Rate Relief
LB Croydon – West Croydon Investment Package
LB Croydon – Old Town Masterplan
LB Croydon – West Croydon Interchange
LB Croydon – High Streets
LB Croydon – New Addington
LB Ealing – Shaping Southall
LB Ealing – Dine in Southall
LB Enfield – Market Gardening
LB Hackney – Shop Front improvement Project
LB Hackney – Fashion Hub
LB Haringey – Growth on the High Road
LB Haringey – 639 Employment & Enterprise Centre

LB Haringey – Opportunity Investment Fund
LB Haringey – Employment and Skills Project
LB Haringey – North Tottenham
LB Haringey – Accessibility
LB Haringey – Stadium Approach
LB Merton – Colliers Wood
LB Southwark – Gateway to Peckham

Jobs created to date as a result of MRF investment (Source: GLA)

Jobs created to date	2013-14	2014-15
Full time equivalents	182.5	286

Commentary:

- The Mayor’s Regeneration Fund (MRF) was launched as a response to the civil unrest in the capital in August 2011. In total, £70 million is being invested in London’s worst affected areas. The Regeneration Unit selected projects by taking into account the impact of the unrest on the area, and also each project’s potential to create jobs and stimulate and secure growth. This has resulted in a broad range of projects, such as: business support; employment and training schemes; public realm works; and large-scale infrastructure investment. MRF projects will continue to deliver large scale capital projects in Croydon, Haringey and Southwark in 2015-16.
- A number of MRF funded projects have targets for jobs and the 286 figure above represents jobs creation reported by delivery partners as delivery progresses. Full validation of jobs creation figures is expected upon completion and evaluation of individual projects. To count towards the figure, jobs must be new, not having existed in the London borough or with the employer before the intervention. The job must also have a life expectancy of at least 26 weeks. A full time equivalent is defined as a post with 35 hours or more work per week.

Housing

- **Numbers of new family-sized affordable homes that have been built in London** (Source: GLA, London Plan Annual Monitoring Report, Housing Provision Monitor tables available at www.london.gov.uk/priorities/planning/research-reports/annual-monitoring-reports)

Year	2011-12	2012-13	2013-14
New family sized affordable homes	2,969	2,509	2,194

Commentary:

- The figures refer to gross conventional completions of social rented and intermediate homes and are taken from the London Plan Annual Monitoring Report.
- Family sized homes rose as a proportion of all gross affordable completions from 24 per cent in 2010-11 to 32 per cent in 2011-12, before falling slightly to 29 per cent in 2012-13 and the same figure in 2013-14. Across all tenures, 23 per cent of homes completed in 2013-14 were family-sized.
- The GLA separately monitors completions from its own affordable homes programmes. In 2014-15, 4,676 GLA-funded affordable homes with three or more bedrooms were completed, up from 2,516 in 2013-14. There are a number of methodological differences between how affordable housing supply is measured for purposes of London Plan monitoring and the GLA affordable homes programme, so that the figures produced are not directly comparable. These include differences in definition (for example, the GLA programme includes a small number of acquisitions) and in which year the schemes are counted as completed.

- **Number of empty homes in London which have been vacant for six months or longer** (Source: Department for Communities and Local Government, Housing Live Tables 100 and 615)

	2012-13	2013-14	2014-15
Long-term empty homes as at October	23,870	21,852	20,795
Total housing stock at 31 March	3,358,200	3,404,070	3,428,000
Long-term empty as a percentage of total stock	0.71%	0.64%	0.61%

Commentary:

- Statistics on empty homes are derived from council tax records in October of each year.
- The Mayor's London Housing Strategy sets out a target that no more than one per cent of homes in London should be empty for six months or more. This target has now been met for four years running.
- The rate of long-term empty homes in London is at its lowest recorded level and has more than halved since 2005. The London rate is also considerably lower than that in the rest of England (0.93%).

- **Number of rough sleepers in London** (Source: CHAIN data, commissioned by GLA through St Mungo’s Broadway)

	2011-12	2012-13	2013-14	2014-15
Number of rough sleepers	5,678	6,437	6,508	7,581

Commentary:

- The reported figure is the number of people seen sleeping rough in London over the course of the year. This provides a more accurate figure than using a snapshot on a single night.
- The level of rough sleeping is affected by a range of factors, including the economic climate. 57% of those seen sleeping rough in 2014-15 were from overseas.
- Most rough sleepers are quickly helped to find alternative accommodation or return home. Over two thirds of those new to the streets in 2014-15 were seen sleeping rough only once, in large part as a result of the Mayor’s No Second Night Out (NSNO) service. In 2014-15, 36 per cent of new rough sleepers were seen by NSNO, of whom 86 per cent did not spend a second night out during the year. Other GLA-commissioned services include the London Street Rescue outreach team, the CHAIN database and Tenancy Sustainment Teams.
- The GLA is also administering the first ever rough sleeping social impact bond. With £5 million of funding, this innovative project is targeting a group of 830 entrenched rough sleepers.

- **Number of new homes built in London meeting level three or above of the Code for Sustainable Homes (CSH 3+)** (Source: Homes and Communities Agency)

	2012-13	2013-14	2014-15
CSH 3+ affordable homes completed for rent	4,777	4,627	9,844
CSH 3+ affordable homes completed for sale	2,369	2,983	5,084

Commentary:

- The number of affordable homes completed in London that were certified as CSH 3+ rose to a new high of 14,928, comprising 9,844 homes for rent and 5,084 homes for sale.
- Affordable homes for rent include both social rent and Affordable Rent homes. Homes for sale include shared ownership homes and other low cost home ownership products available through the Mayor’s First Steps programme.

- **Number of new homes built in London with access to private garden space**

This information is not available for London nor for GLA’s housing programmes. The focus on the Mayor’s housing programmes is to encourage home provision as a whole.

- **Number of three bedroom+ homes built in London that are not at street level**

This information is not available for London nor for our housing programmes. Three-bedroom plus homes built is available but not by floor level. Data which are available are the number of storeys of buildings where 3-bedroom homes are provided –rather than which storey they are on-, though this is likely to be of limited interest.

Transport and environment

- **Congestion levels on roads in inner and outer London** (Source: TfL)

Average traffic speeds (kilometres per hour) by functional sector of London; working weekdays, by time period

Functional sector	Time period	2011-12	2012-13	2013-14
Central London	am peak	14.9	15.0	15.1
	inter-peak	13.6	13.6	13.6
	pm peak	13.8	14.1	13.8
Inner London	am peak	20.4	20.3	20.0
	inter-peak	21.4	21.2	21.2
	pm peak	18.4	18.3	18.0
Outer London	am peak	32.4	32.0	31.4
	inter-peak	34.7	35.0	35.1
	pm peak	29.8	29.8	29.2

Commentary:

- Data for average traffic speeds by functional sector of London is obtained from GPS devices within a sample of vehicles that are representative of those found on each network. This data is supplied to TfL under contract from the Department for Transport. It is only available six months in arrears, plus additional time is required to process the data to produce these figures. For this reason data for 2014-15 are not yet available.
- The table shows that there are clear and expected differences in the prevailing average speeds for each of central, inner and outer London. However, within each sector the overall trend is one of marked stability in average speeds and this is true for the period 2007 to 2013. Within the data between late 2013 and early 2014 there has been a notable deterioration in speeds in the peaks for outer London as well as a small decline for inner London. This is mainly attributed to economic growth across the capital which is driving an increase in traffic volumes, and in turn has an effect on traffic speeds and vehicle delay on the road network.
- TfL is working to minimise delays to traffic through the use of Split Cycle Offset Optimisation Technique (SCOOT) and investment in small scale road changes on key corridors in London. SCOOT operates at over half the traffic signals in London to make sure the signal timings adapt to live traffic conditions, keeping delays to a minimum. An additional 1,500 sites will be operating with SCOOT by September 2018, when approximately 75 per cent of all traffic signals will be under SCOOT control. 309 new signal sites have been enabled with SCOOT up to 31 March 2015. The Corridor Improvement Programme has already delivered over 500

on-street interventions which are beneficial to traffic congestion. A further 100 localised measures are planned for the financial year 2015-16. Looking at the longer term, Surface Intelligent Transport Systems (SITS) will allow us to use emerging technologies and smart systems to get the most out of our road networks. The first stage of investment will focus on stabilising existing systems, starting with work on the Urban Traffic Control (UTC) system, from which traffic signals are controlled. SITS will also build on existing capability. This will lay the foundations for the future transformative years of the programme where new technologies and business processes will be adopted.

Average vehicle delay (minutes per kilometre) by functional sector of London; working weekdays, by time period

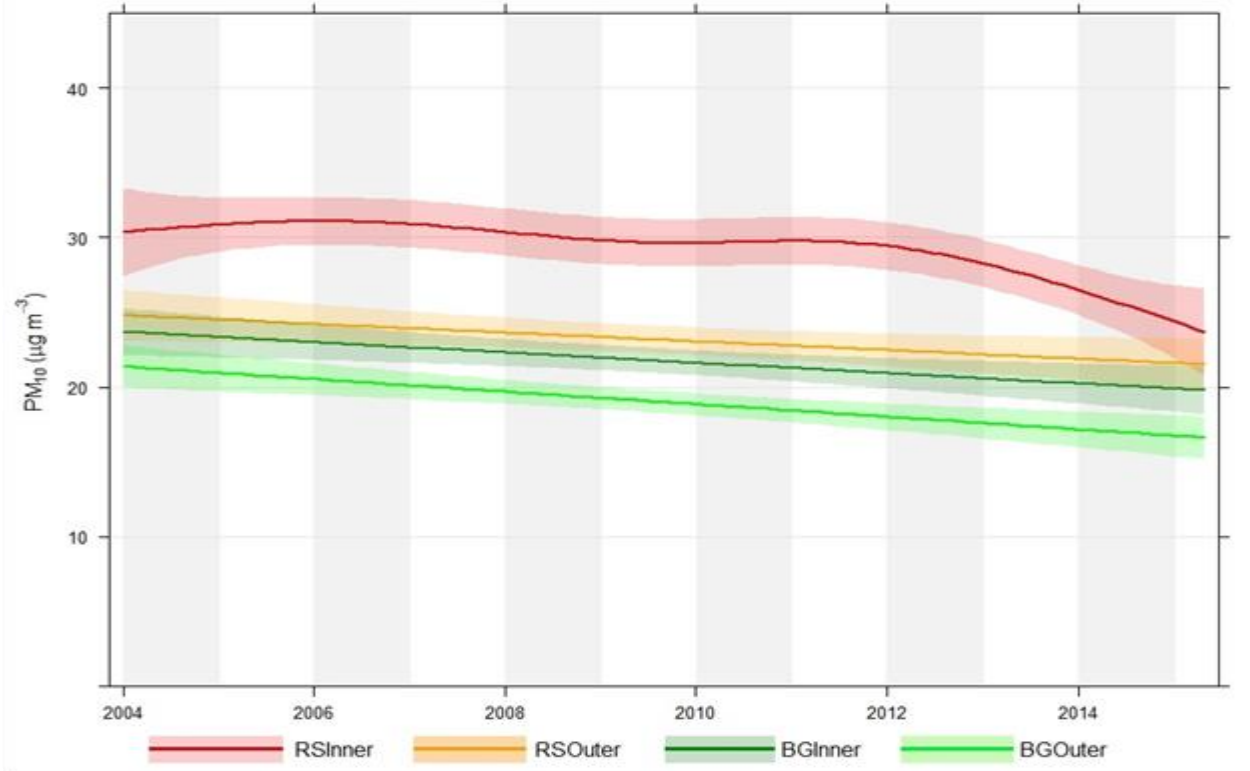
Functional sector	Time period	2011-12	2012-13	2013-14
Central London	am peak	1.4	1.4	1.5
	inter-peak	1.8	1.8	1.9
	pm peak	1.7	1.6	1.8
Inner London	am peak	1.2	1.2	1.2
	inter-peak	1.0	1.0	1.1
	pm peak	1.5	1.5	1.6
Outer London	am peak	0.7	0.7	0.7
	inter-peak	0.5	0.5	0.5
	pm peak	0.8	0.8	0.8

Commentary:

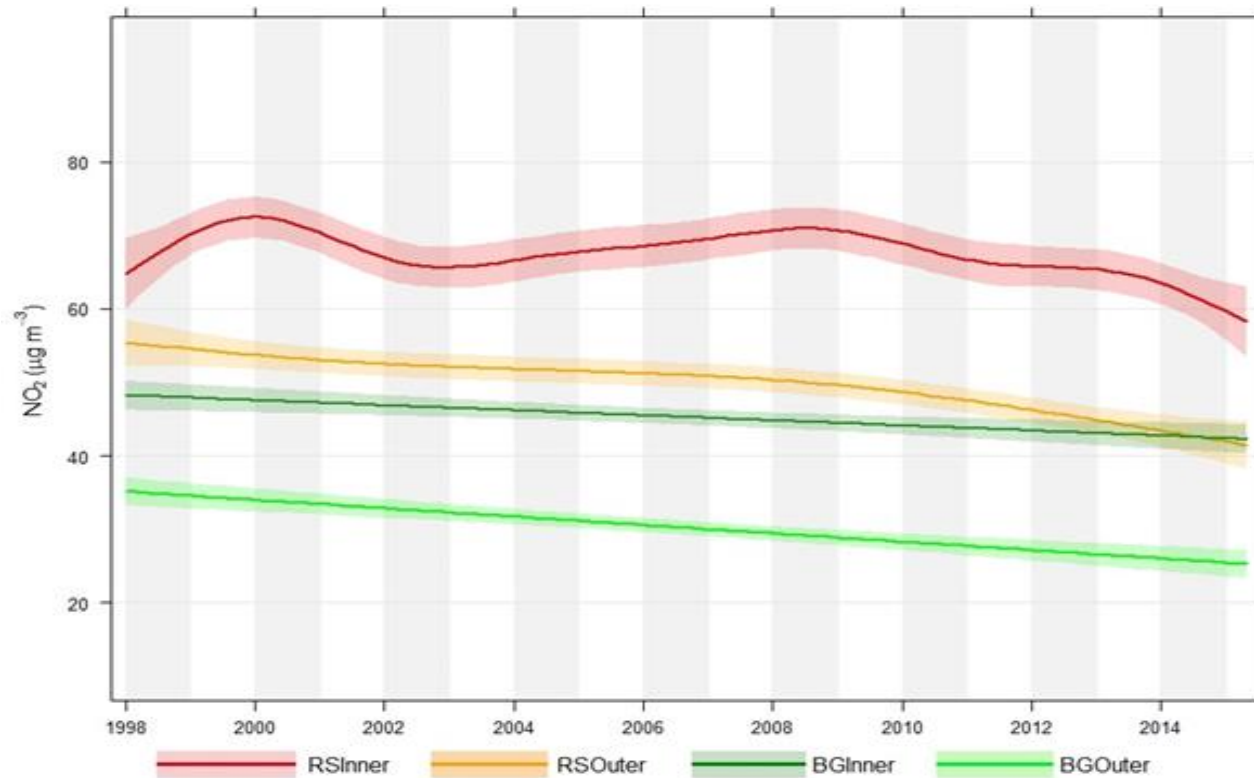
- Data for average vehicle delay (minutes per kilometre) by functional sector of London is obtained from GPS devices within a sample of vehicles that are representative of those found on each network. The data is supplied under contract from the Department for Transport. It is only available six months in arrears, plus additional time is required to produce these figures. For that reason data for 2014-15 is not yet available.
- The data series for average delay has been remarkably stable up to late 2013. Since then, delay has started to increase, particularly during the peak periods in inner and outer London. This is mainly attributed to economic growth across the Capital that is driving an increase in traffic volumes, which in turn has an effect on vehicle delay and traffic speeds on London’s road network.
- Note comments on measurement and trends above (congestion levels), which apply to this measure also.

- **Air quality, carbon emissions and pollution levels (PM₁₀ and NO₂) in London** (Source: King's College London and the London Air Quality Network (www.londonair.org.uk) via Transport for London)

PM₁₀ concentrations at background and roadside locations in Inner and Outer London



NO₂ concentrations at background and roadside locations in inner and outer London



Commentary:

- Pollutant concentrations in London are affected by emissions from London sources, pollution from outside London and the UK, and other factors such as weather.
- Concentrations are monitored at over 100 sites across London
- Compliance with the European Union (EU) limit values is monitored and reported by Department for Environment, Food and Rural Affairs (Defra), using a monitoring network specified to meet the requirements of the Air Quality Directive as well as air quality modelling data.
- The 2008 ambient air quality directive (2008/50/EC) sets legally binding EU Limit Values for concentrations of major air pollutants such as PM₁₀ and NO₂. London is currently reported as compliant with eight of these nine air Limit Values, with the NO₂ Limit Value yet to be achieved. Most other UK and European cities are in a similar position and this reflects the Europe-wide failure of Euro standards to reduce emissions of NO_x/ NO₂ as expected.

- The compliance date for the NO₂ Limit Values was 1 January 2010 with the possibility of an extension to 2015. The UK Government did not apply for a time extension for London. At the time of writing, London faces a considerable NO₂ compliance gap.
- Average concentrations of PM₁₀ and NO₂, illustrated in the graphs above, indicate a gradual reduction in concentrations at background sites in inner and outer London and outer London roadside sites
- Inner London NO₂ roadside sites have a more variable trend but have seen a steeper decline from 2012 which is also reflected in the Inner London PM10 roadside sites

Road transport emissions (Source: TfL)

	2011	2012	2013
Average grams of CO ₂ emissions per road vehicle (excluding buses and taxis) per km	212	211	208
Average grams of CO ₂ emissions per public transport passenger (buses and taxis) per km	130	131	125

Commentary:

- The entire timeline has been updated in line with changes in methodology. Figures provided from the London Atmospheric Emissions Inventory and interim update and TfL Environment Report

London-wide CO₂ emissions (Source: Homes and workplaces – Department of Energy and Climate Change (DECC) Local and Regional CO₂ Emissions Estimates for 2005-2011; Transport – TfL LAEI)

MtCO ₂	1990	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013 (interim)
Homes	15.84	17.95	18.11	16.85	17.28	17.17	16.80	16.87	15.21	16.26	14.09	14.80	14.66
Workplaces	19.74	21.10	20.45	20.05	19.36	20.69	19.93	19.91	17.44	18.95	16.33	17.37	16.84
Transport	9.47	9.88	10.45	9.65	9.86	9.79	9.79	9.90	9.90	8.58	8.58	8.58	8.69
Total	45.05	48.93	49.01	46.56	46.50	47.66	46.53	46.67	42.55	43.79	38.99	40.75	40.19
Reduction from 1990	n/a	9%	9%	3%	3%	6%	3%	4%	-6%	-3%	-13%	10%	11%
Reduction from 2000	n/a	-3%	-3%	-7%	-8%	-5%	-8%	-7%	-15%	-13%	-22%	19%	20%
Population	6,798,800	7,376,700	7,394,800	7,432,700	7,519,000	7,597,800	7,693,500	7,812,200	7,942,600	8,061,495	8,204,407	8,308,369	8,416,535
CO ₂ per capita	6.63	6.63	6.63	6.26	6.18	6.27	6.05	5.97	5.36	5.43	4.75	4.90	4.78

Commentary:

- The Mayor has set a target that CO2 levels are reduced 60 per cent by 2025 from a 1990 baseline. Progress in 2013-14 was promising. Despite one of the coldest winters in recent history that increased London's gas use and CO2 emissions, and an ever-increasing population, measurement of London's interim emissions show they have fallen by 11 percent on their 1990 baseline and 20 percent since their peak in 2000. Had it not been for the cold winter, London's emissions are estimated to have been 13 percent down on their 1990 baseline.
- With a population now at 8.6 million, London continued to reduce its per capita emissions by 28 percent on 1990 levels and by 20 percent on 2008 levels to 4.8 tCO2 per capita in 2013. In the same period London's GVA grew by 18 percent. As more of the world's populations move to cities, London's example shows the potential for decoupling CO2 emissions from economic growth, and the opportunities of increasingly more carbon-efficient city living globally.
- Please note that the 2013 figures are interim until final government and TfL figures are confirmed, expected in 2016.
- In addition, from 2010 onwards, figures are reported as non-weather-corrected meaning they are more susceptible to cold winters (and some data has been corrected with slight variations from 2010 onwards).

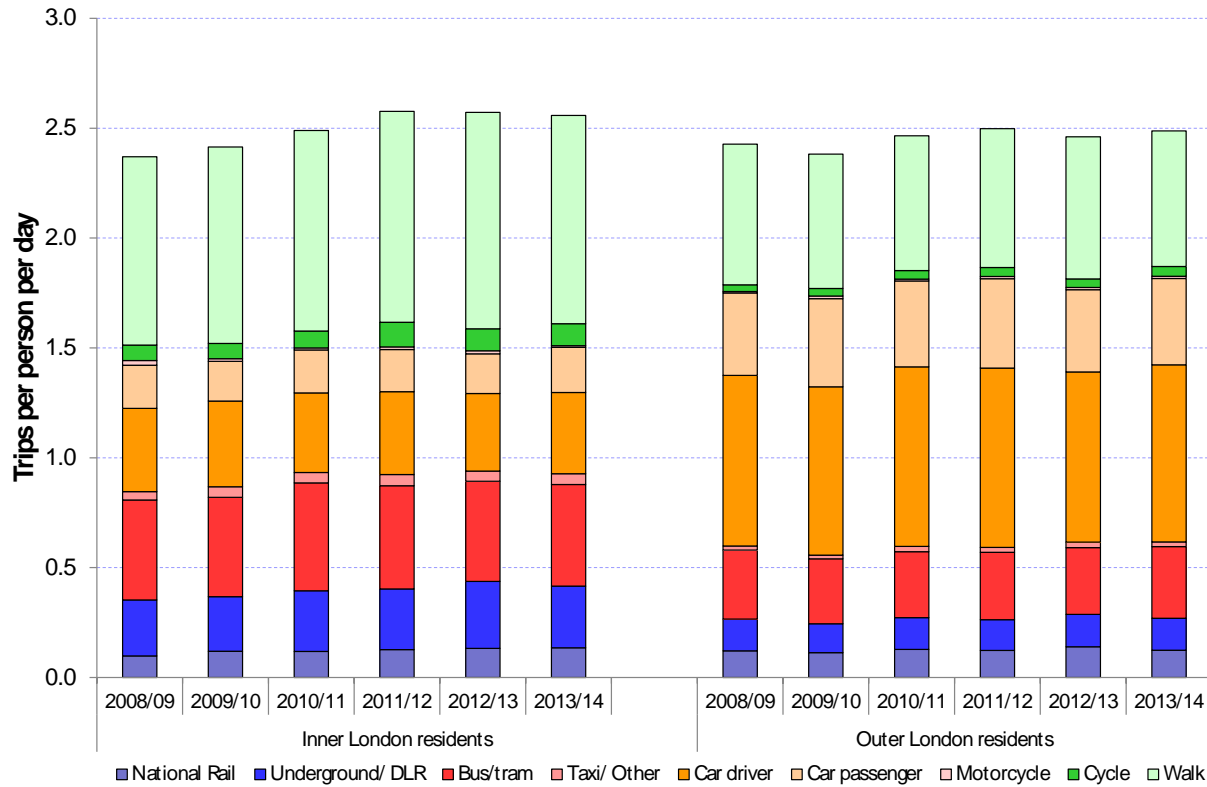
- **Proportion of journeys made by private transport, cycling and walking** (Source: TfL, Travel in London Report 7)

	2011	2012	2013
Public transport	43%	44%	44%
Private transport	34%	33%	33%
Cycling	2%	2%	2%
Walking	21%	21%	21%

Commentary:

- Public transport mode shares have continued to increase in London. Private transport mode shares have decreased from 35 per cent in 2010 to 33 per cent in 2013. Since 2000 the public transport mode share has increased by over ten percentage points.
- Cycle and walk mode shares remain at two per cent and 21 per cent respectively, although cycle stages have increased by 104 per cent since 2000.
- 2014 data should be available in the summer (<https://www.tfl.gov.uk/corporate/publications-and-reports/travel-in-london-reports>)

Personal trip rates by residency of inner and outer London and main mode of transport



Commentary:

- Trip rates have been increasing for inner London residents over recent years, but have remained relatively stable in outer London; and inner London residents now make more trips on an average than outer London residents: 2.56 trips per person per day compared with 2.49 trips per person per day.
- Residents of inner London make more public transport, walking and cycling trips than outer London residents, who make over twice as many car driver trips on an average day.

- **Crowding on each bus route annually**

Crowding data is not collected. Reliability data is reported instead as irregular services may often be a contributory cause of crowding. Reliability of the bus network is measured using 'Excess Wait Time' (EWT), defined as the difference between the Actual Wait Time (AWT) and the Scheduled Wait Time (SWT) experienced by

passengers. This is the average time passengers wait over and above what would have been expected if the service was running as scheduled. This measurement is used for high frequency bus routes (5 or more buses an hour). Research shows that passengers tend not to look at the timetable before arriving at the stop and rely on the buses headway. EWT results for all routes can be aggregated into a single, network wide value.

A 2 year trend data per route, or the downloading of a document giving latest quarterly results on both a borough and London wide basis are available through the following link: <https://tfl.gov.uk/forms/14144.aspx>.

Reliability

Category	2012-13	2013-14	2014-15
Network EWT (minutes)	1.0	1.0	1.1

Commentary:

- Over the full year, bus excess wait time deteriorated slightly compared with the record levels first achieved in 2011-12.
- A rise in traffic delays arising from increased economic growth was the main cause.
- A package of measures is being introduced to ensure bus reliability is protected against adverse trends in traffic conditions arising from major roads schemes.

- **Number of passenger journeys per bus route annually**

Passenger journeys per bus route annually are available online via the following link: <http://tfl.gov.uk/corporate/publications-and-reports/buses>
Because of the length of such information it is not proposed to include it in this report.

Category	2012-13	2013-14	2014-15
Network wide passenger journeys (million)	2,335	2,382*	2,385

Commentary:

- The number of bus passenger journeys increased by 0.1% to 2,385m in 2014-15. Underlying journey growth, adjusting for industrial action in January and February 2015, is around 0.4%.
- Note that the 2013-14 total passenger journeys differs from the TfL Annual Report figure of 2,405m due to a retrospective reduction in journeys following a revision the methodology for estimating the journeys made by under 11 year-olds.

- **Level of bus-km operated on each bus route annually**

Bus km operated by route is available online via the following link: <http://tfl.gov.uk/corporate/publications-and-reports/buses>
Again, because of the length of such information it is not proposed to include it in this report.

Category	2012-13	2013-14	2014-15
Bus service operated annually (million km).	491	491	489
Operated km (%)	97.6%	97.6%	97.1%

Commentary:

- Bus service operated (km) is defined as the total distance bus services operated across the network, measured in kilometres. Bus services *scheduled* (km) is the total distance TfL specifies for operation. Staffing issues, mechanical failures and traffic disruption all lead to disruption in services and therefore lower operated km. TfL therefore also measures, as a Key Performance Indicator, operated km as a percentage of scheduled km.
- Bus kms operated in 2014-15 were 489m compared to 491m in 2013-14. There would have been growth had the network not been affected by two instances of industrial action in early 2015. The network would have otherwise delivered an annual operated km figure of 492 million km.
- Scheduled bus services increased over the same period (from 504 million km to 505 million km).
- The slight fall in operated kms as a percentage of scheduled km (from 97.6% to 97.1%) was due to staffing issues during the industrial action.

- **Cyclist casualty rates per million cycle journeys**

Category	2012	2013	2014
Cyclist KSI casualty rate per million journeys cycled	3.2	2.3	1.9

Commentary:

- Cyclist KSI casualty rates are estimated based on the number of journeys cycled in London, as published in the Travel in London Report, and the number of cyclist KSIs as reported by the police in accordance with DfT STAT19 national guidance.
- Cycling on London’s main roads has almost tripled in the last decade and it is estimated that, on average, about 610,000 journeys are now cycled each day in London.
- Taking the increase in cycling on London’s roads into account the rate of cyclists killed or seriously injured per million journeys cycled fell by around 15 per cent between 2013 and 2014 to the lowest level on record.

Number of cyclists killed or seriously injured in London

Category	2012-13	2013-14
Number of cyclists killed or seriously injured (KSI) per million journeys cycled in London.	634	476

Commentary:

- The number of cyclists killed or seriously injured in London fell by 25 percent between 2012-13 and 2013-14, the most recent annual figures available from the police.
- Road safety figure for 2014-15 are not yet available at the time of writing.

- **Number of pedestrians killed or seriously injured in London** (Source: STATS19)

Category	2012-13	2013-14
Number of pedestrians killed or seriously injured in London	1,038	834

Commentary:

- This measures personal injury collisions that occur on the public highway and are reported by the police in accordance with DfT STAT19 national guidance.
- Figures show that 834 pedestrians were Killed or Seriously Injured (KSI) on London's roads during 2013-14.
- A reduction of 20 percent when compared to 2012-13 and the lowest level on record.
- Finalised road safety figures for 2014-15 are not yet available at the time of writing.

- **Number of people killed or seriously injured in collisions involving a bus or coach, including borough breakdowns** (Source: STATS19. Refers to collisions involving buses or coaches rather than incidents reported by bus operators).

Number of people killed or seriously injured in collisions involving a bus or coach.		
Borough	2012-13	2013-14
City of London	11	8

Westminster	26	23
Camden	7	16
Islington	4	4
Hackney	12	3
Tower Hamlets	7	6
Greenwich	5	3
Lewisham	9	6
Southwark	7	10
Lambeth	18	17
Wandsworth	5	8
Hammersmith & Fulham	9	3
Kensington & Chelsea	4	10
Waltham Forest	0	3
Redbridge	3	1
Havering	2	6
Barking & Dagenham	1	2
Newham	6	7
Bexley	3	0
Bromley	11	4
Croydon	1	4
Sutton	4	2
Merton	2	1
Kingston upon Thames	1	6
Richmond upon Thames	1	3
Hounslow	5	4
Hillingdon	2	4
Ealing	6	3
Brent	0	7

Harrow	2	6
Barnet	8	10
Haringey	7	4
Enfield	6	8

Commentary:

- Personal injury collisions that occur on the public highway and are reported by the police in accordance with DfT STAT19 national guidance. Figures for 2014-15 are not yet available at the time of writing.
- TfL is working to improve bus and coach safety both for passengers and vulnerable road users. As part of TfL’s extensive road safety programme, new trials of innovative technology are currently running on London buses. Two different types of detection technology to enhance bus driver awareness of pedestrians and cyclists were trialled on four buses across two routes. A planned trial of Intelligent Speed Adaptation, which will be linked to TfL’s Digital Speed Limit Map, will regulate vehicle speeds and help TfL understand the effects of this technology on London’s roads.
- TfL is investing £25m in bus driver training. Throughout 2015 all bus drivers will attend training which includes a new section on road safety, with a particular focus on vulnerable road user safety.

- **Take-up rates of home insulation schemes in London** (Source: GLA)

	2012-13	2013-14	2014-15	3-Year Total
Homes retrofitted	24,891	16,142	3,962	44,995
Carbon savings (annual tCO ₂)	3,765	7,020	3,448	14,233

Commentary:

- This data only covers the GLA-funded RE:NEW scheme.
- Following a successful bid to the European Investment Bank European Local Energy Assistance facility, the Mayor’s flagship RE:NEW home retrofit programme was awarded funding of €3,016,440. With a 10 per cent match from the GLA, a three-year programme is fully funded through €3,351,600 (£2,793,000) of revenue to provide a support team and a new framework of retrofit suppliers to facilitate large scale retrofit across the capital.
- An OJEU procurement for a new RE:NEW retrofit framework of suppliers was launched in the autumn of 2014-15. The Mayor established the RE:NEW Support Team in July 2015, with services provided by Capita, to support social housing providers and local authorities to retrofit their stock. Strong progress has been made in developing a project pipeline of 93 organisations and the team are actively providing programme development and optimisation support to 30 of these. By the end of 2014-15 the team has assisted organisations to contract for projects worth nearly £19 million to retrofit nearly 4,000 homes, and save over 3,400 tonnes carbon per annum.
- The total number of homes retrofitted through RE:NEW to date is nearly 110,000, saving over 29,000 tonnes of carbon per annum.

- **Number of street trees planted using GLA resources and the net increase or decrease in numbers of street trees. These figures should be broken down to show how many were planted and the net increase or decrease in each London borough** (Source: GLA)

Trees planted through the Mayor's street trees programme

Borough	2012-13	2013-14	2014-15
Barking and Dagenham	190	0	0
Barnet	0	20	44
Bexley	59	0	0
Brent	200	200	202
Bromley	0	50	0
Camden	145	100	86
City of London	0	0	0
Croydon	0	125	194
Ealing	210	1,250	1,561
Enfield	200	200	347
Greenwich	0	0	0
Hackney	12	50	50
Hammersmith & Fulham	99	95	66
Haringey	60	180	200
Harrow	80	0	457
Havering	100	50	50
Hillingdon	50	50	50
Hounslow	20	0	200
Islington	189	0	400
Kensington and Chelsea	0	0	0
Kingston	0	50	40
Lambeth	0	600	300
Lewisham	24	58	21
Merton	0	234	110

Borough	2012-13	2013-14	2014-15
Newham	0	50	20
Redbridge	50	33	22
Richmond	0	0	0
Southwark	65	85	0
Sutton	0	395	0
Tower Hamlets	132	130	0
Waltham Forest	0	0	0
Wandsworth	0	100	0
Westminster	100	224	181
Total	1,985	4,329	4,601

Commentary:

- The GLA has planted 4,601 street trees over the autumn and winter of 2014-15 meeting the Mayor’s target of planting 10,000 new street trees across London in his second term by March 2015. This adds to over 10,000 street trees funded by the Mayor during his first term.

TfL tree planting and removal (Source: TfL)

	2012-13	2013-14	2014-15
TfL removed (TLRN)	300	665	1,065
TfL planted (TLRN)	1,350	1,086	1,003
Net loss/gain	1,050	421	-62

Commentary:

- This information covers all trees removed/planted by TfL on the Transport for London Road Network (TLRN), not just street trees i.e. trees planted on pavements and along highways.
- In the main, the removal of trees on the TLRN is undertaken for reasons of safety i.e. trees in danger of falling, causing damage or injury. Trees are also removed through developments on or near the TLRN network and to accommodate upgrades to carriageways and footways.
- Overall there is a small net loss in the tree numbers over the year which includes the removal of 49 trees to accommodate the cycle superhighways and around 395 small scrub / woodland trees at the Southall Gasworks development. Where trees are removed by developers a contribution is made to fund replanting near to the removal location if possible.
- Significant planting has taken place at the following locations during 2014-15: Glenlea Road, Greenwich (57 trees), Chertsey Road, Richmond (79 trees), A2 Rochester Way junction with Westbrook Road, Greenwich (136 trees) and Streatham High Road, Lambeth (25 trees).

- **Information showing carbon emissions caused by or attributable to the GLA group**

Scope 1 and 2 CO₂ emissions from GLA Group activities (Source: MPS, LFB, TfL and the GLA)

Body	2012-13 (kilotonnes)	2013-14 (kilotonnes)	2014-15 (kilotonnes)
GLA	2.2	2.3	2.1
LFB	18 (16.5)	15.4	14.3
MOPAC	140.7	135.7	131.1
TfL	27.6	28.9	33.1
LLDC	N/A	5.2	1.3
Total	188.5 (187)	187.6	181.7

Commentary:

- Note that the MOPAC figures are estimates using a combination of 2013-14 and 2014-15 information where the current year data is not yet available. Full data should be confirmed later in the year.
- For LFB, the 2014-15 number may be subject to minor change to rectify any billing errors identified. Please note that the following figures have been updated from last year’s report based on confirmed figures: 2011-12 (17.3), 12-13 (17.6), 13-14 (15.4). Confirmed figures for 2014-15 will be published July 2015. CO₂ emissions are reported as absolute figures. In years where exceptional weather conditions skew the figures negatively, both absolute and weather corrected figures (in brackets) are provided against the reduction in emissions to demonstrate the benefit of energy efficiency measures installed. This is a practice recognised by the Carbon Trust and is based on extrapolation of the weather correction of gas and electricity consumption.
- Note also that LLDC figures are estimates. The reason for the large decrease is a change in scope of the LLDC portfolio, as it hands over its buildings to the operators. These figures are subject to revision as LLDC gains a more comprehensive picture of its greenhouse gas emissions.
- TfL data is estimated. Updated figures should be due shortly.
- In line with guidance issued by Defra, carbon dioxide emissions from past years have been re-calculated using the most recently issued conversion factors (July 2014).

- **Monthly Santander Cycles Cycle Hires** (Source: TfL, Travel in London Report 6)

	2012-13	2013-14	2014-15
April	649,473	658,230	805,751
May	926,952	749,934	890,709
June	858,805	813,631	1,052,573

	2012-13	2013-14	2014-15
July	1,014,174	998,755	1,183,182
August	1,163,171	904,155	1,055,206
September	1,015,145	701,724	1,058,684
October	856,866	674,154	907,998
November	726,893	514,146	715,447
December	513,444	443,942	579,853
January	565,589	493,870	583,663
February	516,588	522,940	549,278
March	504,611	757,864	701,384
Total	9,311,711	8,233,345	10,083,728

Commentary:

- The marked increase in cycle hires for 2014-15 is due to the increasing profile of the scheme. Seasonal variations are evident with a record breaking million plus hires in each of the summer months.
- TfL is looking to deliver 1,000 additional docking points by March 2016 working with our borough partners within the footprint of the current scheme to intensify the existing network. These docking points will be a mixture of TfL funded sites and private funded sites with monies secured through redevelopment planning applications (S106).
- In addition there is a small expansion to the Queen Elizabeth Olympic Park planned, with sites inside the Olympic Park itself and in the vicinity to connect the park to the existing network by March 2016.

- **Monthly cycle journeys made on cycle super-highways** (Source: TfL)

- TfL does not measure monthly cycle journeys on Cycle Superhighways
- More than 580,000 cycle journeys are made every day in London, and cycling in London has more than doubled in the last decade
- Average cycling flows on the TLRN network increased by 11 per cent between 2013-14 and 2014-15, representing over a threefold increase in cycling in London since the index began in 2000-01.
- The Mayor published his Vision for Cycling in March 2013 which outlined plans to invest £913 million into cycling over the next 10 years to deliver a step-change in cycling provision for the growing number of cyclists and realise the target of 1.5 million journey stages a day by 2026. TfL provided an update on progress of the Cycling Vision to the TfL Board in March 2015.
- Following consultation, approval was granted for the flagship North-South and East-West Cycle Superhighway routes. Construction began on the North-South route in March 2015 with advanced works on site for the East-West route. Work on the upgrade to Cycle Superhighway 2 began in February 2015. Construction has begun on the first Quietways and seven pilot Quietway routes have been announced for delivery by 2016. Phase 2 of the Quietways programme began in

March 2015 with boroughs across London. The first Central London Grid routes are on site. Works are underway at each of the three Mini-Holland boroughs (Enfield, Waltham Forest & Kingston). Schemes include the delivery of new cycle infrastructure and urban realm improvements

- TfL is delivering a pan-London monitoring strategy to further understanding of cycling levels across London and the impacts of programmes in the Cycle Vision portfolio. One aspect of this is the Central London Cycle Metric, which reports the total cycle flow per km on central London roads. The first survey cycle was completed in Q4 2013-14 and forms the baseline period. This metric will be collected and reported quarterly.

- **Lost customer hours on London Underground** (Source: TfL – CuPID database)

	2012-13	2013-14	2014-15
Lost customer hours on London Underground (in millions)	21.7	20.7	18.8

Commentary:

- Annual Lost Customer Hours – LCHs. This is the weighted system used to estimate the cumulative additional perceived journey time encountered by customers as a result of unplanned disruptions to customer services at both train and station level. LCHs measure the collective disruption to passengers resulting from delays. They cover all incidents resulting in customer delays on trains and stations from line suspensions to escalator non-availability and the numbers assigned to total LCH take into account the time, location and passenger loading associated with each delay.
- Underlying reliability has improved over the last four years due to a focussed reliability improvement programme which covers the whole London Underground network.
- Underlying reliability performance in 2014-15 has shown improvement across all areas of impact since 2013-14; Operational Staff delays are down 10%, Assets related delays have reduced 5%, delays from Projects fell 18% and delays due to Customers & Other causes are down 13%.
- Reported numbers are indicative and subject to change as incident investigation and attribution processes are completed.
- Note these figures are the underlying LCH count. They do not include industrial action, which accounted for 379,000 LCH in 2011-12; 1.2 million LCH in 2012-13; 3.4 million LCH in 2013-14 and 3.8 million LCH in 2014-15.