

MAYOR OF LONDON

The Mayor of London's
Annual Report
2011/12

June 2012

Contents

Foreword from the Mayor of London	3
A vital economy	5
Vital high streets, vibrant economies	6
Generating growth	7
A bright future for young Londoners	9
Standing up for London	10
An efficient and responsive City Hall	11
A safer city	13
A stronger police force	14
Bearing down on crime and disorder	15
Tackling youth violence	16
A world-class transport network	18
A 21st century Tube and rail network	19
Smooth-flowing traffic, safer roads	21
Red buses, blue bikes, greener transport	22
A better quality of life	24
Investing in housing, investing for growth	25
A greener, cleaner, healthier city	26
Strengthening London's cultural and civic life	30
A summer like no other; A lasting legacy for London	32
A summer like no other	33
Capturing the legacy for London	35
Nurturing a grassroots renaissance	36

Foreword from the Mayor of London

I am immensely honoured to have been re-elected as Mayor of London. It would be a great privilege to lead the World's Best Big City at any time but 2012 is a year that our city will not see again for generations. This summer really will be a summer like no other.

Despite everything the heavens could throw at it the Queen's Diamond Jubilee was a triumph. But it was just the start of an amazing series of events, which will see the eyes of the world focussed on London in a way that will not happen again in any of our lifetimes. And we must make the very most of this opportunity.

The reality is that Londoners would not have re-elected me if they had not looked at the record of the GLA over the last four years and decided that it was respectable. In fact it was more than respectable – it was excellent as this Annual Report lays out.

Over the past four years crime has been driven down by almost 11 per cent and we have seen a record number of affordable homes delivered. Tube delays are down by 40 per cent and there is a real improvement in London's air quality.

We have improved Londoners' favourite parks, planted many thousands of trees and created hundreds of growing spaces across the capital. We have delivered the world's best cycle hire scheme and the UK's first urban cable car is almost ready to welcome its first passengers.

We have also continued to champion the cultural industries in the capital, most visibly by commissioning the ArcelorMittal Orbit, which is the country's largest piece of public art and will be a major visitor attraction in the Queen Elizabeth Olympic Park.

People had seen that this is an administration that had kept its promises. We have Oysterised the suburban rail services, banished the bendys and developed and introduced from scratch the beautiful New Bus for London.

Now there are new commitments to deliver but in fact they all lead to just one: to do everything the GLA Group can do to create jobs and foster economic growth.

Therefore I will continue to keep police numbers high because a safe city is not just an end in itself. It is a vital prerequisite for economic confidence and a driver for inward investment. We will deliver our plans for transport, housing and regeneration. These projects will not only create the platform for future growth and prosperity but in themselves generate the tens of thousands of jobs when Londoners most need them.

We need to look at all the steps we can take to make sure Londoners get those jobs. We need to ask ourselves why it is that so many Londoners are unable to grab the opportunities this city offers. That's why I have set up the Education Inquiry to have a proper look at why so many young people leave school unable to read and write properly. That's why we will deliver 250,000 apprenticeships in this Mayoral term because it is the experience and discipline of work that will get so many of our young people on that first rung of the career ladder.

The GLA will continue to improve the environment and the quality of life because a city that is clean and green is more likely to attract investment. So we will take further measures to build on my first term's achievements in improving London's air quality and green spaces.

It is essential that we frame and focus the vision for the city and how it will look in the future. The GLA is producing a 2020 Vision paper, which will encompass everything from spatial and transport developments, opportunity areas, new river crossings to our air quality, how to increase cycling and improve Londoners' health outcomes.

Vision 2020 will include projects that will not only be completed but which must be underway to meet the challenge of London's growing population. We must avoid the mistakes made in the decades after the Second World War when we allowed London to decline.

My first term saw the creation of the London Datastore, which is a home of many of the statistics held by different bodies across London government. We are going to build on this resource to ensure that policy makers, journalists and – most importantly – Londoners can see what is really happening on gun crime, affordable home starts, air quality. It is through more transparency and openness that Londoners can see whether or not I am delivering on my promises.

It is now just a few short weeks until the Olympic Torch arrives in London and the beginning of the Games. This Annual Report gives a snapshot of how the GLA has made London more than fit to put on the Best Games Ever.

London will wow the world and immediately afterwards Londoners should be assured that I and everyone in the GLA Group will be hard at work to build a lasting Olympic legacy and to create the jobs and growth that will get London – and the rest of the UK – out of our current economic difficulties.

A vital economy

Highlights

- The Mayor is investing in London's transport network, in new housing, in local high streets and in regeneration. In this way he will release economic energy, create 200,000 jobs over the next four years and secure London's future.
- The £50 million Outer London Fund opened in June. The fund is supporting smarter, vibrant and vital high streets across 23 boroughs. The first projects are already making a difference.
- The Mayor's Regeneration Fund launched two months later. Nearly £100 million is being invested in ten boroughs affected by last summer's riots. The fund will do more than repair and rebuild. It will instil new confidence and economic vigour.
- We are unlocking the potential of the capital's underused and neglected land, such as the Royal Docks in east London and on Greenwich Peninsula. Taken together, London's 33 opportunity sites have the potential to accommodate 250,000 homes and 500,000 jobs.
- The London Enterprise Panel, backed by a £110 million revolving fund, is up and running and assessing how to help London grow and compete and how best to support Londoners into jobs.
- Since July 2010, the Mayor has pressed businesses to create nearly 64,000 apprenticeship opportunities. He will now go further and faster and has set a new target of 250,000 apprenticeship starts by the end of the Mayoral term.
- Through the Mayor's employment and skills projects led by the London Development Agency in 2011/12, almost 8,000 unemployed adults and young people were provided with help to get into work or training. Nearly 4,000 more were supported through the Mayor's Olympics skills projects.
- The Mayor is championing London to the world. In 2011/12 London & Partners, his promotion agency, attracted foreign investment to the capital generating nearly 4,500 jobs.
- The Mayor is pressing Number 10 to invest in London. The Chancellor committed to support additional investment in London's infrastructure, including an extension to the Northern line and more river crossings. He also awarded London an additional £70 million to support jobs and growth.
- The Mayor has saved £2 billion by rooting out waste. He is using the money to protect frontline services, including keeping police numbers high.
- This year the Mayor cut his share of the council tax – the first cut in the Mayoralty's twelve year history. He will cut the precept by at least ten per cent over this Mayoral term.

Growth and jobs are the Mayor's top priority.

Delivering growth and jobs means championing London to the world. It means fighting for a good deal from Number 10. In difficult times, and with money tight, it means reducing council tax and ensuring every penny of taxpayers' money is spent wisely.

But most of all, it means investing in London: in a 21st century Tube and rail network; in a lasting Olympic legacy; in tens of thousands of new, affordable homes; in bustling high streets and vibrant communities; in London's underused tracts of land; and in Londoners – especially young Londoners – so they have the skills to seize the hundreds of thousands of new jobs we are creating.

Vital high streets, vibrant economies

By many metrics London is the most global city in the world. But its success and prosperity lies also in the local: in Greater London's town centres and its high streets, of which there are nearly 600. They are part of the cultural and social kaleidoscope that sets London apart from other world cities. They are important economies in their own right: outside of the centre, more than half of London's jobs are spread across the capital's high streets. And they are often bellwethers of the vitality and vibrancy of London's neighbourhoods.

Many of London's local economies are flourishing despite the downturn – and can do better still. Some others are finding it more difficult. And then there are those places that bore the brunt of the August 2011 riots. But with the right help, and building on what is already good, London's town centres and high streets can find new strengths, drawing in people and businesses and creating virtuous circles through which local economies will grow and thrive. Existing jobs will be safeguarded. And new opportunities will be generated – both for entrepreneurs and in the job market.

So the Mayor is working with London's boroughs, traders and community organisations across a panoply of different schemes that share this common thread. The biggest two programmes are the Outer London Fund and the Mayor's Regeneration Fund. Between them they have awarded grants ranging from £90,000 up to £18 million for projects as varied as the 27 boroughs we are helping.

High streets are the focus of the Mayor's £50 million Outer London Fund. Round One opened in June with a simple brief. We invited bids for projects that were ready to go; that would build on existing momentum to improve the character and quality of high streets; and which were in places benefitting less directly from big, strategic investments like Crossrail and the London 2012 Games. The results were Christmas lights across 19 high streets, including Bromley and Orpington town centres; seasonal fetes and other festivals in Barking, Kingston and numerous other places; shop local campaigns in Wandsworth, Archway and North Harrow; business support and pop-up galleries in vacant shops in Wood Street in Waltham Forest; and cleaner, greener and smarter high streets right across outer London. Boroughs and local traders tell us that the projects are making a real difference: visitors and sales are up – dramatically so in some places over the Christmas period.

But the fund is more than a pot of money. We are also providing expert help to boroughs. This will be particularly important as we move into Round Two. These are longer-term projects, many of which will redesign streets and public spaces to attract visitors and encourage them to linger. The 23 successful projects were announced in January and include better public spaces in Rainham Village; a high-quality street environment and improved shop front in Hounslow town centre; and a variety of schemes in Kingston to increase the range of shops and cultural attractions.

The rioting and other acts of senseless criminality that rippled across parts of London and beyond over four nights in early August were profoundly shocking. They left a wake of smashed windows,

battered buildings and shattered livelihoods. But the response from the great mass of Londoners reaffirmed what is best about this city. Dedicated professionals and concerned and community-spirited locals alike quickly got to work clearing up and helping neighbours.

In the days following the riots, the Mayor helped to kick start The High Street Fund with a £500,000 grant. The charitable fund was set up by some of the UK's major companies to provide small grants to independent businesses and shopkeepers across the country directly affected by the riots. The first grants, all of which were non-repayable, were paid out five days after the Mayor launched the fund at the end of August.

The support was crucial. Hundreds of businesses in the period immediately after the riots got back on their feet as a result. However, many of the affected areas need more substantial help. So, also in August, the Mayor launched a Regeneration Fund, backed by £50 million from City Hall and £20 million from Government. Its purpose is not to replicate what existed before. Rather it is supporting projects that will instil a new sense of confidence and vibrancy. In turn they will promote growth and underpin strong, self-reinforcing local economies.

In total 21 Mayor's Regeneration Fund projects have been successful in securing funding. Some of the projects are already underway. Plans are being drawn up for others so that they are up and running soon. More attractive and better connected streets and public spaces will emerge, transport links will be improved, and out of use buildings will become hubs for the community and support centres for businesses – existing and new. The Mayor will press to ensure jobs and apprenticeships for young people are key priorities for individual projects.

With match funding, the total amount being invested is just under £100 million. The bulk of the money, about £50 million, has been allocated to Tottenham and Croydon, the two town centres that suffered the most in the riots. The Mayor has established two taskforces, one for each borough, comprising top business people and others with expert local knowledge. Their mission is to support and champion their area; and to help make sure the funding is invested in ways that make the biggest difference.

Generating growth

The combined investment of the Outer London Fund and the Regeneration Fund – some £180 million including match funding – will inject vitality into many London communities. And, in addition to the indirect jobs created and safeguarded, we expect to funds to directly lead to 700 and 3,000 new jobs respectively. But we must also look to London's neglected and underused land.

Following successful lobbying by the Mayor, Government transferred a number of significant sites to the Greater London Authority (GLA) – and at no cost to the London taxpayer. Our 625 hectares is about as big as Hyde Park and Hampstead Heath combined; and Transport for London (TfL) and the London Legacy Development Corporation (LLDC) are substantial landholders too. Government also devolved new powers to the GLA to invest in housing, and we have absorbed the economic development function from the former London Development Authority (LDA). This is a powerful platform which the Mayor is using to pave the way for new business and commercial districts and thousands of new homes, releasing latent economic energy and creating thousands of jobs.

One such site is the Royal Docks. Once a gateway to Britain's mercantile empire, the area is now the most significant regeneration opportunity in London. The Mayor is working with the London Borough of Newham to turn the Royals into an internationally renowned destination, drawing on and reinforcing wider work to regenerate east London.

The Mayor has invested and influenced to inject a new momentum to the area. The Siemens Sustainability Centre, ExCeL London, the new International Conference Centre and the University of East London are all already within the Royal Docks. And this summer the UK's first urban cable car – the Emirates Airline – will be finished, bridging the Thames between the O2 and ExCeL London.

In March the Mayor announced that a private sector consortium had been provisionally chosen to develop Silvertown Quays, a 50 acre site within the Royal Docks owned by the GLA. The £1.2 billion project will create a new district with commerce, retail and pavilions for top brands to showcase their products. We also expect there will be up to 1,500 new homes and that 9,500 new and permanent jobs will be created. Later this year we will select a partner to develop the adjacent Royal Albert Dock site.

Underpinning the rejuvenation of the Royal Docks is its status as one of the UK's 24 Enterprise Zones (EZ). Established on 1 April 2012 following lobbying by the Mayor, the EZ means businesses will get tax discounts and the planning processes will be streamlined. Furthermore, increases in business rates will be shared with the new London Enterprise Panel (LEP) and invested across the capital

A site further ahead in its development cycle is Beam Reach Business Park in Rainham. The LDA sold its landholding to a major supermarket chain in June 2011. A distribution centre will be completed in 2013, supporting 1,200 jobs.

The Mayor has persuaded Government to consider establishing a second London EZ at Vauxhall Nine Elms Battersea to support the extension of the Northern line to the area, with two new stations. This would complement the significant strides made by the Mayor and partners to regenerate the site. In March we published a framework for a new and distinctive quarter with fine public spaces, riverside leisure and cultural destinations, 16,000 new homes and up to 25,000 jobs. Its centre point will be Sir Giles Gilbert Scott's magnificent Battersea Power Station, renewed for the 21st century.

In June the Mayor published the final London Plan. It is the touchstone that will guide what, where and how we build and develop – and equally what we protect and conserve – over the next 20 years. And it will help to align and resolve tensions between environmental, economic and social factors so that London can plot a course of sustainable growth. Key to that will be the 33 opportunity areas identified in the Plan. These are London's reservoirs of brownfield land, of which the Royal Docks and Vauxhall Nine Elms Battersea are two. Together they have the potential to accommodate 250,000 homes and 500,000 jobs.

The LEP is a new body bringing together representatives from the private sector and London boroughs. The Panel, co-chaired by the Mayor, met for the first time in February. It will recommend actions to help London innovate, compete and grow. And it will pay particular attention to London's job market, advising on how to create more jobs and to make sure Londoners are equipped to succeed in the job market.

The LEP will also advise on major investments. That includes making the best use of £110 million of Growing Places Funding secured from the Government. The first tranche of money – £41 million – will be used to get stalled projects moving, support new infrastructure, and in turn, stimulate house building and job creation. The LEP is already considering bids that could lever in an extra £200 million, catalyse the building of 30,000 homes and generate 25,000 jobs. And because the fund is investing, not making grants, it will be self-sustaining.

A bright future for young Londoners

Apprenticeships are a window into the workplace, teach crucial skills and instil self-confidence. The best apprenticeships can be life changing, putting a young person on a rewarding and lasting career path. Apprentices are good for businesses, too. Talented individuals with fresh ideas are exactly what firms need in difficult times.

That is why the Mayor is working with businesses and the National Apprenticeship Service (NAS) to increase dramatically the number of apprentices in London. Since July 2010, 63,700 apprenticeship opportunities have been created – including 1,000 apprentices who joined the GLA Group in the past year alone. Every apprentice earns a wage and works towards a nationally recognised qualification.

The opportunities are across all types of sectors from hospitality to the digital economy, from fashion to finance. And they are across companies of all sizes too. In fact the majority of apprenticeships have been created by smaller businesses. To help small businesses take on more apprentices, the Mayor has secured extra funding from NAS. Firms are now receiving £1,000 for each apprentice taken on.

The Mayor will go further and faster. The aim is to create 250,000 apprenticeship opportunities in this Mayoral term. To help, he plans to offer all apprentices the same travel discounts as full-time students.

In November the Mayor opened Bexleyheath Academy, the third of up to ten Mayoral academies. The exam results of its pupils will be an important barometer of the school's success. And on that measure the two Enfield Mayoral academies have had a great first year. But the ethos of the schools is about far more than exam results. The academies are also inspiring pupils to learn and preparing them for life beyond formal education. There is a focus on helping pupils develop a more rounded set of skills, a strong work ethic, and on providing post-school job and training opportunities. The schools are a resource for others in the community too, particularly local adults who want to raise their skills.

All of London's schools should be as good as the best. Too many young people are not in education, employment or training (NEET). Some groups are falling further behind. Meanwhile, demand for school places is increasing and is already outstripping supply in parts of London. So the Mayor has launched an Education Inquiry to look at these and other challenges and to recommend practical solutions. The inquiry published an interim report in February. Its final report will be published in the autumn.

The Mayor's Near Peer Mentoring Programme aims to boost educational achievement and the aspirations of young people in care, who are six times less likely to attend university than other young Londoners, through personalised support and advice from care leavers who have successfully gone on to university. After a successful pilot year, the Mayor has increased the programme's capacity so that it can work with more than twice as many young people across seven boroughs.

Finally, and crucial to their bright futures, is that young Londoners start secondary school able to read and write well. 'Mayor's Young Readers', a Team London project, is improving young children's literacy by harnessing the time and passion of volunteers.

Standing up for London

London is the world's top financial centre and leading tourist destination. And it is Europe's number one location for business. But other cities covet London's position and business is fleet of foot, constantly seeking out the most competitive destinations. So the Mayor is using his powers and influence to champion London and to make sure it retains its preeminent position.

One way he is doing this is through London & Partners. L&P's job is to promote London to a world-wide audience: to students who are thinking about studying abroad, to anyone looking for a holiday destination, to businesses considering their next investment, and to organisations looking for somewhere to host a major event. Its first year record is impressive. L&P has been instrumental in attracting foreign investment to London generating close to 4,500 jobs; it is increasing London's share of the international business meeting and events market – up by 30 per cent on the previous year; and its digital and social media platforms helped attract more international students to London's universities than in any other year.

L&P's successes include major investments in Tech City, often referred to as Silicon Roundabout. Originally a few firms clustered around Old Street Roundabout, Tech City has grown rapidly. In fact, the number of digital companies located in east London increased seven-fold during the past year alone and Tech City is now Europe's largest digital business hub. The Mayor has lobbied Government to contribute towards the digital infrastructure that will power future growth – not just in Tech City, but across London too – and to devolve the Tech City Investment Organisation to the GLA.

Alongside efforts to diversify London's economy, the Mayor has resisted proposals for a European-wide financial transactions tax. London's financial and professional sectors employ more than 600,000 people and no country in the world generates a bigger trade surplus in finance and related industries than the UK. So while sensible banking reform is to be welcomed, this tax would destroy jobs and damage the UK's major export.

London is the UK's vital economy. It is the motor that will return the UK to growth and, as the major contributor to the exchequer, it is helping to put the country's finances back onto a sustainable footing. Investing in London's future is therefore good not just for the capital. It is good for the country as a whole.

This is the case the Mayor has put forcefully and consistently to national Government. It is the argument that persuaded the Treasury to commit funding for the Tube upgrade and for Crossrail. It is why in the 2012 Budget the Government allocated an extra £70 million of Growing Places Funding to London to support jobs and growth. And it is why last autumn the Chancellor committed to support fully other aspects of London infrastructure, including new river crossings in east London and the Northern line extension.

London is among the most diverse places on earth: the world in a city. It is the Mayor's job to unite London's diverse communities and to stand up and shout loudest for those who otherwise are least likely to be heard – particularly the vulnerable, the disadvantaged and those who are in danger of being left behind.

Through the London Living Wage (LLW) the Mayor is using his influence to bear down on poverty. Over 100 companies have been persuaded to pay the LLW which, reflecting the higher costs of living in the capital, is more than a fifth higher than the National Minimum Wage. The Mayor believes that paying a decent wage is good for businesses as well as employees. Staff are better motivated and more productive and recruitment costs are reduced.

The GLA Group spends about £3 billion a year on goods and services. This is another powerful source of influence. Already 3,000 employees working for companies with contracts with the GLA Group are benefiting from the LLW. And 1,000 jobs have been created for London's long-term unemployed.

Because there is no better route to prosperity than a job, the Mayor is funding projects that work in local communities to help disadvantaged and unemployed people into training and work. In 2011/12 the LDA led on projects that provided nearly 8,000 unemployed adults and young people with help to get a job or develop their skills. More than 3,400 people secured employment or paid apprenticeships. A number of the LDA projects have now transferred to the GLA where they will continue to deliver benefits for Londoners.

While the focus of these projects is supporting people into jobs, small businesses are also benefitting. A good example is a project which is helping entrepreneurs and companies to turn their ideas and inventions into commercial successes.

Some of these projects draw on match funding from the European Social Fund (ESF), bolstering City Hall resources. The Mayor has used 2007-2013 European Regional Development Funding in a similar way to create and safeguard jobs: over 1,700 to date.

The Mayor is also determined that the Olympic and Paralympic Games are harnessed to leave a skills legacy. About 3,800 people received employment support through the Mayor's Olympics skills projects last year.

He is also making sure that City Hall programmes delivers jobs for Londoners wherever possible. So, for example, nearly 300 jobs have been directly created by the Mayor's RE:FIT and RE:NEW retrofitting programmes.

With new powers to invest in housing and to drive forward regeneration – and unprecedented investment in transport, the green economy and London's town centres – the Mayor has pledged to create 200,000 jobs over the next four years.

An efficient and responsive City Hall

This April the Mayor cut his share of Londoners' council tax bill – the first cut since the inception of the GLA. It is a small but important step at a time when household budgets are stretched. And it represents a promise: that the Mayor will reduce the precept in each year of this Mayoral term and by at least ten per cent in total. The cut comes after a three year council tax freeze, saving Londoners 16 per cent in real terms over four years.

The foundation for a low council tax is the Mayor's careful stewardship of City Hall's finances and his uncompromising pursuit of efficiency and value for every penny of taxpayers' money. In his first term he moved £2 billion out of the back office and onto the frontline and plans to save another £1.5 billion in the coming year. That includes a 25 per cent cut in the number of directors at TfL this year – part of plans for TfL to save a total of £7.6 billion between 2011/12 and 2014/15.

The transfer of housing and economic development functions to the GLA, following lobbying from the Mayor, is also resulting in both significant savings and a clearer focus. These are big changes for the GLA which in the past has been focussed on strategy rather than delivery. So we have put in place new processes to forensically assess all projects for value for money before they are given the green light.

Transparency shines a light on wasteful practices and allows Londoners to hold the Mayor to account. That is why City Hall has been in the vanguard of efforts to make government more open. Key to that has been the pioneering London Datastore. It has unleashed a deluge of data, describing London in numbers. The data is of more than democratic and academic interest. It is also a valuable resource for digital entrepreneurs. During 2012/13 we will make even more information available, including about how we are progressing against Mayoral priorities. The Mayor is also using the web to listen to what Londoners have to say about their city. The Listening to London tool, launched this year, will help to inform City Hall's policies and priorities.

A proper conversation requires a two way dialogue. So the Mayor plans to make increasing use of Twitter and other social media, complementing People's Question Time and Talk London events. These events are a way for the Mayor to get out and about to discuss matters of interest to Londoners. He will also continue to listen through forums for groups who may otherwise not be heard.

A safer city

Highlights

- **Crime was 11 per cent lower over the Mayor's first term than over the preceding four years. That includes big falls in serious violent crime and gun crime in the past year, by seven and 12 per cent respectively.**
- **The Mayor is ensuring there is a strong police presence on London's streets. There were significantly more uniformed officers on the beat at the end of the Mayor's term than at the start.**
- **London is leading the way in accountable policing. The new Mayor's Office for Policing and Crime gives the Mayor enhanced powers to set priorities for the police, drawing on his democratic mandate.**
- **The new Trident Gangs Operational Command Unit is spearheading a renewed and relentless crack down on London's criminal gangs.**
- **The Mayor has persuaded government to give the go-ahead for London to test an innovative new approach to tackling alcohol-fuelled crime.**
- **Crime on the capital's bus network is at an eight year low, falling 35 per cent in the past five years. On the Tube and Docklands Light Railway crime fell ten percent in 2011/12.**
- **Youth violence was down nearly ten per cent in 2011/12. Last year teenage murders were at their lowest for more than a decade.**
- **With support from Mayoral budgets and his Team London volunteering programme, more than 3,000 young people have been able to join uniformed groups – helping them to build character and develop vital skills.**
- **The early signs are that the Mayor's groundbreaking approach to stopping the downward spiral of youth offending is having a real impact. The Mayor has earmarked a further £3.5 million to support re-offenders into education, work and training on their release.**

The Mayor's first duty is to keep Londoners safe. Working with his Deputy Mayor for Policing and Crime – and by providing strong leadership, clear strategy and where necessary robust challenge – he is determined:

- that London remains one of the safest big cities in the world to live and work in. In 2011/12 crime fell by just over one per cent;
- that the significant falls in violent crime are sustained. In 2011/12 serious violent crime fell by seven per cent. Gun crime fell by nearly 12 per cent;
- that every avenue is pursued to counteract the blight of youth violence. In 2011/12 youth violence fell by nearly ten per cent. Teenage murders were at their lowest for at least ten years;
- that there is a strong uniformed presence on London's streets. At the end of the Mayor's term there were over 1,000 more fully warranted police officers than at the start.

These facts enumerate the advances that have been made in the past year. And they form part of a longer timeline of progress spanning the four years of the Mayor's first term. 'Total notifiable offences' – a measure of overall crime – for the period were 11 per cent than in the four year period before that. In 2010/11 the murder rate was its lowest since 1978. Last year it fell again – by 20 per cent.

But there can be no relenting in the fight against crime: there is much still to be done. So the Mayor will drive a renewed and laser-like focus on gangs and knife crime. He will work with the Metropolitan Police Commissioner to build trust and confidence in the police, with strong neighbourhood policing. He will continue to place a high priority on the safety of women and girls, and on safety on public transport. And he will ensure that personal crime and burglary remain top priorities for the Metropolitan Police Service (MPS). In difficult economic times, the incidence of these crimes rose in the first part of last year. However, and thanks to a concerted police effort, they are now again on a downward trajectory.

A stronger police force

Londoners want to see as many bobbies on the beat as possible. In response the Mayor significantly increased the number of officers on London's streets over the course of his first term – at a time when forces across the country are cutting back. He has also more than doubled the number of Special Constables to over 5,700. Specials are unpaid volunteers who work alongside and have the same powers as regular officers. The Mayor will double their number again in his second term.

To support high police numbers the Mayor pushed for and secured £90 million of additional funding from government. And he has also incentivised London's boroughs to use their budgets to fund extra police officers, matching any spending on extra police officers in their area. So far 12 boroughs have made use of the scheme.

Safer Neighbourhood Teams (SNTs) have also been protected. The Mayor has pledged to strengthen them further and to give local people a greater say in their priorities.

SNTs anchor the MPS into London's varied boroughs. But the Mayor is determined that more is done to build confidence and trust, and to deepen links between the police and Londoners. A big part of that is accelerating progress towards a force that reflects the diversity of the communities it serves.

Also important is culture change. The new Met Commissioner is leading a broad programme of cultural change within the MPS, one strand of the Commissioner's commitment to 'Total Policing'.

The MPS has already reviewed its stop and search policies and practice. In future the powers will be used more effectively and primarily to protect communities from violent crime.

Another strand of Total Policing is improving victim care. The MPS has worked on a new set of standards and a new approach that places the needs of victims, witnesses and the law abiding front and centre. Victim Care cards, rolled out this year, clearly explain to Londoners what they should expect from the police.

An accountable police force is a strong police force. So the launch of the Mayor's Office for Policing and Crime (MOPAC) in January was a significant development for policing in London. It means there is now a much clearer and more direct line from the Mayor's powers and responsibilities to the MPS. While the Commissioner retains full operational responsibility, through MOPAC the Mayor has unequivocal responsibility for overseeing the police and an enhanced

platform from which to set the MPS's strategic direction and allocate its budget. In turn, that puts more power in the hands of Londoners.

Bearing down on crime and disorder

Londoners intuitively understand the pernicious effects of gangs and the harm they cause to communities. Figures from recent research by the MPS go some way to quantifying the impact. It suggests gangs are responsible for a 17 per cent share of London's personal robbery and stabbings, 22 per cent of serious violence and 48 per cent of shootings. A hardcore of 62 gangs accounts for the majority of these offences.

The Mayor has been consistent in demanding action through a better coordinated and more focussed approach.

In response the MPS has established the Trident Gangs Operational Command Unit. The unit will operate round the clock to monitor gang activity, draw together intelligence and ensure police resources are marshalled and swiftly deployed in the relentless pursuit of gangs. One thousand officers will support the unit and new local task forces that have been set up in 19 boroughs.

This step change in the battle against gangs is an example of the Commissioners 'Total War on Crime', and the Unit's launch in February was accompanied by a major blitz against criminal gangs. Since then there have been hundreds of arrests and some big falls in reported crime, particularly gun and knife crime.

The word 'gang' is a simple term for what is a complex problem. We must attack it along a broad front. So the multi-agency London Crime Reduction Board, chaired by the Mayor, will develop an anti-gangs strategy for the capital. Local agencies will work with the police to divert prospective gang members onto a better path and rest others from the clutches of gangs. When gang members are found guilty, we must make sure the sentence fits the crime. The Mayor has pledged to establish a new unit within the MOPAC to influence sentencing in London.

Alcohol lies at the root of much of the low-level disorder seen on our streets on a Friday and Saturday night. It is also a driver of violent and sexual crime: in 2011/12 nearly half of all violent crime was fuelled by alcohol. London's challenges are among the biggest in the country.

Following lobbying from the Mayor, London is set to be the first city in England to test a new approach. Persistent perpetrators of alcohol-fuelled crime will wear electronic tags to monitor blood alcohol levels, with a positive test leading to swift and certain sanctions. The pilot will begin in November. Over the next year the Mayor will also work with the police and crime reduction partners to target and force the closure of problem premises, building on a sustained effort during 2011/12.

Women and girls are especially vulnerable to the invidious effects of gangs and alcohol-related crime. The Mayor is prioritising and leading efforts to make women safer under the umbrella of his strategy 'The Way Forward'. Recent joint efforts with partners include:

- encouraging businesses to adopt work place practices and corporate social responsibility programmes that promote and support women's safety;
- tackling sexual exploitation of women, including lobbying for a ban on the advertising of sexual services and sex industry jobs and persuading classified ad publications like 'Loot' to stop printing them; and

- a study into harmful cultural practices so as to understand what is already being done and what more can be done to stamp them out.

The Mayor continues to provide funding for London's four Rape Crisis Centres – having opened three new centres in his first term. By November 2011, 16,000 victims of sexual abuse had benefited from support, therapies and counselling. These services are especially vital as rape is one of the few crimes that has been on an upward trajectory over the past few years.

Despite record passenger numbers, crime on London's transport network is at record lows. Travelling by bus and Tube is now safer than it has been for eight years – and there were 17,000, fewer crimes than in 2005/6, which equates to a reduction of 40 per cent. Much of the success is down to the 32 local Safer Transport Teams introduced by the Mayor. Other initiatives include targeted operations, more officers and more visible policing, and enhanced security at stations.

Another example of work to ensure Londoners are safe when out and about is the Mayor's Safer Parks Award. The awards recognise, promote and disperse good practice in tackling antisocial behaviour and increasing safety in London's parks; in particular where local people have been agents of change. The second annual awards ceremony was held in February 2012. Meanwhile the Met continues to crack down on dangerous dogs, which can turn a tranquil public space into a no go area. The Met's Status Dogs Unit seized 939 dangerous dogs last year.

Public order policing is a major and increasingly central part of the MPS's remit. Last summer's riots posed an unprecedented challenge. The police's post-riot action was swift and emphatic: to date over 4,000 suspects have been arrested and charged. But, and despite the bravery of officers on the frontline, the MPS's initial response was self-evidently not as effective as it should have been. The MPS has looked into why that was the case. Its report '4 days in August' outlines how and where it can improve.

At the same time, the GLA has been working with the London Resilience Forum to review and implement recommendations arising from the 7/7 inquest, with a focus on training for frontline emergency services staff. It has also worked to ensure public agencies are prepared to deal with any emergencies that may arise during London 2012.

Tackling youth violence

In 2011/12, 1,800 fewer incidents of youth violence were reported than in the year before. Teenage murders were at a decade low. These are positive indicators. But we must do more. For example, total serious youth violence was broadly flat comparing 2011/12 to 2010/11. And Londoners remain concerned about levels of knife crime.

By bearing down on gangs, we will strike directly at the scourge of youth violence. But there is no one key that will unlock the problem. We must look at the causes as well as the symptoms and take an approach that is multifaceted.

This is the rationale behind the Mayor's 'Time for Action' programme, which was launched in 2008 as a clarion call to partners to come together to take coordinated, concerted action.

The path from vulnerability and disadvantage to youth violence – whether as perpetrator or victim – sadly is well-trodden. For example, those not in education, employment or training (NEET) are overrepresented by a factor of four within the population of young people looked after by Youth Offending Teams.

To help NEET teenagers change course we are funding community based organisations who work on the frontline with young Londoners, especially the most disadvantaged. In the past year 1,380 NEET young people, or youngsters at risk of being NEET, moved into work or paid apprenticeships through these projects. Many more were helped onto training programmes or given the confidence, skills and opportunities needed to make a positive change.

A key strand of the Mayor's approach, called 'Project Titan', is to offer young people opportunities for character building and to help them develop self-reliance and discipline.

The Mayor is therefore working with the Safer London Foundation and YOU London to dramatically increase the capacity of London's uniformed groups (such as Guides and Police Cadets). His ambition is that, by the end of 2014, at least 8,000 young people currently on waiting lists will be able to join up and don a woggle. Already more than 3,000 young people have been recruited into uniformed groups and sixteen new units created. The programme, backed by £1.3 million from Mayoral budgets, is prioritising those boroughs with high numbers of NEET young people. Also under the auspices of Project Titan, the Mayor is funding a programme to recruit and train volunteers to mentor young black boys in need of positive role models.

It is crucial we do all we can to ensure those young people who do enter the criminal justice system do not get sucked into a downward spiral of reoffending. The Mayor's 'Project Daedalus' is pioneering an approach built around a nucleus of intensive, dedicated, one-to-one support for offenders. The support begins inside custody; but, crucially, the relationship continues beyond the prison gate with the aim of helping the young person to settle back into the community and into education, training or employment.

Preliminary analysis suggests the approach is paying dividends. The re-offending rate for a sample of young people leaving the Heron wing at Feltham Young Offenders Institute, where the approach is being piloted, was 41 per cent after nine months. By contrast the rate for the wider population of 15-17 year olds released from the juvenile secure estate was 61 per cent.

The Mayor has earmarked £3.5 million of the new £10 million GLA ESF youth programme to support more young offenders during the difficult transition from release to getting back into work or structured personal development. This project will build on the good practice learned from existing resettlement projects. Other projects funded by the programme will focus on the most vulnerable including those who have been excluded from school and disabled young people.

No one has a monopoly on good ideas to address youth violence. And often the best ideas are to be had from listening to those closest to the problem. The Mayor therefore led a programme of Community Conversations, listening to and gathering the views and priorities of residents across seven boroughs.

One way we are continuing to listen is through Project Oracle, which is helping us to seek out, corral and share the best examples of good practice. Each idea is evaluated and the best are made available via a web portal accessible from the GLA's website. More will be done over the coming year to develop a richer evidence base and to promote the exchange of skills and knowledge.

A world-class transport network

- While passenger numbers on the Tube in 2011/12 were at an all time high, delays were at record lows – and 40 per cent lower than in 2007/8.
- The Mayor is investing £6 billion to bring the Tube into the 21st century. In the past year upgrades to the Jubilee and Victoria lines were completed, increasing capacity and bringing faster and more frequent services. Air-conditioned trains are being rolled out on the Metropolitan line, with other sub-surface lines set to follow.
- The £500 million Docklands Light Railway upgrade is now complete. The Canning Town to Stratford International extension opened in August and capacity has been increased by 50 per cent across the network.
- A £326 million upgrade to the London Overground was completed in May 2011, as much as doubling services on some parts on the network. And in February the Mayor put in place the last rail of an extension that will complete an orbital rail network for the capital.
- The Mayor's war on roadworks is reducing congestion; while London will soon become the first city in the UK to introduce a Lane Rental Scheme that will cut roadwork disruption further.
- Goodbye bendy bus; hello New Bus for London. Soon after the last bendy bus was banished from London's bus routes, the first of a fleet of iconic, 'super green' New Buses for London took to the streets.
- The Barclays Hire Scheme was expanded and now stretches from Shepherd's Bush in the west, through central London and east to the fringes of the Olympic Park. There are now 8,000 bikes, 570 docking stations and 15,000 docking points.
- Real-time bus information and measures to help Oyster Card users pay the correct fare if they forget to touch out are just two examples of clever technology and smart systems that are bringing about a revolution in passenger convenience.
- All free and concessionary travel for older people, students, veterans and disabled Londoners have been protected in full, which means 40 per cent of bus passengers continue to travel free or at a substantially reduced rate.

The transport network is the backbone of our economy. And there are few things that have a bigger impact on our quality of life than the ease with which we can get from place to place. Yet London's transport network had been subjected to a period of sustained underinvestment and neglect.

The Mayor is turning that tide of underinvestment. With funds secured from Number 10, he is driving a massive Tube upgrade programme that will increase capacity by 30 per cent – with the impact already being felt on service reliability and passenger comfort. Meanwhile the tunnels for Crossrail, which will boost London's rail capacity by a full ten per cent, are now being bored out. These two schemes alone will directly create more than 30,000 jobs.

And this unprecedented investment is also being felt right across London's transport network, from buses to bikes and from the Docklands Light Railway to the London Overground.

A 21st century Tube and rail network

The Underground is the oldest sub-surface railway in the world. Throughout its lifetime it has been a driver of London's prosperity and helped to underpin its status as a world city. And that is as true now as it ever has been: we are asking more of the Tube than at any time its 149-year history. In 2011/12 there was a record 1.2 billion passenger journeys on the Tube's 11 lines – more than on the entire National Rail network.

But as well as an asset of incalculable value, we have inherited a legacy of underinvestment. Much of the infrastructures on which the Tube relies is creaking. Some of it belongs to a bygone era, dating back to the 1860s.

It is essential this mismatch is addressed. We need a 21st century Tube fit for 21st century demands.

So the Mayor is overseeing a ten year, £6 billion plan to upgrade the Tube network piece by piece. New signalling is being installed, new track is being laid and new trains are being put into service. The result will be more trains running more often and a 30 per cent increase in capacity. On top of that, some of Tube's busiest stations are being rebuilt.

The transformation is well underway, and significant milestones have been achieved in the past year – including the completion of the Victoria and Jubilee line upgrades. On both lines, passengers are benefiting from an increase in capacity and faster, more frequent trains. New signalling is improving reliability.

Passengers using the Victoria line are also enjoying a new and expanded fleet of high-capacity trains with wider doors and more space for wheelchairs. The last of the rickety 1960s trains made its final journey in June 2011. Another advantage of the new trains is that because they are more energy efficient they generate less heat. Together with work to upgrade ventilation fans between stations, this will help to keep the line cool.

Completing the Jubilee line upgrade represents a major turnaround. The project was commissioned under the disastrous Public Private Partnership and was a mess when TfL inherited it in June 2010. Now there is capacity for an additional 12,500 passengers an hour and a train every two minutes at the busiest times. Following some initial teething problems with new systems, reliability has steadily improved.

On the Metropolitan line, more than half of the new 58 strong fleet of air-conditioned walk through trains are in service. New trains for the Circle, District and Hammersmith & City lines are being tested and will enter service next year.

The contract for a new signalling system on the sub-surface railway was awarded in June 2011, with work expected to be complete by 2018. This will increase capacity on the Circle, and Hammersmith & City lines by 65 per cent; by 24 per cent on the District line and by 27 per cent on the Metropolitan line.

In February Blackfriars station reopened following a major upgrade to double its capacity. The station now has a bigger ticket hall, new escalators and enhanced security. Thanks to new lifts, the station is also step-free from street to platform for the first time. Together with work at other stations, including Green Park, this means there are now 65 step-free Tube stations.

It is not just passenger numbers that are setting records. Reliability is also at an all time high. The number of 'customer hours lost' last year was lower than at any point since the indicator was introduced in 1999. And since 2007/8 delays have reduced by 40 per cent.

New trains and signals are making a big difference. But improved reliability is also the result of a major initiative introduced by the Mayor last year to get a grip on delays. No stone is being left unturned. For example:

- blue light escorts for the Tube's Emergency Response Unit have almost halved the time it takes to respond major incidents in central London;
- new weekly summits for each Tube line bring together everyone responsible for improving reliability, both to focus on day-to-day performance and on longer-term plans; and
- groundbreaking technology is being introduced to predict when maintenance to lines and signal is required, heading off problems before they arise.

Further improvements are planned – including a new central command and control centre – and will contribute to the Mayor's target to reduce delays by a further 30 per cent.

All of these efforts and more are reflected in London Underground's customer satisfaction score, which in 2011/12 was the highest since records began.

The unprecedented investment in London's transport network is not confined to the Tube – the benefits are fanning out across London, connecting communities and employment centres and providing a fillip to local economies.

In February the Docklands Light Railway's (DLR) new signalling system was switched on, completing a £0.5 billion upgrade to the line. Capacity has been increased by 50 per cent, with three-car trains now able to run across the network. Services are faster and more frequent.

Just over £200 million has funded an extension from Canning Town to Stratford International, and with the capacity increase, it means the DLR will play a key part in moving millions of passengers to and from the doorstep of the Olympic Park. But, and with four new stations on the extended route, the new line will also provide a legacy of more direct access to London's wider rail network for large numbers of people in the Lower Lea Valley and help make permanent regeneration in area.

Last year London Overground carried more than 100 million passengers. In 2007/8, the first full year after TfL started operating the line, that figure had stood at 33 million. This three-fold increase reflects a huge programme of work to overhaul and extend the line, which now serves 20 of London's 33 boroughs and rates as one of the best performing railways in the country.

Between 2007 and 2011 TfL refurbished all of the stations and introduced 62 new state of the art trains. The route from West Croydon to Dalston Junction was opened in 2010 and extended to Highbury & Islington in 2011. This year, the Mayor put the last rail in place on a link extending the line from Surrey Quays to Clapham Junction – the final piece in the jigsaw of an orbital railway allowing Londoners to circumnavigate the capital.

Trains will begin running on the new route in December 2012. But passengers are already benefiting from more frequent services, thanks to a new timetable and a three-year £326m signalling and track upgrade. Completed in May 2011, the changes have allowed TfL to as much as double services on parts of the network.

The Mayor wants to see standards on suburban London railways raised to the same level as those on the London Overground. He is therefore pressing Government to devolve responsibility for rail

franchises where the overwhelming majority of services are made in London. To underline the improvements this would bring about, in February the Mayor set out a vision of one integrated and more efficient suburban network with more frequent services, better security and customer service and refurbished stations.

By 2031 London will be home to about 1.3 million more people, with over 750,000 more jobs. That means we need a new railway as well as improving existing services.

Crossrail is the largest addition to the south east rail network for 50 years, and after lobbying by the Mayor it is being delivered in full and to schedule. There will be new high-frequency, high-capacity trains running on a 74 mile route from Maidenhead and Heathrow in the west, under central London, to Shenfield and Abbey Wood in the east.

This year tunnelling for Crossrail began – almost 40 years after the railway was first proposed. Phyllis, the first of eight burrowing behemoths that will bore Crossrail's 21km of tunnels, broke ground at Royal Oak in May 2012.

Crossrail is Europe's largest infrastructure project and as such its success depends on a steady supply of skilled engineers. The Mayor has therefore established the UK's first Tunnelling and Underground Construction Academy. Opened in September, it will offer training to at least 3,500 people over the lifetime of the project.

When complete Crossrail will add ten per cent to London's rail capacity, boost the UK economy by an estimated £42 billion and create thousands of jobs.

Smooth-flowing traffic, safer roads

Slow and stalled traffic clogs up the capillaries of the capital's economy and is frustrating for a vast number of Londoners – not just car drivers, but for pedestrians, cyclists and bus users too.

Of the 27 million passenger journeys undertaken by Londoners every day, more than 80 per cent of them are made on the road network and nearly 90 per cent of London's freight is transported by road. Roadwork congestion alone costs the capital's economy an estimated £750 million a year.

So the Mayor is working to rid London of the pestilence of disruptive and unnecessary roadworks that pockmark our streets.

The Mayor has paved the way for London to become the first city in the UK to charge utility companies for the amount of time they spend digging up the busiest roads. The Lane Rental Scheme will incentivise utility companies and others to carry out work overnight and at other off-peak times. Any additional revenue raised by the scheme will be put towards measures to reduce disruption further.

Lane rental will build on the success of the Mayor's Permit Scheme, which ensures any company digging up roads causes minimal disruption. Twenty-seven boroughs are on board, accounting for 80 per cent of London's roads. We expect all of London's roads to be covered under the scheme by September 2012. End of year data is expected to show that serious disruption caused by roadworks is down by almost 40 per cent since permitting was introduced in January 2010.

Earlier this year the Mayor called a summit at City Hall with the 'big six' utility companies to discuss how to reduce disruption further. The companies agreed new, specific targets and to explore innovative approaches, such as 'core and vac' technology which allows work to be carried out under the carriageway without digging up the road.

Among other measures introduced by the Mayor to improve traffic flow is 'SCOOT', an innovative system that allows traffic signals to detect traffic flow and automatically adjust their timings. About 40 per cent of the capital's signals now use the system, cutting delays on average by nearly 13 per cent. Work is continuing at pace to install the system at more traffic lights. TfL is also reviewing 1,000 signals every year to make sure they operate as efficiently as possible, and is rolling out pedestrian countdown to about 200 crossings by summer 2012.

The Mayor has committed to do more. He plans to launch London's first Congestion Busting Plan. It will build on existing measures and step up efforts to address traffic blackspots, applying the approaches used at Henlys Corner. Following work completed in January 2012, this TfL junction in North London has significantly improved traffic flow; safer crossings for pedestrians, cyclists and motorists; and reduced street clutter. And also as part of the plan, the Mayor will commission a comprehensive strategic review of London's roads – the first of its kind – to propose actions that will make the capital's streets safer and more reliable for everyone.

The review will link with work under the Mayor's Cycle Safety Action Plan to review London's junctions. About 150 major junctions, planned schemes on TfL's roads and Barclays Cycle Superhighways were reviewed this year. A further 450 junctions are to be looked at as part of the programme, and the Mayor has secured an additional £15 million from Government to tackle difficult junctions. In addition, through TfL he has commissioned an independent review of the design, operation and driving of construction industry vehicles.

Just as public transport passengers are benefiting from a clever new system that helps them pay the correct Oyster fare when they forget to touch out – rather than the maximum Zone 1 to 6 fare – so drivers are benefiting from the new Congestion Charge Auto Pay system. Since the scheme launched in January more than 200,000 drivers have signed up, making it the most popular way to pay the Congestion Charge. Drivers pay a £10 annual registration fee but receive £1 discount on the £10 daily charge – and avoid the risk of fines

Red buses, blue bikes, greener transport

London's buses are carrying more people and travelling more kilometres than at any time in the past 50 years. And it is also 50 years since a bus was designed specifically for London's streets. Or at least that was the case until the New Bus for London.

The first New Bus began operating on route 38 between Victoria and Hackney in February. Just two years earlier it had been no more than a sketch on a drawing board. Now it is an exemplar of modern British design and engineering. With a distinctive silhouette and a rear open platform that lets riders 'hop-on and hop-off', the buses channel the spirit of the original and much-loved 1950s Routemaster. And although painted red, they are the greenest buses of their kind, bristling with cutting-edge technology that makes them twice as fuel-efficient as conventional diesel buses.

The Mayor has committed to putting 600 of the buses on London's roads by the end of his second term.

Two months earlier, the last of London's bendy buses snaked its final journey along route 207. The banishment of the bendy buses delivers on a key manifesto pledge – and means fare dodging will be cut by an estimated £7 million.

The Mayor is also drawing on modern technology to make bus travel more convenient. Mobile, internet and SMS services launched in October meaning Londoners can now get up to the minute information on bus arrival times for all 19,000 London bus stops. And from June 2012 Tube

passengers will be able to access the information underground, as Wi-Fi mobile internet access is rolled out across an initial 80 stations. Meanwhile, TfL is well on the way to installing countdown signs at 2,500 bus stops by mid-2012.

During 2011/12 the blue bikes of the Barclays Cycle Hire Scheme cemented their position alongside London's red buses and black cabs as an icon of the capital's transport landscape. In its first year, six million journeys were made using the bikes and the scheme now has more than 153,000 members.

In March 2012, the scheme was expanded and now covers about 65km², stretching from Shepherd's Bush in the west, through central London and east to the fringes of the Olympic Park. Of the 4,800 extra docking points, 1,500 have been installed in the original central zone. The number of bikes has been increased by 2,300 to more than 8,000. And new apps, underpinned by live TfL data on the location and availability of bikes and docking stations, means the scheme is easier than ever before to use. The Mayor is working with TfL to extend the scheme westwards in 2013.

The number of cycle journeys in London has increased by 150 per cent since 2000. Other initiatives in the year to boost cycling further included the opening of two new Cycle Superhighways and the launch of the Biking Boroughs programme. Through the latter, the Mayor has awarded £4 million over three years to more than 100 different cycling projects across 13 boroughs.

London's transport is going green in other ways too. TfL has secured £5 million for an additional 70 hybrid buses – joining the existing 260 strong fleet – while existing buses are undergoing a massive retrofit programme. And in May, the Mayor launched the Source London charge point network. Electric vehicle charge points are located at supermarkets, on streets and in public car parks all over London, making it easier for owners to plug in while on the move. There are already 650 charge points in place, with 1,300 expected by 2013.

The magnificent miscellany of boats on the Thames for the Queen's Diamond Jubilee flotilla was a reminder of London's riparian heritage. Over the past twelve months there have been some significant developments in getting over, under and along the Thames.

In May 2012 testing began on the Emirates Air Line. The cable car will fly up to 2,500 passengers an hour over the Thames between Greenwich Peninsula and Royal Victoria Docks. The new crossing is a key plank of the Mayor's plans to revitalise east London, creating jobs and attracting investment. The Mayor, with Government, will also explore the possibility of additional river crossings in east London, including a road tunnel between the Peninsula and the Royal Docks.

Finally, two piers on the Thames – Tower Pier and Greenwich Pier – have been improved to accommodate new passengers in time for London 2012; and the frequency of the Thames Clipper service from Putney to Blackfriars has been more than doubled.

A better quality of life

- **The Mayor delivered 54,000 affordable homes by the end of March 2012, exceeding his target and a record for a single Mayoral term.**
- **The Mayor has secured from Government new powers, an additional £3 billion of funding for the period up to 2014/15 and the transfer of 530 hectares of surplus public land. Using this powerful platform, he will deliver 55,000 homes by 2015, driving economic growth and creating 100,000 jobs.**
- **Following the introduction of the Mayor's innovative 'No Second Night Out' project, we are now preventing eight out of ten new rough sleepers from sleeping rough for more than one night – compared with six out of ten in 2010/11.**
- **Through the Mayor's Great Outdoors programme, £310 million has been invested to improve eighty of London's streets, green spaces and other public places. Highlights from 2011/12 include dramatic improvements to Exhibition Road and Leicester Square.**
- **The Mayor's Better Parks programme resulted in £24 million being invested to improve 11 of London's favourite parks, making them safer, cleaner and greener.**
- **The Mayor delivered his pledge to plant 10,000 street trees during his first term. And in 2011/12 his RE:LEAF initiative helped communities to plant 70,000 trees across London.**
- **The Mayor's RE:NEW programme has now installed energy and water efficiency measures in over 65,000 homes cutting carbon, cutting fuel bills (by up to £180 per household per year) and creating jobs.**
- **In January the Mayor unveiled a package of additional measures to clean London's air. It included changes to the Low Emission Zone, reforms to taxi licensing standards and a campaign to persuade drivers to switch off their engines when parked or waiting at the roadside**
- **In May 2011 the Mayor launched his volunteering action programme. 'Team London' is already 100,000 strong and making London cleaner and greener and helping to improve the lives of younger and older Londoners alike.**

A vibrant, growing economy that retains and creates jobs. A safe city, with low crime and declining levels of antisocial behaviour. And a world-leading transport system that seamlessly gets people from A to B. None of these ambitions stand alone. Indeed, they are mutually reinforcing. They are also part of a bigger task – making sure London's quality of life is the best the world has to offer.

But there are other aspects of city life we must address. London needs more homes. The Mayor delivered a record number of affordable homes in his first term. He is now working to deliver 55,000 affordable homes by 2015.

London is already a green city, but we can make it greener still. The Mayor planted 10,000 street trees across London in his first term, and has pledged to plant 20,000 more.

And the Mayor is also making sure London does its bit to address climate change through a huge retrofitting programme – that is also creating jobs and saving Londoners money.

Investing in housing, investing for growth

The Mayor promised to deliver 50,000 affordable homes by the end of 2011/12. In fact, 54,000 homes were delivered – the most of any single Mayoral term. About 33,000 were for social rent; the other 21,000 were First Steps homes, the Mayor's scheme to help those on low and modest incomes get a foot on the property ladder.

Yet London's housing challenges are deep-rooted and many more homes are desperately needed.

The Mayor argued for new powers to tackle London's housing challenges. Government listened. On the 1 April 2012 the powers of the Homes and Communities Agency to invest in London's housing passed to the GLA. The change was part of a broader 'devolution settlement', and the GLA also inherited 550 hectares of surplus public land and the economic development and regeneration roles of the LDA.

London is now uniquely placed among UK regions, with responsibility for setting strategy, the resources and power to invest in housing delivery, and public sector land holdings on which homes can be built all in one place under a democratically elected mayor.

A new board called Homes for London, bringing together representatives from London's boroughs and Mayoral appointments, will provide expert advice and oversee how the Mayor's housing budget is invested.

The Mayor will use his enhanced platform to accelerate the release of public land and the pace at which affordable homes are delivered, building on significant steps in the past year such as deals to build 4,000 new homes at a site on the Greenwich Peninsula and 800 more at two former hospital sites.

The Mayor is determined also that this investment in London's future generates wider economic benefits. Chief among those is more jobs. By delivering 55,000 homes in the period up to 2015 – one third of the total nationally – 100,000 jobs will be created.

The revised Housing Strategy, published for consultation towards the end of 2011, sets out the Mayor's vision for housing in London. It is a vision not just of more homes, but also of better quality homes.

Well-designed homes make for happier inhabitants, minimise the impact of housing on the environment and contribute positively to London's built heritage. With that in mind the Mayor published a London Housing Design Guide in 2010, including new minimum space standards that are 10 per cent more generous than the historic 'Parker Morris' standards. In July 2011, higher design standards were incorporated into the London Plan, so becoming formal planning policy and applying to all tenures in London.

The Mayor is also addressing the quality of existing homes by working with boroughs to improve London's 109,000 sub-standard council homes, drawing on a greater than 50 per cent share of the national Decent Homes budget.

Social tenants are often restricted from moving from one borough to another. During the past year the Mayor has worked with partners to set up a pan-London mobility scheme – 'Housing Moves' – to address this and give social renters similar opportunities to move around the capital as those living in the private sector.

About one in five Londoners rent their home, the highest proportion in the country. The vast majority – 85 per cent – are satisfied with their landlord. However, the Mayor is determined to raise standards further and clamp down on the small number of ‘rogue landlords’. At the end of 2011 there were over 10,000 accredited landlords, more than twice as many as at the start of the Mayoral term. The Mayor is now aiming for 100,000 accredited landlords by 2016.

There are close to 30,000 long-term empty homes in London – a waste of a precious resource and a blight on neighbourhoods. The Mayor is making good progress to bring this number down. Between 2008 and 2012, through the Targeted Funding Stream, almost 5,000 homes that had been empty for six months were brought back into use; and the Mayor has secured £1 million from Government to bring over 1,100 more back into use.

There are an unacceptable and growing number of overcrowded homes in the London. Building more and larger homes, increasing housing mobility – which can help to free up larger homes that are ‘under-occupied’, and bringing empty homes back into use will ameliorate the problem. But it is only part of the solution. The Mayor has therefore come together with London’s boroughs and others to set up a London Overcrowding Board, which met for the first time in February 2012. Its aim is to halve severe overcrowding in social housing by 2016.

The Mayor is committed both to addressing entrenched rough sleeping – ensuring no one is living on the street – and ensuring that anyone who does arrive on the street does not spend a second night out.

At the start of 2011/12 the Mayor launched No Second Night Out, a groundbreaking project to directly target the second part of that pledge. By providing quick and coordinated support to people arriving on the street it is having a considerable impact: we are now preventing eight out of ten new rough sleepers from sleeping rough for more than one night, compared with six out of ten in 2010/11.

The Mayor has secured new powers and a budget to build on this success and deliver pan-London rough sleeping services. And he has secured a further £12.8 million to enable eight supported housing schemes to deliver nearly 500 bed spaces.

A greener, cleaner, healthier city

The Mayor is committed to reducing London’s CO₂ emissions by 60 per cent of 1990 levels by 2025. This is a big challenge. But tackling it presents big opportunities. First, by making London more sustainable and resilient to climate change we will make the capital a happier and healthier place to live. Second, greater energy efficiency means lower fuel bills for Londoners. And third, there is a big economic prize to be had. The low carbon goods and services sector is already worth about £23 billion a year to London. The Mayor’s programmes are stimulating the sector further, attracting investment and creating jobs – potentially as many as 14,000 a year.

Nearly 80 per cent of carbon emissions come from London’s buildings. So at the centre of the Mayor’s visions of a greener London with a growing green economy are his retrofitting programmes RE:NEW and RE:FIT.

In 2011/12, 55,000 homes were retrofitted through the Mayor’s RE:NEW programme, on top of 10,000 the year before that. Straightforward energy and water efficiency measures, like loft and cavity wall insulation and eco-showerheads, are saving an average of 0.79 tonnes of carbon and 35,000 litres of water per home per year. And the measures are resulting in big savings on fuel bills too – up to £180 for each home.

RE:NEW will retrofit close to 23,000 more homes in 2012/13. Just under 3,000 of these homes will be in four of the six London 2012 host boroughs, drawing on funding the Mayor secured from the Olympic Delivery Authority.

RE:FIT is the Mayor's retrofit scheme for public buildings. By March 2012 work had finished, or was nearly finished, on 86 buildings. The resulting savings for the public purse are considerable – an estimated £2.3 million per year from reduced energy bills. Work is now underway to get another 297 buildings – including schools, town halls, libraries and museums – onto the scheme in the next 12 months. Retrofits to these buildings would deliver an additional annual saving of £6 million, with 36,000 fewer tonnes of CO₂ emitted. That is a carbon saving equivalent to taking about 60,000 vehicles off London's roads.

In autumn 2011 the Mayor launched the London Energy Efficiency Fund (LEEF). The £100 million fund will provide low cost loans for building works and expert support to accelerate the retrofitting of public sector buildings.

LEEF is one of two funds under the umbrella London Green Fund. The fund draws on public sector money combined with private sector capital to invest in green projects. Given its scale, and because repayments will be recycled, it will help drive growth in the green economy and create and support green collar jobs.

The Mayor is ambitious for London to generate more of its own energy, and using greener energy sources such as solar and waste material. So with funding secured from the European Union, we are supporting local authorities to implement decentralised energy projects. Twenty-five projects are underway with the potential to attract £150 million of investment and lay the ground for many more such initiatives across London.

Our RE:CONNECT programme operated on the premise that we must also look to the combined impact of small, community-based initiatives to address global warming. Ten flagship low carbon zones were set up across London, each underpinned by a tailor-made plan to reduce the area's emissions by 20 per cent. To date 7,000 tonnes of CO₂ have been saved, and fuel bills have been reduced in some of London's most deprived communities.

Introduced this year, the Mayor's Low Carbon Prize aims to draw on and inspire the ingenuity of young Londoners in the battle against climate change. The winning idea came from a group of Kingston University students. Their 'green key' would provide information to households on local services and ways to live more sustainably.

While we must do what we can to minimise climate change, we must also make London more resilient to the impacts of a changing climate. Here, in particular, we can do so while at the same time making London a greener place, further increasing the city's tree cover and protecting and adding to the capital's list of peerless parks.

Trees not only soften London's urban environment, they also lessen the impact of extreme weather and flooding. The Mayor has therefore set a target to increase tree cover by five per cent by 2025 – including 20,000 more street trees in this Mayoral term. This will build on the 10,000 street trees planted in the Mayor's first term, with planting focussed on areas where tree cover was most needed.

In addition to more street trees, 70,000 trees have been planted across London with the direct support of the Mayor's RE:LEAF initiative. With help from Team London and over 4,000 volunteers caring for and planting trees, 100,000 additional trees will be planted per year.

The Mayor's Help a London Park scheme came to a close this year, having invested £6 million in 11 of Londoner's favourite parks – as voted for by Londoner's themselves. Ten parks received grants of £400,000, and a grant of £2 million was provided to help transform Burgess Park in Southwark. In turn, that brought in a further £18 million from partners through match funding. The parks have been revitalised by, among other things, improving entrances and internal layouts to make the parks more welcoming; three major river restoration projects; and new play equipment, new cycle routes and outdoor gyms to encourage active, healthy lifestyles.

On a smaller scale, the Mayor's Capital Growth scheme created more than 1,700 community food growing spaces in 2011/12, in the process engaging over 40,000 Londoners in to help make their local area greener. Independent research shows the scheme has a host of other benefits, including helping people get into employment and especially those in hard to reach groups. It is also helping to create social enterprises.

The Mayor is also working in partnership with the ten central London Business Improvement Districts to make London greener. As well as planting more trees, we are increasing the number of green roofs and walls in these densely developed parts of the city. We estimate that, together with the influence of the capital's planning system, green roofs equivalent in area to ten football pitches are being installed each year. That helps lower temperatures, improves surface water drainage and makes streets and workplaces in the heart of the city greener and more attractive.

The Mayor is leading specific initiatives to manage the risk of flooding from heavy rainfall and to develop community flood plans. As a result each borough now has a surface water management plan in place and the first community flood plan was completed in 2011/12.

The Mayor's vision and actions for mitigating and coping with climate change are set out in two strategies, published in October 2011. At that time the Mayor also published water and waste strategies.

As the two waste strategies – municipal and business – make clear, managing the 20 million tonnes of waste London produces each year is another area where there are both environmental imperatives and economic opportunities. For example, if Londoners doubled their recycling rates today, then by 2015 the saving to the taxpayer would be £320 million on landfill tax alone. So, and drawing on this theme, the Mayor launched a new recycling campaign this year to encourage Londoners to boost their recycling rates.

Investing in London's waste infrastructure will also produce an economic dividend. Through the London Waste and Recycling Board (LWARB) the Mayor has committed to fund five recycling and energy from waste infrastructure projects. Taken together, it is estimated that they will attract £160 million of private investment and create 140 permanent jobs. The expected annual environmental dividend amounts to 350,000 tonnes of waste diverted from landfill and a saving of over 130,000 tonnes of CO₂.

The Mayor is committed to making London's air cleaner. He is doing this by showing leadership and taking actions across a number of fronts. That includes greening London's transport through measures such as the New Bus for London, retrofits to existing buses and by encouraging cycling.

In January the Mayor unveiled a package of additional measures to make London's air cleaner, funded by £5 million secured from the Department for Transport. The measures are focussed on the small number of locations in central London where there is at risk of exceeding the daily limit value for particulate matter (PM₁₀ – a pollutant coming mostly from traffic emissions), including Marylebone Road. Measures included dust suppressants (which glue harmful particles to the ground); travel and delivery service plans for local businesses; eco-driver training with professional taxi drivers; taxi marshals to manage idling at mainline stations; and the use of 'green infrastructure'

(for instance, tree and vegetation planting such as green walls – like a new a 200m² green wall next to Edgware Road Tube station) to help absorb particles.

The Clean Air Fund measures have been designed to reduce levels of PM₁₀ by between ten and 20 per cent, where applied.

There were other major initiatives in the year, too. The Low Emission Zone now has tighter standards, reforms have been made to taxi licensing standards and a campaign was launched to persuade drivers to switch off their engines when parked or waiting at the roadside.

Many of the sources of pollution are outside of the Mayor's control, so he is also pressing Government to introduce national measures and has raised the problem of trans-boundary pollution with the European Union.

Air quality is one of a number of health issues in London. The Mayor is progressing other work to make Londoners healthier through the new London Health Improvement Board, set up in July 2011. The Board brings together representatives from local authorities and the health service and will look at four initial priorities: alcohol abuse, childhood obesity, prevention and early diagnosis of cancer and information transparency. This will build on the Mayor's drive to reduce health inequalities and to improve Londoner's health through neighbourhood-level projects, such as Well London which works to improve the health of residents in the most deprived wards in the city.

London's public spaces and streets are more than just points and lines on an A to Z. Taken together they make-up the picture of London, drawing its communities together and influencing how we experience the city.

So from streets to parks to waterways, from the iconic to the overlooked, the Mayor's Great Outdoors is creating better public spaces right across our capital. By this summer 80 streets, green spaces and other public places will have been transformed, representing a £310 million investment in London's public spaces. About £139 million of that has come from Mayoral budgets and £171 million from match funding.

This year schemes at two world famous London locations were completed. At Exhibition Road, the Royal Borough of Kensington and Chelsea, City of Westminster and TfL have worked in partnership to deliver an innovative streetscape. Crowded, narrow pavements and heavy traffic have been replaced with an elegant kerb-free surface across the length and width of the road. As a result one of the world's most famous avenues finally has a streetscape worthy of the world class cultural and educational institutions that it is home to.

Leicester Square has undergone a similarly dramatic, £15.3 million transformation. The re-opening has already delivered more than 1,000 new jobs, with many more to come, providing a massive boost to this centre for global movie premieres and the surrounding economy.

And finally, Rainham Marsh and its historic town centre have also been transformed, drawing on £6 million of Mayoral funding. This will help unleash the economic potential of the local economy attracting new businesses, jobs and visitors to the area.

High Street 2012 is a good example of how public realm improvements can be integrated with culture to make a big difference to an area.

The projects focussed on enhancing the ribbon of London life from Aldgate to the Olympic Park. Whitechapel High Street, Mile End Road, Stratford High Street have all been a hive of activity, trees have been planted, shop fronts improved, historical buildings restored and cultural festivals have coloured the streets with sights and sounds.

High Street 2012 is also an example of the many initiatives that are now taking place across London to help improve our high streets. Designing changes to London's high street places has been a key objective of this past year. We are working to help them remain at the heart of our shared social, economic and civic life; rooted in history, fit for the demands of the present day but also designed flexibly so that they can respond to changing patterns of use.

In the past year the Mayor has also published planning guidance to protect London's World Heritage Sites and returned Parliament Square Gardens to its original splendour. A new legislative framework has also been put in place for the Square to manage the site in a way that benefits all Londoners.

Strengthening London's cultural and civic life

London is at once both steeped in cultural history and a cultural pioneer setting trends for others to follow. The Mayor's Cultural Strategy, published in November 2010, set out 57 pledges to help ensure the continued flourishing of London's cultural life. So far, 56 of the 57 pledges have been achieved, building a stronger cultural sector through initiatives like his Culture Diary and the Gametime cultural programme 'a summer like no other'.

Over the past four years the Mayor has invested over £18 million to develop London's cultural infrastructure, seed creativity and, with a majority of tourists saying they visit London because of its culture, boost tourism. The projects include:

- restoring the Cutty Sark at Greenwich, completed in Spring 2012;
- extending the Tate Modern, which is well underway with the phase one extension – formed from two massive converted oil tanks – due to open this summer;
- enhancing Museum of London, including two new Roman Galleries which will launch in 2014; and
- a new youth training facility at the Lyric Hammersmith will double the size of the theatre's existing facilities.

In February, a giant bronze boy on a rocking horse took its place on the Fourth Plinth in Trafalgar Square, becoming the latest sculpture to be unveiled in what is now the world's leading public art commissioning programme. Through his Fourth Plinth School Awards, the Mayor is ensuring the sculptures inspire a younger generation too.

Young Londoners are also being inspired through music. The Mayor's Fund for Young Musicians was launched in May 2011 and has raised over £1.2m of philanthropic funding to support disadvantaged children with musical talent across London. Separately, the Mayor has helped to strengthen music education in the capital: over 175,000 young Londoners are now learning musical instruments through schools and music education hubs. Now we are working with partners to do the same for dance, drama and art.

This summer will see a huge programme of outdoor arts across the capital, with a special focus on outer London. Initiatives such as Showtime and Hidden London are bringing more people within easy reach of arresting art and culture. At the same time Londoners of all ages are developing their own talents through the Big Dance and Gigs, London's biggest ever street music competition.

To support London's creative sector, the Mayor invests £2.3m each year in London's design, fashion and film industries. This helps to underpin the growth of what is one of London's economic success stories. London is now the world's third biggest centre for film making; an essential fixture

on the fashion industry's calendar with London Fashion Week generating orders for British fashion labels of over £70 million; and a mecca for those searching out leading designs with the London Design Festival generating almost £6 million in sales.

London has been made great by the cross-pollination of its many communities and faiths, and the Mayor continues to celebrate and support London's diversity through a series of festivals. They include annual events on Trafalgar Square to mark Vaisakhi, Eid, Diwali and Chanukah; and an annual Christmas Carol Concert Service at Southwark Cathedral.

London's civic infrastructure is as important to the capital's prosperity as its physical infrastructure. And, after talking to voluntary organisations, charities, community groups and the business sector, we know that – despite challenges – it is robust. But where the Mayor can and is determined to help is by making volunteering easy to do and easier to find out about.

That is the driver behind Team London, the Mayor's ambitious programme for a better London through social action. The programme launched to London at large in June 2011, with support from the Reuben Foundation, so it is still relatively young. But even in its first year it has had a tremendous impact across three priority areas: cutting crime, increasing youth opportunities and improving quality of life by building stronger neighbourhoods and cleaning and greening London.

About 100,000 volunteers are now part of Team London. Some of the ways in which Team London is making a difference – such as supporting London's uniformed groups, helping young Londoners to improve their reading and writing and planting tens of thousands of saplings – are reported elsewhere on these pages. Other examples include 1,000 'Library Champions' who are helping out in London's libraries and young Londoners who are teaching older Londoners to get online – with over 1,000 people benefitting so far. Team London is also supporting smaller, grassroots and community organisations through small and micro grants.

Measuring success and recognising the efforts of volunteers are both big parts of Team London, and the inaugural Team London Awards were held at City Hall in March 2012.

A summer like no other; A lasting legacy for London

- **The ArcelorMittal Orbit – the UK’s tallest sculpture and London’s newest visitor attraction – is finished, towering over an Olympic Park that is ready to host the World’s finest athletes and hundreds of thousands of spectators.**
- **The Mayor has put together a huge programme of free citywide events and celebrations to make sure London enjoys a summer like no other.**
- **With plans in place to illuminate seven bridges, dress the capital’s iconic landmarks and bedeck each and every borough in bunting and banners, London will be wearing its party best.**
- **Eight thousand Team London Ambassadors have been recruited and trained, ready to Welcome the World to London.**
- **With works to make London’s Southbank easier to navigate nearly complete and new online resources for visitors and hospitality staff alike, London 2012 is well on the way to being the most accessible games ever.**
- **Using new powers secured from Government, the Mayor has set up the London Legacy Development Corporation. It will enhance his ability to deliver his top London 2012 priority – a lasting economic and social legacy for Londoners.**
- **Post-Games operators have been appointed for the Aquatics Centre, Multi-Use Arena and ArcelorMittal Orbit – guaranteeing jobs, training and affordable access for all to world-class facilities.**
- **Plans have been drawn-up and a contractor is in place to transform and re-open the Queen Elizabeth Olympic Park in stages from July 2013, with 11,000 new homes and 8,000 jobs by 2030.**
- **Over 35,000 previously workless Londoners have now found jobs through London 2012 projects.**
- **The Mayor’s Sports Legacy Programme is contributing to a grassroots renaissance. By March 2013 there will sixty new and renewed sporting facilities, at least 200,000 extra Londoners playing sport or taking up exercise and 10,000 newly qualified sports coaches and officials.**
- **Schools accounting for over 90 per cent of London’s 10-18 year olds will share 125,000 free Olympic and Paralympic tickets secured by the Mayor.**

As co-chair of the Olympic Board, the Mayor is at the centre of planning for the Games. His objectives have remained consistent:

- to offer as many Londoners as possible the chance to experience the magic of the Games;
- to capture the greatest possible benefits from the Games for London and Londoners;
- to remind visitors and the Games’ global audience alike that London is the Best Big City in the World; and

- to ensure that the Games deliver value for money for every penny of taxpayers' money, and in particular to make absolutely sure London council taxpayers do not pay anymore towards the cost of the Games.

On the eve of the Games, much has been achieved.

Spectacular and enlightening events this summer will inspire a cultural legacy no less tangible than the 114.5 metre ArcelorMittal Orbit, completed earlier this year. Grassroots sport and community projects are being energised. Eighty public spaces across London's Great Outdoors will have been renewed. £6.5 billion has been invested in better transport. Tens of thousands of people have been helped to find work. And most crucially of all, great swathes of east London are being transformed – delivering jobs, homes and economic growth not just in and around the Olympic Park, but radiating out across the capital.

London's summer in the international limelight is here. After seven years of meticulous preparations, Londoners stand ready to welcome the world to the Best Games Ever.

A summer like no other

On 20 July the Olympic Flame will arrive in London for the last leg of its 70 day tour of the British Isles. The Mayor has worked closely with LOCOG and others to plan a route that takes in each of London's boroughs. The torch will pass world-renowned landmarks, including Number 10 Downing Street and Buckingham Palace, but also illuminate some of London's lesser known treasures. Each day will end with evening celebrations, culminating in the big one on 27 July: a quintessentially British Opening Ceremony at the Olympic Stadium.

Yet the relay celebrations and ceremonies are just one element of the UK's biggest ever party.

London 2012 will be a festival of culture on an unprecedented scale: more than ten million opportunities to see 12,000 events. With the lion's share of those events, the capital will be the focal point.

As part of the London 2012 Festival, the Mayor has worked with partners to craft a programme of free citywide events that will delight and enthuse.

We will help London show off its world-beating culture and creativity on the world's biggest stage. But we will also make sure the magic and economic benefits of the games are cascaded out from the Olympic Park. East and west, north and south, every corner of the capital will be alive with music and performance, outdoor arts and spectaculars, and pop-up events.

Highlights of 'a summer like no other' include:

- BT London Live – Outdoor screenings of sporting action and carnivals of music, outdoor arts and other performances in three iconic London locations: Hyde Park, Victoria Park and Trafalgar Square.
- Secrets: Hidden London – A chance to experience some of London's hidden and unusual locations in new and unexpected ways.
- Showtime: Entertainment Everywhere – London's biggest ever outdoor arts festival. Thirty leading UK and international performance companies will tour and perform in high streets, parks and open spaces in every borough.
- Surprises – A host of incredible events, some intimate and some spectacular, popping up all over the city.

- Stroll – Six discovery trails will act as a thread of colour connecting-up and helping visitors to explore this mosaic of culture and events.
- Parade – The TeamGB and ParalympicsGB athletes will take part in a parade through the centre of London on 10 September.

The Mayor has made sure London will be dressed for the occasion.

The giant Olympic rings floated down the Thames in February provided a glimpse of what Londoners and visitors can expect: dazzle, colour and a sense of wonder.

Dazzling lights will let seven central London bridges glitter during the Games. Shining brightest will be Tower Bridge. Eighteen Hundred LEDs – fitted without any call on the taxpayers' purse – will bring a new and permanent brilliance to the world's iconic landmark.

'Colour' will splash Olympic and Paralympic decorations across 32 London boroughs. Six thousand banners, 25 kilometres of bunting and 638m² of building decorations, funded by grants from the Mayor, are already going up.

Wondrous installations of Olympic iconography, giant Olympic rings and the Paralympic agitos, projections on famous buildings, and more will adorn the capital.

We have also been getting ready to welcome London's guests.

An 8,000 strong battalion of Team London Ambassadors is trained and ready to provide friendly, knowledgeable advice on what's going on where and how to get there. Aged 14 to 85 and speaking 40 languages, the Ambassadors will be stationed in pods at 43 London locations and armed with 'London: summer of 2012' maps. Once London's visitors have dispersed, we will work to capture and harness the enthusiasm of the 8,000 volunteers so that the Games also leave a legacy of volunteering.

The Ambassadors are part of a bigger army of Londoners who will provide the welcoming face of the Games. So the Mayor has also overseen a programme of training for 70,000 existing on-street and ambassadorial workers, including public transport and local authority staff.

A big component of the Mayor's ambition that London 2012 is the most welcoming games ever is that it is also the most inclusive.

That means giving disabled people, those with young families and others who might find it more challenging to get around information about accessible attractions, restaurants and other places they might be thinking about visiting. In March 2011 the Mayor launched inclusivelondon.com which is doing just that – it has had 12 million hits already.

And it is why, through our free Destination London website, we are helping to make sure workers in London's hospitality sector understand the needs of their disabled customers.

London's Southbank has been renascent in recent years. But the walkway had evolved in a way that meant in parts it is not easy to navigate – particularly for those with accessibility needs.

The Mayor has invested £4 million and worked with Southwark and Lambeth Councils and local business and residents groups to address this. Over the past year or so plans to open up a two mile stretch between Tower and Westminster Bridges have moved from the drawing board and been made concrete, with the finishing touches now being applied. As a result many more people will be able to enjoy some of the capital's cultural centres and this area of historic importance.

Each of these three projects – together with venues and an Olympic Park that set new standards in accessibility – will contribute to a distinct Paralympic legacy for the capital.

Over the summer London will have a captive audience of visiting international customers, potential investors and other influencers – plus a global audience measured in the billions. We must grasp this remarkable opportunity to promote London as the Best Big City in the World.

That includes ensuring we secure investment that will lift economic growth and create jobs. So the Mayor will host London House at City Hall. He will showcase everything that is best about London, from its ingenuity and creativity to its deep pool of talent and position as the world's leading destination for businesses. More than 100 top business leaders from across the world have accepted invitations and will take part in debates and seminars and network with UK leaders in the technology, creative, environmental and financial service sectors.

1 Great George Street, in the heart of Westminster, will be the home of the London Media Centre. With superb press and broadcasting facilities, and a pre-planned programme of activities and editorials, it will give a projected 25,000 visiting journalists the best possible platform to tell London's story to the world.

The scale of the celebrations mean London's services will face unparalleled demands.

Behind the scenes, the Mayor has drawn together public sector agencies to consider and plan for the impact of the Games. Command, control and communication arrangements are in place and plans and procedures have been rigorously tested. As a result we expect that London's services will do more than cope. They will respond with distinction.

Capturing the legacy for London

The Mayor's number one concern is making sure the benefits from the Olympic and Paralympic Games are captured and felt long after London 2012 is over. We are making good progress. In fact, London is ahead of any previous host city in its pre-Games planning for post-Games life. In March 2012 the International Olympic Committee's President Jacques Rogge hailed London's approach to capturing the benefits of the Games, describing how London had 'raised the bar on delivering a lasting legacy' and created a 'legacy blueprint for future Games hosts'.

The epicentre of London's legacy is the Olympic Park. Over 2011/12 the foundations have been laid for its metamorphosis into the Queen Elizabeth Olympic Park, with plans approved and contractors in place for a phased reopening from July 2013. It will be a place to live and work – with five new neighbourhoods providing up to 11,000 new homes and 8,000 jobs by 2030; a hub for sport and entertainment from the local to the international; and, as one of the biggest urban parks to be created in Europe for 150 years, an escape offering green open spaces and waterways.

Other important steps in securing the future of the Olympic Park and wider area included:

- appointing operators for the Aquatics Centre, Multi-Use Arena and ArcelorMittal Orbit – with contracts that guarantee jobs, training and sporting opportunities for local people;
- the short-listing of post-Games tenants for the Stadium and Press and Broadcast Centres – paving the way for a commercially viable, job-creating future for these landmark facilities;
- progress towards appointing a developer to build the homes that will form the first of the Park's new communities at Chobham Manor;

- devoting London's bid for a Cell Therapy Technology and Innovation Centre in the Park to maximise the innovation legacy from the Games;
- finishing public realm improvement and other projects in the 'Olympic fringe' areas around the Park, including a new cultural centre at the White Building in Hackney Wick; and
- the opening of Westfield Stratford City, which has created 8,000 jobs.

This year also demonstrated how our Olympic heirlooms make London the first choice to host international sporting competitions, with a successful bid for the 2017 World Athletics Championships. In addition, the Mayor unveiled plans for a London Festival of Cycling. The first major event in the Park post-Olympics, it will generate significant revenue for the capital while offering events for families and elite competitors alike.

Taking forward the Mayor's plans for regenerating the Olympic Park and its environs will be a new LLDC, which on 1 April 2012 replaced the Olympic Park Legacy Company. The LLDC streamlines both the number of public bodies involved and the planning system, creating a single body to attract developers and investors. And it means there is one body accountable to Londoners, through the Office of the Mayor, for securing the legacy.

The Mayor has also become a member of The Legacy List, a new charity whose objectives are to raise philanthropic funds to support the arts, education and sports legacy for the Park.

The power of the Games to regenerate is not confined by the boundary of the Olympic Park. With an expanded geographical remit, the LLDC will help the Mayor to deliver his 'convergence pledge' to close the deprivation gap between the six host boroughs and the rest of London.

In January the Mayor and the boroughs jointly published details of the progress that has been made, and what more is still to be done – helping Londoners to hold the public bodies involved to account. Together they also set out how to ensure the £6.5 billion invested in transport – including a 50 per cent increase in capacity on an extended DLR line, an upgraded Jubilee line and extra capacity on the Central line – will benefit future generations of Londoners.

We cannot expect to realise the convergence pledge without creating jobs and equipping people with the skills to seize them.

Over the past year the Mayor has collaborated with LOCOG and the six host boroughs to match 12,000 job-seeking Londoners living in the host boroughs with Games-time jobs. Many are currently unemployed and once the Games are over as many as possible will be supported into permanent employment. That support will come from the Mayor's £14 million 2012 Employment Legacy programme which runs until 2014. The programme has already helped nearly 7,500 unemployed people from right across London.

Altogether, more than 35,000 previously workless Londoners have found jobs through London 2012 projects – with another 8,000 job opportunities to come with the reopening of the Queen Elizabeth Olympic Park.

Nurturing a grassroots renaissance

London 2012 is a once in a generation chance to transform grassroots sport. The Mayor's £15.5 million Sports Legacy Programme is making sure we do not let it pass by.

The programme has three main strands.

It is investing £7 million to transform community sporting facilities. So far 60 projects scattered across the capital have benefited. Thirty are already finished, including a refurbished lido in Greenwich, a new gym for St Pancras Boxing Club and new 12-man sailing gigs for London Nautical School. Taken together, the new facilities will mean there is capacity for an extra 35,000 people to get involved in sport each week.

It is investing £3 million to train sports coaches and others to carry forward the sporting legacy. So far over 10,000 sports coaches and officials have been helped to achieve qualifications. More than a third were under 25 years old, giving them a sound basis for a future career.

And it is investing £5.5 million to get more people to participate in sport. So far grants have been awarded to 32 projects which will provide activities across at least 24 different sports – from new basketball leagues in inner-city London to ‘Zumba’ classes for the over 80s. About 20 per cent of the 200,000 Londoners who will benefit will be people who were not previously taking physical activity or playing sport.

The Mayor’s ‘FreeSport’ scheme had another successful year. More than 250 organisations, representing every borough, received grants of up to £1,500 allowing them to open their doors to new people. Twelve thousand Londoners have received at least six hours of free coaching this year alone.

Meanwhile, the ‘Make A Splash programme’ brought temporary swimming pools to six of London’s schools. Focussed on areas of ‘aquatic deprivation’, the programme lets 6,000 Londoners each year – mostly young people – take swimming lessons.

The Mayor is also determined that as many as possible of London’s schoolchildren should be able to see the Olympic and Paralympic action first hand.

Working with LOCOG, he has set aside more than 125,000 tickets for children and accompanying adults. The tickets will go to the 2,419 schools that joined the London 2012 ‘Get Set’ Education Network by the end of 2011 – covering 94 per cent of the capital’s 10-18 year olds in state education.

Our efforts to nurture grassroots organisations are not confined to sport.

London is the first Host City to develop and run an official ‘Inspire Mark’ programme. In total over 2,700 exceptional projects have been inspired by the Games to do something special in their local communities – 400 of those are in London, the largest share for any UK region.

Copyright

Greater London Authority
June 2012

City Hall
The Queen’s Walk
More London
London SE1 2AA
www.london.gov.uk
enquiries 020 7983 4100
minicom 020 7983 4458