

MAYOR OF LONDON

The Mayor of London's
Annual Report
2012/13

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Foreword from the Mayor of London

The last year has been the most momentous in London's recent history. In the past 12 months we put on the most fantastic celebration – despite the weather – for The Queen's Diamond Jubilee, which was the curtain raiser for the Greatest Games Ever as London became the only city in the world to host the Olympics for the third time and the Paralympic Games.

But in the months and weeks preceding our Summer Like No Other there was a pervading sense of gloom about the whole enterprise. Were we all about to prove the pessimists and gloomadon-poppers right that we British couldn't pull off the largest peacetime logistical exercise in staging the Olympic and Paralympic Games?

The buses were on strike, taxi drivers were blockading the West End and thousands of security staff suddenly seemed mysteriously to have found better things to do. And the rain never stopped – with the forecasters warning of truly cataclysmic inundations on the night of the Opening Ceremony.

And then something changed in that first week – around the time that Team GB won its first gold medal. It was as though a giant hormonal valve had been opened in the minds of people and the endorphins seemed to flow through the crowds and down the tube trains like some benign contagion until everyone was suffused with a kind of Ready Brek glow of happiness. From then on it was if nothing could go wrong. Five million people were showed to their seats without delay after travelling on our tubes, trains, buses, bicycles and cable car with metronomic efficiency. The volunteers showed a kindness and friendliness that we had almost forgotten about in our country. And it even stopped raining.

We showed the world that we are a go-ahead people capable of pulling off the greatest show on earth and we showed our city – and our country – at its very, very best.

But it also showed what can be achieved when the public and private sectors work together, when there is a broad consensus across the political parties and wider civil society and a clear deadline.

The 2011 Census data has proved what we had already felt to be the case, travelling on the Tube, seeing the increase in property prices and rents and over-subscribed schools – that London's population is increasing by far more than had been previously estimated. Since I was elected just over five years ago the capital's population has increased by between 400,000 and 600,000 and another one million will call themselves Londoners by 2021. We are going to have to house these people, move them about and continue to provide the economic opportunities that attract them and make people chose to bring up their children here.

When we look at the scale of this demographic challenge, the reality of global competition and the shortage of government money, we can see that it is now necessary to build a similar consensus that delivered the 2012 Games on what radical improvements London needs and how we are going to fund them.

After I was re-elected last year I set up the independent London Finance Commission, chaired by Professor Tony Travers. The Commission reported last month and I have accepted its recommendations in full. They argue that London's government – the boroughs and the GLA – need more financial autonomy in order to give the capital more long-term sustainable funding, rather than the annual hand-to-mouth negotiations central Government funding we currently endure, and greater democratic accountability. This would be a fiscally neutral reform with London

controlling, for example, its business rates and the stamp duty collected in the capital with a corresponding reduction in its central Government grant.

Building on the London Finance Commission my 2020 Vision will set out how to address the challenge and how to take advantage of the opportunity that our demographic pressure presents. 2020 Vision will not just offer a plan for spatial development – new homes, new transport links in road, rail and air – it will be about everything that will contribute to the economic growth of London – the improvements in education and training and quality of life; everything that will help us to raise aspiration and tackle poverty.

This Annual Report gives a snapshot of what we've achieved in the past year and a taste of what more needs to be done. Together with the London Finance Commission report and 2020 Vision Londoners can see where their Mayor and, I hope, other representatives want to take their city to build on the legacy of the 2012 Games to deliver the jobs and growth and development we need to face our demographic challenge and lengthen London's lead as the World's Best Big City.

Jobs and growth

Highlights

- **In April the Mayor launched a £40 million package to support jobs and growth and to invest in London's infrastructure. Some £25 million is seeding a new fund that will provide loans to or invest in small businesses to help them grow. The funding is part of a bigger pot of £110 million secured from Government which is helping the London Enterprise Panel deliver its new Jobs and Growth Plan.**
- **By the end of 2012 the Mayor had helped create 100,000 new apprenticeships. He is now ambitious to create 250,000 over this Mayoral term. To support apprentices, Transport for London has launched an apprentice Oystercard discount.**
- **The independent London Finance Commission, established by the Mayor, reported in May. It outlined proposals that would give London greater powers to invest in its future success – building on the billions the Mayor is already investing in London's transport, homes and public realm.**
- **The Mayor's agency for promoting London to the world, London & Partners, brought £250 million of investment into the capital's economy in 2012/13, creating or supporting nearly 7,000 jobs.**
- **The Outer London Fund is investing £50 million to bring vibrancy and vitality to high streets across 23 boroughs. Already 46 streets, squares and other public places are being redesigned and revitalised; hundreds of young people have taken up new apprenticeships and received training and advice; and well over 2,000 small businesses are being supported – with many more transformational projects underway.**
- **The £70 million Mayor's Regeneration Fund is strengthening local economies and bringing jobs to areas affected by the August 2011 riots. This year a new £3 million employment centre in Tottenham opened its doors. It is already helping existing businesses to thrive and creating the businesses of tomorrow.**
- **The Mayor launched a £24 million fund to promote excellence in London's schools. It is part of a £40 million education and youth programme to make the city's schools among the best in the world, drive up standards in literacy and numeracy and improve opportunities for young Londoners.**
- **The Mayor's Leadership Clubs have begun working in London's schools. A thousand struggling school children will get extra support to help them realise their potential. The Mayor's mentoring programme to support 1,000 black boys is now also well underway.**

The Mayor's second term priority from which all else follows is jobs and growth, and the Mayor is doing all he can to equip London for the future to ensure this city remains the best place in the world to live and do business in.

The Mayor is investing billions in London's infrastructure and places – in its housing and high streets, in its transport network and green spaces – not only to improve London's quality of life. But because doing so will create hundreds of thousands of jobs, strengthen London's economy and help the city to compete in a globalised world. He is investing in local policing and keeping police numbers high because it is the Mayor's first duty to keep Londoners safe. And it is also because a safe city is a prosperous city. He is investing in young Londoners and championing excellence in London's schools because it will secure the jobs and growth of tomorrow.

London's population is growing rapidly and the global race for jobs and investment is becoming ever fiercer. The Mayor will soon be publishing his 2020 Vision, which will set out how London can meet this demographic challenge and take advantage of the opportunities it presents.

Collaborating for growth

The London Enterprise Panel (LEP) was established in 2012. It is the Mayor's primary private sector-led vehicle to advise him on jobs and growth in the capital, ensuring London fulfils its potential, and as the powerhouse of the UK economy, continues to lead the country to economic recovery. Over the past 12 months the LEP has worked with experts and consulted widely to understand how it can best deploy its energy and maximise the impact of the £110 million of Growing Places Funding (GPF) the Mayor has secured from Government.

The Panel's Jobs and Growth Plan, published this May, lays out its four initial priority areas: skills and employment; small and medium sized enterprises; science and technology; and infrastructure.

London's growth depends on a skilled workforce; and in particular on workers equipped to service the city's increasingly knowledge-based economy. Londoners themselves need to be well-placed to compete successfully for and seize the opportunities London's economy creates.

An apprenticeship can be a doorway into the workplace, teaching crucial skills and instilling self-confidence. The best apprenticeships can be life changing, putting a young person on a rewarding and lasting career path. Apprenticeships are good for businesses and good for London's economy too, bring fresh ideas and shaping the workers of tomorrow.

The Mayor helped create 100,000 apprenticeship places by the end of 2012. Yet he is determined to go further and has set a challenging target to create 250,000 new apprenticeship places over this Mayoral term. To support this drive, he launched a major new marketing campaign led by ambassadors from PwC, Channel Four and Brasserie Blanc. He also launched a new Oystercard discount scheme that is expected to benefit 40,000 apprentices living and working in the capital, with each receiving a 30 per cent discount on the cost of an adult Travelcard.

The Mayor is ensuring that the GLA family plays its part. Last year over 3,300 apprentices started at the GLA Group and at its suppliers. Roles have ranged from marketing to human resources, from engineering to project management and from facilities management to customer service.

Also to help young Londoners progress in the jobs market, the Mayor, in partnership with the Department for Work and Pensions (DWP), launched a new pilot programme – Day One Support for Young People. The programme finds work experience and provides job search support to young people who are new Job Seeker Allowance claimants and have limited work history. The Mayor and the DWP have invested £12.3 million of European Social Funding (ESF) with the aim of supporting 6,200 18 to 24 year-olds into employment.

The Mayor has also drawn on ESF to bolster the city's skills fund. This will allow us to enrich the information that exists about London's labour market and to work with employers to, among other things, support part-time working and create more apprenticeships.

The London Living Wage (LLW) helps those who contribute to London's success enjoy a decent standard of living and is currently paid by 135 employers. This includes the GLA Group which is one of London's largest employers, benefitting 3,000 employees. The Mayor, who took part in the first Living Wage week in November, is a firm supporter of the campaign and is working with the Living Wage Foundation to increase the number of LLW employers to 250 by 2016.

This year's increase in the LLW – to £8.55 per hour – will put about £4.5 million into the pockets of low paid Londoners. There are compelling business as well as moral reasons for paying the LLW, including more motivated employees and lower staff turnover.

Small and medium sized enterprises (SMEs) make up 99.8 per cent of London's private sector businesses and account for 50 per cent of all employment opportunities. They are also incubators of innovation and at the forefront of reshaping London's economy. The Mayor is determined they are not overlooked.

London's small business owners can find accessing finance challenging, putting a break on their growth. So the Mayor plans to use up to £25 million of GPF, which will be bolstered with private funding, to set-up a scheme for small firms that would otherwise not be able to raise finance. The scheme is in addition to a £22 million equity finance fund for small firms that was launched earlier in the year and is already up and running. Drawing on £9 million of European Regional Development Funding (ERDF) overseen by City Hall and private sector investment, the fund is expected to create or safeguard more than 400 jobs and has made five of an expected seven investments.

With 24,000 ICT and software companies, and despite fierce international competition, London is by some distance Europe's digital capital. The cluster of digital firms in and around Old Street – known as Tech City – is at the heart of London's success and allure to the world's creative innovators.

In December the Prime Minister and the Mayor announced plans to build a £50 million technical and creative institute in the area. The visionary project will be led by the GLA and, when complete in 2015, the institute will be the largest civic space of its kind in Europe – a place for start-ups and the local-community to come together to share data, research and experience; and to create the next generation of entrepreneurs. And it will ensure increased investment and employment – both from the locality and UK schools and universities – in Tech City while enhancing international perceptions of this digital cluster and its future potential. The GLA is now running a comprehensive and imaginative community engagement process to establish the core activities of the institute. The engagement is inclusive and interactive and designed to connect with all elements of Tech City: businesses, educationalists, academics, the local community and the general public.

It is through harnessing London's capacity for technical innovation and smart thinking that we will address the challenges of city life and keep London ahead in the global race for jobs and investment. To this end, the Mayor has brought together renowned academics, businesses and entrepreneurs under the umbrella of the Smart London Board. As well as stimulating creative ideas, it will bring closer together London's innovators and businesses to forge mutually beneficially partnerships.

To help London evolve into the world's smartest city, the Mayor has secured £3 million from the Technology Strategy Board. The funding will support three data-driven demonstrator projects designed to: map London's utilities to improve road works planning and new infrastructure design; to alleviate congestion and pollution caused by delivery vans; and to help people access short-term work and volunteering opportunities to build their CVs.

Investing in tomorrow's infrastructure

One thing more than anything characterises the start of the 21st Century: change. And more specifically the sheer speed, scale and restlessness of this change, both at home and across the globe. Take population. Following a decline after the Second World War, London's population started to grow again in the mid-1980s and between 1986 and 2013 grew from 6.7 to 8.4 million.

It is now projected to grow faster than we had previously thought, surpassing its previous peak (8.6 million in 1939) as early as 2016, reaching nine million by 2020 and then nearly ten million in 2030.

That is why investing in infrastructure to support this growing population is one of LEP's four priorities. And it is also why it is an underpinning theme of the Mayor's 2020 Vision, which he has developed over the past months and which will be published shortly. The Vision will describe the Mayor's existing programmes and proposals for London's infrastructure. These are touched on across these pages and include, for example, unprecedented investment in London's transport network, building record numbers of affordable homes and improving the capital's public realm. But it will also set out a coherent plan to go further and faster. A plan to reshape and renew London's transport, housing and community infrastructure; a plan that will articulate London's strengths and ensure that our international offer remains unsurpassed in an increasingly competitive world while providing opportunities for a growing population to thrive.

It is estimated that over the years to 2020 London needs to invest some £75 billion in its infrastructure. The ability of London government to stimulate and contribute to this investment, and to plan for predicted growth, is at present shackled by its overwhelming reliance on central Government for its funding. Indeed, only seven per cent of the tax paid by this city's residents and businesses is controlled by the Mayor and London's boroughs. This makes London a notable outlier among big cities in its lack of financial freedom.

The answer is to devolve power from the centre and give London government greater financial independence, with fuller control over the mechanisms and balance of taxation and spending. This would give London the means to take greater control of its destiny, invest in its future and liberate the capital from hand-to-mouth annual funding negotiations with central Government. It will make London government more responsive and accountable to the people it serves.

This is the conclusion of the independent London Finance Commission, which was established by the Mayor in 2012 and reported this May. It is a view the Mayor fully supports and he will be pressing Government over the coming months and beyond to implement the Commission's recommendations. The Mayor will be able to point to the success of the devolution of London housing and economic functions to the GLA in April 2012, alongside the transfer of significant landholdings. These changes are saving London taxpayers money while bringing greater focus and pace to delivery.

Meanwhile the Mayor continues to press Government for immediate and significant funding within the current grant regime. In the past year, by arguing London's case, the Mayor has secured £750 million to invest in additional housing to help working Londoners, further Growing Places Funding, and the go-ahead to finance a £1 billion extension of the Northern line to Battersea. The Mayor is ensuring that the significant majority of London's revolving GPF is spent on financially sustainable infrastructure projects representing good value for money.

The Mayor was also successful in a bid to Government for £25 million that will fund London's Super-Connected City Plan. Through it we will provide the ultrafast broadband and Wi-Fi coverage essential for London's businesses.

It is vital that the capital is effectively promoted to a worldwide audience if it is to remain attractive to foreign investors; if its world-class higher and further education sectors are to continue to be the destination of choice for foreign students; and if it is to retain its position as one of the world's leading tourist destinations.

London & Partners (L&P) is the Mayor's agency for leading these efforts. In 2012/13 its promotional and economic development activities brought £250 million of investment into

London's economy, creating or supporting 6,900 jobs – a considerable return on the £13 million funding provided by the GLA.

In November the Mayor strengthened the long standing trade and investment relations between London and India, meeting senior investors, business leaders, and Ministers at national and state governments. The Mayor also travelled to MIPIM in March, the world's premier property conference, where he promoted London's diverse land and property opportunities to international investors and developers. Similarly, in April the Mayor visited the United Arab Emirates and Qatar to showcase the investment potential in the capital, to highlight the expertise of London businesses, and to explore the potential for cultural and sporting exchanges.

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. And 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.

Many of London's local economies are flourishing despite difficult economic conditions – and can do better still. Some others are finding it more difficult; but with the right help, and building on what is already good, all of 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.

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 (OLF) and the Mayor's Regeneration Fund (MRF). 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.

Round Two of the OLF began in earnest in April and builds on existing momentum to strengthen the vibrancy and growth of high streets, focussing in particular on places benefitting less directly from big, strategic investments like Crossrail and for the London 2012 Games. Many of the projects – such as better public spaces in Havering and a new town park with a flexible performance space in Harrow – are long term, redesigning the public realm to attract visitors and encourage them to stay longer. But we are funding and supporting smaller but nonetheless transformative projects too, such as improved shop fronts in Hounslow and business rate relief to SMEs in Sutton. In total there are 23 Round Two projects across 17 boroughs – all of which are attracting match funding, bringing the total invested in the future prosperity of these places to over £50 million.

While these are still relatively early days for some of the bigger projects, a few numbers serve to highlight the impact OLF funding is having:

- 46 streets and other places – places like New Addington, Leyton High Street and Wood Street in Waltham Forrest – across 19 boroughs have or are in the process of being improved through public realm projects;
- 100 young people have secured apprenticeships;
- 100 more young people have received training and short-term support;
- eight new trader associations have been formed, 11 existing associations have been supported and five have been revived;

- 1,500 businesses have been supported through the new business and traders associations, training programmes, enterprise support and mentoring;
- 775 business have received visual merchandising advice; and
- 270 high street events across 46 places have been taken place to showcase and celebrate the success of the myriad and varied projects.

In response to the August 2011 riots the Mayor launched a Regeneration Fund backed by £50 million from City Hall and £20 million from Government. With match funding, the total amount being invested is just under £100 million. About £50 million is ring-fenced for Tottenham and Croydon.

All of this funding has now been committed to projects in eight of the worst affected boroughs. We selected the projects based on the impact of the unrest on the area. But also by taking into account each project's potential to create jobs and stimulate and secure economic growth well into the future. We will, for example, rejuvenate the Tottenham High Road through £2.5 million of public realm improvements; we will repair and reinvigorate Croydon's high streets, including its main north-south high street, as part of a £7 million project; and in Hackney a new Fashion Hub will bring together fashion outlets and business support around the Burberry Factory Outlet.

Many of the projects have already been working on the ground and over the coming months local areas will see first-hand the planned changes taking shape.

Last July the Mayor opened 639b Tottenham High Road – a temporary building to provide volunteering, employment and training opportunities to local residents – while we repaired and refurbished 639 Tottenham High Road, which was burnt out during the riots. In May the new Employment Centre opened its doors, representing a remarkable turnaround. People with new business ideas and existing SMEs are already being given the opportunity to take up new and affordable workspace – and they are being offered business support and training to help their business grow and expand. Over three years, 85 new businesses that will operate for 12 months or longer will be created.

Immediately after the riots the Mayor established taskforces for Tottenham and Croydon – comprising top business people and others with expert knowledge – with a brief to champion their respective areas and ensure funding is invested wisely, making recommendations to the Mayor and to government. In December the Mayor launched the findings of the Tottenham Taskforce report 'It Took Another Riot'. The report outlines a number of challenges for the London Borough of Haringey, the GLA and Government to tackle. The Mayor is working closely with relevant parties to embed these recommendations within the regeneration strategy for Tottenham.

In January the Mayor announced that he is working with Westfield and Hammerson plc and the borough on plans to transform Croydon's Whitgift and Centrale shopping centres. The two developers, which had been working on plans for two separate proposals to redevelop the two centres, agreed to jointly develop both centres together, working with the Mayor in his role as London's Strategic Planning Authority. The agreement represents an additional investment of £1 billion in the area, alongside the Mayor's £23 million investment in high streets, public realm, infrastructure and business support.

The Mayor has also approved a new strategic planning framework for Croydon. It will help deliver 7,300 homes, revive Croydon's high streets and retail centres, increase transport and parking capacity, and create new and improved public spaces as well as the social infrastructure necessary for the 17,000 new residents the area is expected to accommodate in the coming years.

Another way the Mayor is bringing growth and jobs to London's high streets is by funding three 'Portas Pilots'. We have worked with boroughs and town teams in the three areas – sited in Lambeth, Lewisham and Tower Hamlets – to develop projects ranging from business training for market stall holders provided by a local college through to healthy food initiatives and an online town team to help crowd source ideas and engage hard-to-reach groups. All of the projects will also receive expert advice from the GLA.

The GLA's investment in High Street 2012 concluded in 2012/13. The projects – which brought together public bodies, businesses and residents – 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. A new park was created, two existing parks upgraded, hundreds of trees planted, three clusters of shop fronts improved, four terraces of historical buildings restored and 19 cultural projects delivered. All of this came together during a 'Summer Safari' that coloured the streets with sights and sounds.

Educating young Londoners

A strong education system is vital for jobs and growth. So the Mayor wants London's schools to be among the best in the world, with a good school place for every child. He wants all London state schools to provide our young people with a rich and challenging academic grounding. And he wants to ensure young Londoners are equipped with the skills, knowledge and creativity to succeed – and to compete successfully for jobs and university places against the global talent our city attracts.

Specifically, the Mayor wants to see improvements in literacy and numeracy among children leaving primary school; and higher standards in maths, science and languages in London's secondary schools.

In October the Mayor's Education Inquiry Panel published its final report. Informed by in-depth research, a survey of 600 head teachers, seminars and evidence hearings, the report emphasised the need to 'go for gold' to move from achievement to excellence.

The Mayor accepted all twelve of the report's recommendations and in February we published an Education Programme Delivery Plan. It explains how we will work with schools, London's boroughs and others to make London a world leader in education, embracing new ideas and learning from the best.

Our first step was to set up a £24 million London Schools Excellence Fund. The fund will support extra professional development for teachers across London and ensure the best, evidence based ideas and teaching practices are shared and percolate through London's schools – thereby driving up standards.

Other projects underway include the London Schools Gold Club and London Curriculum. The former is an annual scheme to identify exceptional schools which are succeeding with all their pupils including the most disadvantaged. In turn, these exceptional schools will help others to improve. The London Curriculum will draw on the richest asset available to our schools: London itself. London's history and cultural and scientific heritage will inform and strengthen subject teaching, helping young people think creatively and innovatively.

Autumn 2012 saw the start of the Mayor's Leadership Clubs programme. Launched to address underlying problems that contributed to the August 2011 riots, the £1.6 million scheme will help a thousand struggling schoolchildren aged ten to 14 reach their full potential. The clubs will work in 40 London schools to improve behaviour, self-discipline and attainment. Schemes range from

Saturday schools that will boost confidence through creativity to 'boot camp' style strict regimes. All of the projects focus on literacy and numeracy to help children excel.

The Mayor is also overseeing a mentoring programme now operating in seven London boroughs – Brent, Croydon, Hackney, Haringey, Lambeth, Southwark and Waltham Forest. One thousand black boys aged ten to 16 at risk of offending, or of dropping out of education, employment or training, will be paired with inspiring and supportive adult mentors.

Demand for school places is outstripping supply. London desperately needs more, good quality places. The Mayor therefore set up a New Schools for London unit in October 2012 to encourage a generation of free schools in the capital. This will help address the shortage of school places, give parents more choice and encourage innovation. The unit is helping prospective free schools secure sites in London, alongside identifying ten surplus buildings across the GLA Group estate that could be used for them. A number of suitable sites have been identified so far. Announcements will be made shortly, with at least four confirmed this year.

For far too many young people a difficult start in life leads to a lifetime of underachievement. For example, we know that both children who are excluded from school and, most starkly, children who have learning difficulties or disabilities achieve significantly worse outcomes than their peers in education and beyond. The Mayor is therefore investing up to £6 million through the GLA's ESF Youth Programme to provide tailored support, including mentoring, for these particularly disadvantaged groups.

The projects began in autumn 2012. Over the next three years the aim is to help 1,500 young people move into sustained education, training or employment. This will build on the success of the £6.9 million ESF programme run by the former LDA and latterly the GLA which closed in June 2013 and supported 2,700 young people who were 'not in education or training' (NEET) or were at risk of becoming NEET into sustained education, training and employment.

At the Mayor's Academies – Aylward Academy and Nightingale Academy in Enfield and Bexleyheath Academy in Bexley – the numbers of young people who leave and are at risk of becoming NEET continue to fall. We have partnered with companies who are mentoring and offering work experience and apprenticeship opportunities to the Academies' students. Meanwhile, the number of students applying to research intensive universities is on the increase.

The Mayor's fourth Academy – Kingsley – opened in Hounslow in April 2013 and is to be followed later in the year by Royal Greenwich University Technical College, co-sponsored by TfL.

The Mayor's Near Peer Mentoring Programme came to a close in September 2012. Over 70 children in care over two school years received personalised support and advice from care leavers who had successfully gone on to university. We are now sharing the expertise and knowledge across London's boroughs and universities.

Transport

Highlights

- **The Tube celebrated its 150th anniversary and an Olympic year by smashing records for numbers of passenger journeys and reliability. Delays were the lowest on record by a full 20 per cent.**
- **After a brief pause during the London 2012 Games, the Mayor's £6 billion Tube upgrade plan to boost capacity and increase reliability still further recommenced in earnest. The Metropolitan line is now served exclusively by a fleet of ultra-modern, air-conditioned trains and they are being rolled out across other sub-surface lines.**
- **London's transport network is now among the most accessible in the world: 66 step free stations and new and increasing numbers of boarding ramps on the Tube; a 130 per cent increase in accessible bus stops since 2008; and a new plan to do more to open up the capital's transport network to disabled people.**
- **The London Overground has been extended and in December became the capital's first orbital railway since the Circle line. It is connecting hundreds of thousands to jobs and opportunities and bringing new economic vibrancy.**
- **The Mayor has set aside £300 million for transport projects that will boost regeneration in eight priority areas. This will help to release economic energy and deliver the 50,000 new jobs and 50,000 new homes the areas have the potential to provide.**
- **Forty years after the railway was first proposed, the lead Crossrail boring machine broke ground at Royal Oak. By March it had reached the new Bond Street Crossrail station. The project will support 55,000 jobs and increase London's rail capacity by ten per cent.**
- **The Mayor secured a commitment from Government to provide a loan of £1 billion to extend the Northern line to Battersea via Nine Elms. It will unlock London's biggest regeneration opportunity, bringing 16,000 new homes and 25,000 new jobs.**
- **The Emirates Airline cable car opened in June and has already carried two million passengers across the Thames. It is supporting development and growth around the Royal Docks.**
- **The Mayor unveiled a new £1 billion vision to transform cycling in London. At its centre is 'Crossrail for the bike': a new 15 mile substantially segregated route running west to east through central London.**
- **The Mayor's pioneering 'pay as you dig' lane rental scheme is reducing delays caused by road works – by more than a third in the scheme's first year. The Mayor also launched a Roads Taskforce to shape the plan for London's roads.**
- **Production of the Mayor's New Bus for London is well underway and route 24 between Pimlico and Hampstead Heath will soon become the first route to be served exclusively by these paragons of omnibus design, comfort and green-technology.**
- **Concessionary travel for young people, veterans and older and disabled Londoners has been protected. And London's over 60s have had free travel reinstated through a new 60 plus London Oystercard – fulfilling a key Mayoral election promise.**

One of the many success stories of this summer's Games was the role played by London's transport network. Unprecedented numbers of people were moved about the capital while record levels of reliability were achieved. The Tube alone carried over 100 million passenger journeys – the most in

its history and 30 per cent up on normal levels. Record numbers were also recorded on the DLR, the London Overground and Barclays Cycle Hire.

This did not happen by luck. It happened because of extensive planning and investment in new transport infrastructure delivered well beforehand; infrastructure that has left a legacy of economic regeneration and transformation in east London.

Yet London's population is booming. By 2031 one and a quarter million more people will call London home. There will be 750,000 additional jobs. The level of demand experienced during the Games will not be the exception. It will become the norm.

The Mayor is therefore overseeing unprecedented investment in London's transport network. A 30 per cent increase in capacity on the Underground. A new railway – Crossrail – that will increase London's entire rail capacity by a full ten per cent. And this year he has announced new and ambitious plans that will also bring transformational change to cycling, roads and river transport.

The Mayor will continue to fight for stable and sustained funding for London's transport infrastructure. That includes for new links that will bring currently under-served communities more fully into the web of London's transport, catalysing growth and creating jobs.

A 21st century transport network

This year the Underground – the world's first sub-surface railway – celebrated its 150th anniversary. The network has changed beyond all recognition since our Victorian forebears made the short three and half mile journey from Paddington to Farringdon on 10 January 1863. But in all that time a simple imperative has endured: if we do not invest to renew and upgrade; if we do not move forward with new and extended infrastructure, then we will fall back.

The Mayor is therefore delivering a ten year, £6 billion plan to upgrade the Tube network piece by piece and ensure it is fit for the 21st Century. Much has already been achieved.

The Jubilee line upgrade has increased capacity by a third with trains running every two minutes at peak times. On the Victoria line, passengers are now enjoying the most frequent service in the UK: 33 new, more accessible and spacious trains each hour at busy times.

In September, and after 50 years of service, the last of the oldest trains on the network made its final trip on the Metropolitan line. Now the line is served by a new generation of walk-through, air-conditioned trains. TfL has begun rolling out the trains – part of a 191 strong fleet – across the Circle, District and Hammersmith & City lines.

Early this year, new, state-of-the-art signalling went live on a section of the Northern line – the first part of a root and branch upgrade. By 2014, the signalling system will allow trains to run faster and closer together. And as a result, the Tube's busiest line will be able to carry an extra 11,000 passengers per hour.

TfL is taking a new approach to the upgrade. More intensive night-time works and fewer closures will reduce disrupted passenger journeys by 60 per cent compared with the Jubilee upgrade, carried out under the disastrous Public Private Partnership. Increased testing will ensure problems are identified and ironed out off-site, maximising reliability from the get-go.

Stations are being rebuilt too. Already King's Cross, Green Park, Blackfriars and other major stations have been transformed.

In time for the Games, TfL completed a major upgrade of Heathrow Terminals 1, 2, 3 Tube station. Better access and a more welcoming station and ticket hall are among the changes that have been made.

A £700 million overhaul of Victoria Underground station, amongst the busiest on the network, is well underway. Work to double the size of the south ticket hall began in September and this is just one of many improvements passengers will benefit from when the upgrade is completed in 2018.

A focus of the station upgrade programme is to make changes that will help disabled passengers get from pavement to platform. So far TfL has increased the number of Underground stations that are step-free to 66 – most recently Farringdon which now has five new lifts. Over the next ten years a further 28 London Underground and Overground stations will be made step-free. And in the meantime, numerous smaller changes such as more boarding ramps and better signage, information and staff training are making a big difference.

Change is not confined to TfL's railways. The Mayor is ambitious to make the whole of the transport network still more accessible. His plans are explained in 'Your Accessible Transport Network', which was published last December.

New Tube trains, track and signalling – coupled with initiatives to predict, prevent and respond more quickly to problems – are having a tremendous impact on reliability.

Delays are down 20 per cent compared with 2011/12. This is a dramatic improvement on what was itself a record year. And it is despite us asking the Tube to work harder than ever before: last year there were 1.2 billion passenger journeys, a year-on-year increase of five per cent.

The Mayor has challenged TfL to go further. So this year TfL's Board agreed a new plan that is intensifying its pursuit of greater reliability through improved and innovative ways of working and by extending the use of cutting-edge technology.

Another way TfL is improving Londoners' day-to-day experience of the Tube is by introducing smarter systems. In the past year, new functionality has been added to Oyster online accounts. And later this year, building on its successful launch on London's buses in December, contactless payment will be rolled out across the Underground and on the DLR, Overground and Tramlink.

The essential role of transport infrastructure is to connect: to draw communities, businesses and jobs closer together. New transport links bring new connections, unlocking growth and spreading prosperity.

Over the past few years TfL has been piecing together a new orbital railway for the capital, connecting hundreds of thousands to jobs and opportunities. In December services began running along London Overground's final link between Surrey Quays and Clapham Junction. Not only will this be a boon for rapidly regenerating east London. It means Londoners can now circumnavigate the edge of the city quickly and easily without having to travel in and out of the centre.

Completing London's first orbital railway for 128 years was a fitting way to mark the Overground's fifth anniversary. Since TfL took control, passenger numbers have increased by 400 per cent. Satisfaction has leapt 20 per cent and the railway regularly tops national league tables for punctuality.

To meet rapidly growing demand, TfL has committed £320 million to introduce five car trains across the majority of Overground routes – increasing capacity by 25 per cent.

The London Overground – with frequent services, clean and safe stations, and a simple fare structure – serves as a model for other rail services in the capital. The Mayor has therefore submitted proposals to Government to bring more of the suburban railway system under his control. There would be savings in the order of tens of millions of pounds; resources that would be used to improve over 100 stations.

The Opportunity Area in and around Nine Elms area in south London holds the greatest potential for new growth in the capital since Canary Wharf was developed: 16,000 new homes and up to 25,000 jobs within a new and distinctive quarter with fine public spaces and riverside leisure and cultural destinations.

An extended Northern line with stations at Nine Elms and Battersea is the key to unlocking this potential. To fund the scheme, the Mayor has successfully lobbied Government to make a loan of up to £1 billion available. In April 2013 another important milestone was reached when TfL formally applied for powers to build and run the extension. Construction will begin in 2015 and the two new stations will open in 2020.

We must also look to enhance existing links in areas where regeneration is a priority. The Mayor has therefore set aside £300 million – drawing on efficiency savings at TfL – for transport projects in eight priority areas, including Elephant and Castle and Tottenham. The projects will address bottlenecks on roads and upgrade rail and Tube stations, liberating economic energy and fostering growth. The priority areas have been chosen to coincide with and amplify other regeneration projects being overseen by City Hall, helping to deliver the 50,000 new jobs and 50,000 new homes these areas have the potential to accommodate.

Crossrail is a new high-capacity and high-frequency rail service linking west to east through the heart of the capital. It has a vital role to play in accommodating and supporting London's future growth: once complete, it will expand London's rail capacity by a full ten per cent.

Tunnelling began in May 2012 at Royal Oak in west London. By March, Phyllis – one of eight burrowing behemoths boring out Crossrail's 21km of tunnels – had reached the new Bond Street Crossrail station. London's earth is not going to waste. Shiploads have begun arriving at Wallasea Island in Essex where it will be used to create one of the largest new wetland nature habitats in Europe.

Meanwhile, the new Crossrail stations at Paddington, Bond Street, Tottenham Court Road, Farringdon, Liverpool Street and Whitechapel continue to progress with intensity.

As Europe's largest infrastructure project, Crossrail will boost the UK's economy by £42 billion and support 55,000 jobs. Yet its success depends on a steady stream of skilled engineers. The Mayor has therefore established the UK's first Tunnelling and Underground Construction Academy. By April 2013 over 1,600 people had completed training courses.

In June 2012 the Emirates Air Line opened. Only two years previously the UK's first urban cable car had been a concept waiting to be sketched out on the drawing board. Now it has carried its two millionth passenger across the Thames between Greenwich Peninsula and Royal Victoria Docks. The crossing gives passengers a new perspective over London's skyline – and investors a new perspective on the area, supporting local regeneration.

The magnificent miscellany of boats on the Thames for the Queen's Diamond Jubilee flotilla was a reminder of London's riparian heritage – and the river's capacity for transporting people. In February the Mayor published a £10 million plan to increase passenger journeys to 12 million by 2020, with three new piers and better facilities. Already up-to-the-minute boat arrival information

has been made available at piers and via text message, using the same technology as the iBus service.

Our economic prosperity depends not just on metropolitan, or indeed national, transport networks. It depends also on access to a comprehensive network of cities all over the world. Aviation is the indispensable gateway into this network. Yet a capacity crisis is already limiting the number of places that can be served from the UK.

Work done to date suggests that space and environmental constraints dictate that Heathrow cannot be the effective hub airport we need. A new four runway hub serving London and the south east would offer a world-class facility where a wide range of airlines would have the opportunity to serve a full range of destinations. It is the only way to meet the future needs of London and the UK and to ensure a level playing field with our competitors.

The Mayor has established a new policy unit at TfL to press for urgency and long-term thinking; to provide solid evidence to inform the Government's Airports Commission; and to work with world-class experts to develop plans for a multi-runway hub in the southeast.

A cycling city

In the past decade cycling on the TfL road network has almost trebled and, in all, some 540,000 cycle journeys are made every day in the city. There are more cyclists in London than at any time since the arrival of mass motoring.

The velocity of this pedal powered revolution is increasing. Most recently, it has been spurred on by the Olympic and Paralympic Games. New and lapsed cyclists have been inspired by the sight of Team GB's cyclists powering themselves to glory in the Velodrome. Commuters took to bikes too as an alternative to busy Tubes – with cycling in central London up 30 per cent during the Games. Others made use of the 75 kilometres of cycle paths to and around the Olympic Park, created and refreshed in time for summer 2012. Many more are simply realising what they have been missing out on: a convenient, cheap and joyous way to get about the capital.

All of this is to be celebrated. Cycling is a simple but effective answer to some of the downsides of city life. The more people cycle the healthier our city will be – with less pollution, less traffic and greater capacity on our road and rail networks – and the healthier we will be.

In the Mayor's first-term a great deal was achieved: a new Biking Boroughs programme to encourage cycling in London's outer boroughs; four cycling superhighways; and above all the world's best hire scheme, stretching from Shepherd's Bush to the fringes of the Queen Elizabeth Olympic Park.

So far, the blue bikes have been hired more than 20 million times and in April work began to expand the scheme further into south and west London. This will bring over 2,000 bicycles to new areas within Wandsworth, Hammersmith & Fulham, Lambeth and Kensington and Chelsea.

Yet there is much more we can do to support and further encourage the growth in cycling. We need to help make cycling a normal, even integral part of everyday life. We need new and improved cycle networks integrated more fully with the rest of the transport network. And we need to continue to make cycling safer for everyone. In short, we need to transform cycling in London.

That is why in March the Mayor launched his Cycling Vision. It is a plan on a hugely ambitious scale with the resources to back it up – some £1 billion over the next ten years, more than trebling current spending.

At the centre of the vision is a new fast, segregated cycle superhighway – a Crossrail for the bike – stretching at least 15 miles from the western suburbs, through the heart of the capital, to the City, Canary Wharf and Barking in the east. It is likely to be the longest substantially-segregated, continuous cycle route of any city in Europe.

This east-west superhighway will form part of a central London Bike Grid of high-quality, high-volume routes using both segregation and quiet streets. A new network of Quietways will begin opening from next year providing direct, continuous, guided routes on peaceful side streets running far into the suburbs.

There is huge potential to increase cycling in outer London. So up to four willing boroughs will be turned into ‘mini-Hollands’ with significant investment – £100 million is available in total – to deliver dramatic change.

Importantly these are not separate, fragmented schemes. All of the routes will join up into an integrated and coherent network, aligning with and sharing the names of maps and routes Londoners are already familiar with.

Over the past decade, per journey, the rate of cyclists killed or seriously injured on the capital’s roads has fallen by almost a quarter. Yet cycling can and must be safer. So among the safety measures outlined in the vision is a five-fold increase in the budget for making junctions safer.

In January TfL began testing new, cyclist-friendly innovations such as ‘Dutch-style’ roundabouts and eye-level traffic lights. If successful, and subject to permission from the Department for Transport, they will become features on London’s streets.

Improving London’s streets

Running through the Mayor’s vision for cycling is the belief that by supporting and encouraging more people to take to two wheels we will make our streets – and the local places they permeate – better for everyone. We can expect significant economic benefits too. More attractive places lead to more visitors and more local jobs.

Some of this, such as cleaner air and less noise, will happen organically. But the Mayor will also take proactive steps like planting trees along the new Quietways and de-cluttering streets.

Eighty per cent of journeys in London, across a myriad of transport modes, take place on the road network. So while cycling is a great way to reduce traffic, it is important we take other, concerted steps to ease congestion while at the same time addressing the broader challenges faced by the capital’s roads.

In July the Mayor’s Roads Task Force got to work with a brief to probe these challenges and identify a reinvigorated and integrated approach to improving our roads for all users. It is the first strategic review of London’s roads for a generation and will inform a management and investment programme to ensure more vibrant and active places, and the safe and efficient functioning of the network.

In the meantime, the Mayor’s lane rental scheme – the first of its kind in the UK – is reducing delays caused by road works. Through the scheme, utility and other firms are charged for the time they spend digging up the capital’s busiest roads, incentivising them to keep disruption to a minimum. Delays from road works were cut by more than a third in the scheme’s first year. And

over 90 per cent of utility company road works at traffic hotspots are now taking place outside of peak traffic hours – compared with 30 per cent before the scheme came into effect.

Other measures helping to unclog London's streets include:

- the Mayor's Permit Scheme, which is now operating in every London borough and helps ensure road works are coordinated;
- an ongoing review of traffic light timings to ensure they operate as efficiently as possible – approximately 4,000 traffic signals have been reviewed since 2009; and
- increasing the number of traffic lights using SCOOT, which allows signals to automatically adjust to traffic flow. About 40 per cent of the capital's traffic lights now use the technology, cutting delays on average by 13 per cent.

London Buses are the capital's most used form of public transport and account for about a fifth of all daily journeys – as many as in the rest of England combined. With London's network the most accessible in the world – all buses have low-floor and wheelchair access – a relatively high proportion of those journeys are made by disabled people. However, not all bus stops achieve such standards. The Mayor is therefore investing to ensure at least 95 per cent of stops are fully accessible by 2016, up from 30 per cent in 2008. TfL is making good progress towards that goal. By February 2013, two months earlier than planned, 70 per cent of bus stops had been made accessible.

With production of the New Bus for London well underway, route 24 between Pimlico and Hampstead Heath will soon become the first route to be served exclusively by these paragons of omnibus design, comfort and green-technology. By 2016, 600 of the hop-on-hop-off buses will be on London's streets. That represents a 200 per cent increase on the current hybrid bus fleet and will cut CO₂ emissions by almost 20,000 tonnes each year.

Fifty new jobs are being created and a further 170 safeguarded at the family-owned firm in Northern Ireland manufacturing the New Bus. This is an excellent example of how investment in London transport ripples out and benefits the rest of the UK. In all, the funding being directed into London's transport network supports 40,000 jobs in the UK supply chain – and a further 19,000 in London.

Also important is the £148 million TfL is providing to boroughs to invest in hundreds of transport projects across London.

The money, which has been protected in full despite a cut in Government grant, will be used to make roads safer and less congested, cycling and walking easier and transport greener and more accessible. Public squares and local shopping areas will be rejuvenated, attracting more people to these areas and providing a fillip for local economies.

Housing and land

Highlights

- **With a record number of affordable homes built during the Mayor's first four years in office and accelerating progress in 2012/13, the Mayor is on track to deliver 100,000 homes over two terms – creating up to 200,000 jobs and driving economic growth.**
- **The Mayor controls a £3 billion programme to improve housing in London, using new powers which were won through lobbying government.**
- **The Mayor secured extra resources of at least £750 million from Government. He will use this to further boost new build construction and support thousands more mid-income Londoners to buy their own homes through low cost finance.**
- **This is on top of £100 million he has pledged as part of his new Housing Covenant – a promise to Londoners that in return their hard work he will improve their housing options – to stimulate house building, cut red tape and provide a wider choice of low-cost home ownership options.**
- **The Mayor has consulted on a new London Rental Standard. It will lead to better and more consistent standards for the increasing and economically important private sector rental market.**
- **The Mayor has expanded his No Second Night Out project, which is preventing eight out of ten new rough sleepers from spending a second night on the streets. And the Mayor commissioned new and innovative schemes to further address rough sleeping.**
- **In April 2012 the Mayor became one of the biggest public sector landholders in London. Already he has released 100 hectares of land, an area the size of approximately 140 Olympic Stadiums, unleashing £1 billion of investment.**
- **Three of the biggest schemes are Cane Hill, Greenwich Square and the Royal Albert Dock which between them have the potential to deliver 20,000 jobs and 1,300 homes.**
- **The Mayor is helping to transform the Royal Docks into a new and thriving riverside quarter. He unveiled plans to create the UK's largest 'floating village' on water directly under the new Emirates Airline. He also announced a deal to transform Royal Albert Dock into the capital's next business district.**

In his first term the Mayor delivered nearly 58,000 affordable homes – a record in a single Mayoral term. Over 24,000 of these homes were made available through the Mayor's First Steps scheme to help those on low and modest incomes get a foot on the property ladder.

Yet London's housing challenges are deep rooted: the imbalance between supply and demand is chronic. And the city's population is growing fast with another one million people calling London home by 2021.

To address these challenges, the Mayor argued for new powers to tackle London's housing challenges and the Government listened. On 1 April 2012, the Mayor assumed a wide range of housing and regeneration powers from national and regional quangos. Allied to these new powers, the Mayor secured £3 billion to invest in London's housing up to 2015.

Building more affordable homes will provide homes for those who drive London's economy and make a vital and immediate contribution to jobs and growth. The Mayor believes we must address

the capital's housing shortage or we will see growth shackled in London, and so the rest of the United Kingdom.

Given the scale of the challenge, the Mayor continued to press Government for additional housing funding. The Chancellor responded in his March 2013 Budget, where he announced an extra £750 million for London. This will further boost construction and help thousands more Londoners buy their own home through low cost finance.

As well as new powers and budgets – and in addition to his existing strategic role – the Mayor has since April 2012 been custodian of one of London's largest holdings of public land. This underused land is a powerful resource in its own right: a store of economic energy that we are releasing to bolster the Mayor's drive for homes, jobs and growth.

Investing in housing, investing in growth

More than 10,000 affordable homes began to be built in 2012/13, twice as many starts as were achieved in 2011/12. Alongside this, 8,100 affordable homes were completed – taking the total completed since 2011 to 25,000. The Mayor is therefore almost half way to achieving his target of delivering 55,000 homes over the period to 2015. This creates 100,000 jobs, many for smaller businesses, and means that over two terms the Mayor is on course to deliver 100,000 affordable homes.

But much remains to be done. In September 2012 the Mayor launched a new Housing Covenant. It is founded on a simple principle, which is that those who contribute to London's success should benefit from that success. In the long tradition of the house building programmes of the London County Council and private sector entrepreneurs such as George Peabody, the Mayor is making a new offer to these households: in return for hard work in contributing to London's economy, he will improve their housing options.

To date, the Mayor has outlined four aspects of the Housing Covenant.

For an increasing number of Londoners on low and middle incomes the capital's current housing market is just not working. Locked out of home ownership by high house prices and not a priority for scarce affordable rented housing, they are being increasingly squeezed out of London. The first aspect of the covenant – homes for working Londoners – speaks directly to this need.

The Mayor made available £100 million to stimulate the supply of intermediate housing, with some of this now rolled into the Help to Buy programme. This will help an initial 10,000 Londoners get on and up the housing ladder and establish a ten-year revolving fund to help many more. The Mayor also streamlined the customer experience in the intermediate market meaning that there will not just be more homes, but also more options into home ownership.

In February the Mayor announced that in the first phase 12 organisations will share £39 million to build 300 new flexible tenure homes across London, designed to meet the financial circumstances of individual purchasers. This met the Mayor's election pledge to expand First Steps. There were also allocations announced for FirstBuy, which will now be taken forward through Help to Buy. In total these homes will support about 6,000 jobs in construction.

In October the Mayor announced the second aspect of his covenant: a Care and Support Specialised Housing Fund of up to £60 million. New, well-designed and accessible homes, complemented by an appropriate level of care, will transform the lives of about 1,500 older and disabled Londoners by supporting independence and dignity. This will in turn free up family-sized housing – both helping to tackle overcrowding and providing homes for London's workforce.

The fund complements existing Mayoral initiatives to help older and vulnerable Londoners into suitable housing. For example, having delivered more than the 2012/13 targets, the Mayor is hoping to exceed his objective of delivering 1,800 supported homes by March 2015.

The Mayor has also guaranteed the future of Seaside and Country Homes by securing funding and support from all 33 London local authorities. The scheme helped about 200 older social tenants fulfil their wish to move out of London to seaside and rural locations during 2012/13.

The purpose of the third aspect of the covenant, launched in December, is to make the private rented sector work better for Londoners.

The past two years have seen a dramatic 21 per cent increase in the size of the sector. It is now home to one in four Londoners and will house one in three within 15 years. Average private rents are currently rising fast due to a shortfall in supply and increased demand, much of it because would-be home buyers are unable to raise a sufficient deposit.

The sector, with its flexibility and ease of access, is a vital ingredient in London's housing mix. But renters want better management, consistent standards and more choice – and more can be done to increase supply and improve design in the sector.

The centrepiece of the Mayor's proposals was a new London Rental Standard – a key manifesto commitment. The standard received widespread support from tenants, London boroughs and the industry. It will build on and accelerate existing efforts by the Mayor to increase the number of accredited landlords, which more than doubled to 12,000 between the start of the Mayor's first term and the beginning of 2013.

In March 2013 the Mayor launched Building the Pipeline, the most recent aspect of the Housing Covenant. The programme, of up to £100 million, invited offers that will increase the supply of new homes in London, as well as proposals to make better use of properties that are under-used or lie empty. The funding was significantly oversubscribed in the face of strong demand from providers to deliver more affordable homes in London, and we will explore whether we can allocate additional resources.

Thousands of Londoners are living in sub-standard council homes. The Mayor has secured more than £800 million – half the national Decent Homes budget – to allow London's boroughs to address this. In 2012/13 Decent Homes expenditure was £184 million, making 9,249 more homes decent.

Social tenants are often restricted from moving from one borough to another. So in May 2012 the Mayor launched Housing Moves. This pan-London mobility scheme gives social renters similar opportunities to move about the capital as those living in the private sector. To date, almost 100 London households have moved thanks to the scheme and the number of applications and successful moves is accelerating.

With a four-year budget of nearly £34 million from Government, the Mayor is funding a broad range of pan-London rough sleeping services. He is committed both to addressing entrenched rough sleeping – that is, ensuring no one is living on the street – and to making sure those who do arrive on the street do not spend a second night out.

No Second Night Out is a ground breaking project that directly targets the second part of that pledge. The project, which was expanded during 2012/13 with a second hub, provides 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 using this service from sleeping rough for more than one night, compared with six out of ten in 2010/11.

We have drawn on the lessons of No Second Night Out to inform a new service for entrenched rough sleepers – No Living On The Street. The service began in December and provides an assessment hub linked to short-term accommodation.

As well as these schemes, the Mayor is funding outreach services and emergency shelters and helping former rough sleepers stay in their homes and become more independent. Hundreds more bed spaces are being funded through the Mayor's Homelessness Change programme.

There are increasing demands on rough sleeping services and the Mayor is determined to seek out innovative approaches to address this challenge. Through a £5 million Social Impact Bond – a new and pioneering way of bolstering taxpayer money with funding from social investors – he is funding a three-year project working with about 800 frequent rough sleepers. Launched in November, it aims to achieve sustainable solutions to stop them from sleeping rough.

Releasing land, releasing economic energy

With 625 hectares of land – an area more than twice the size of the City of London – the Mayor has from April 2012 been one of the largest owners of public land in London. We have already released more than 100 hectares of this land with an economic value of £1 billion.

Public sites to be developed under the Mayor – delivering homes and jobs in the construction industry while also supporting local regeneration and economic vibrancy – include:

- Catford Greyhound Stadium, Lewisham – For a decade the site was empty, but the Mayor has secured a development deal which will create 1,000 jobs and deliver 600 new homes – many of them affordable – by 2017. With new retail and community space, the scheme will complement the regeneration of Catford Town Centre.
- St Clements in Mile End, Tower Hamlets – More than 200 homes will be built on the former hospital site, creating a new neighbourhood that will be the capital's first community land trust.
- Newington Butts in Elephant and Castle, Southwark – In February the Mayor issued a call to developers to deliver hundreds of homes, a 45-storey tower and a new theatre as part of a landmark project in the heart of Elephant and Castle. The Newington Butts scheme will see 470 apartments developed on land owned by GLA. The Mayor's scheme will reinforce a number of other developments that are breathing life into Elephant and Castle. They include a £1.5 billion scheme approved by the Mayor in March which will deliver 2,500 homes, new shops and amenities and up to 5,000 construction jobs – and a further 1,255 permanent jobs once the scheme is complete.

At the Royal Docks the Mayor is working with the London Borough of Newham to create a new business district, changing the lives of local communities by bringing thousands of jobs to the area.

Just before the Olympics began, the Mayor opened the UK's first urban cable car – the Emirates Airline – which crosses the Thames from Greenwich Peninsula to the Royal Docks connecting the O2 and ExCeL London.

In March the Mayor unveiled ambitious plans to create the UK's largest 'floating village' at the Royal Victoria Dock, directly beneath the cable car. The dock will be transformed into a thriving community with floating homes, hotels, restaurants and bars, with some of the best transport links in the capital, including a new Crossrail station.

Most recently the Mayor announced details of a deal to transform the Royal Albert Dock into the capital's next business district. The 35 acre site in the heart of the Royal Docks Enterprise Zone will provide a platform for financial, high-tech and knowledge driven industries looking to establish and drive forward their business in UK and European markets. The site will eventually be home to over 3.2 million square feet of high quality work, retail and leisure space, including 2.5 million square feet of prime office space on London's waterways.

The deal is part of the Mayor's on-going commitment to regenerate London's docklands, developing a minimum of 600,000 square feet in the first phase with the first occupiers due in 2017. The deal will bring jobs and homes back to the capital's waterways and builds on the momentum of the development of the Queen Elizabeth Olympic Park and Stratford City.

To help meet the Mayor's manifesto commitment to accelerate economically vital development on public land, we established the London Development Panel. It will help London's boroughs and other public sector organisations fast-track the release of their land, avoiding a lengthy and expensive procurement process. In addition, we published a Land Assets Database detailing the GLA Group's land holdings, making it far easier for anyone with an interest in our land to find out more.

Finally, we set up a single property unit for the GLA Group to coordinate our approach to surplus land and other assets. Already work with TfL is identifying opportunities for development around Underground Stations. And with the Department for Education, we are identifying sites and properties for new free schools.

Quality of life

Highlights

- **The Mayor's £6 million programme to invest in London's 'green infrastructure' is up and running. By the end of the Mayoral term there will be 10,000 more street trees on top of the 10,000 planted by in the Mayor's first term, 100 new and enhanced 'pocket parks', and big improvements to London's network of green spaces.**
- **2,012 new community food gardens, equivalent in area to 69 football pitches, have been created with the support of 100,000 Londoners across the capital on roofs, in skips, alongside canals and in other previously disused spaces.**
- **London's air quality is improving. To go further, the Mayor announced an ambitious array of new measures including introducing the world's first Ultra Low Emission Zone in central London from 2020 and a £20 million fund to help boroughs tackle local pollution hotspots.**
- **Through RE:NEW, the Mayor has now installed energy and water efficiency measures in nearly 100,000 homes, cutting carbon and fuel bills – by up to £180 per household per year – and creating jobs. We are now taking forward plans to deliver retrofit on an even bigger scale.**
- **The Mayor is leading the investment in London's energy infrastructure that will boost our green economy and secure that London's future energy systems are built today. His support has so far helped deliver five local energy projects that will produce enough green energy to power 6,000 homes – with over £300 million more projects in the pipeline.**
- **The Mayor's Fourth Plinth Commission is now one of the world's most recognised and coveted public art prizes. In December 2012 he showcased 13 years of the Fourth Plinth's history, including 21 short-listed artworks by leading international artists.**
- **The Mayor's investment in the capital's creative industries has generated billions in inward investment and reinforced London's position as one of the most creative cities in the world. London is now the third busiest centre for filmmaking while over the past decade London Fashion Week has cemented its place on the international buyer's calendar alongside Paris, New York and Milan. London Design Festival is the biggest in the world.**
- **Over and above volunteering associated with the 2012 Games, nearly 20,000 volunteers gave a quarter of a million hours of their time to do something great for their city through the Mayor's Team London campaign. He is ambitious to do more, including putting a Team London Ambassador in every London school.**

Improving London's quality of life means investing in London's Great Outdoors and green infrastructure – in our parks and open spaces, in neglected corners, in streets and squares and in cleaner, greener more pleasant open spaces.

It means tackling climate change, adapting our city to more frequent extreme weather events, making it more resilient, securing London's energy future, and growing our green economy. It means further strengthening London's already rich cultural life and thriving cultural industries. And it means helping Londoners find outlets for their passion for volunteering so they can do something great for their city.

But ultimately, it means making London a place people want to live in. And therefore also a place people want to invest, set up business and create jobs in. The Mayor's investment in London's quality of life is an investment in London's future.

A cleaner, greener, healthier city

Londoners consistently tell us that green and tranquil places, unpolluted air and clean streets are among the things that do most to make for a good quality of life. A clean city punctuated by first-rate parks and open spaces is also a more resilient city and a magnet for international businesses and tourists.

In his first term the Mayor provided funding that transformed 11 neglected parks and led to the planting of 10,000 street trees across 29 London boroughs. This year he launched a new £6 million investment in London's parks and trees. The projects will be led by local authorities and community groups, thereby strengthening civil society and volunteering.

In addition to being beautiful, trees help us mitigate and adapt to climate change, improve air quality and provide habitats for wildlife. So the Mayor is providing funding for an additional 10,000 street trees to be planted over his second term. We are well on track. Almost 2,000 new trees were planted in 19 boroughs last winter.

As well as planting new trees, we need to take good care of London's arboreal heritage. The Mayor's RE:LEAF scheme has provided grants to 16 community-led projects across London to promote sustainable tree and woodland management. Further projects will begin this autumn

London is scattered with underused and forgotten small spaces – or to look at it another way, with spaces rich in potential to become green oases that give respite from the hustle and bustle of the city. To realise this potential, the Mayor is funding projects that will create or enhance 100 pocket parks: places with trees and greenery in which Londoners can relax and come together. The first 27 projects were announced in March. They include a former churchyard in Croydon town centre, a redundant high street space in Redbridge and the 'Edible Bus Stop' in Lambeth.

The Pocket Parks programme complements the Mayor's earlier initiative to create 2,012 Capital Growth spaces, which successfully concluded in December 2012. With the support of 100,000 green fingered Londoners, food gardens signed up to the scheme are flourishing in an extraordinary diverse and creative range of places covering 124 acres of previously disused land. That includes on roofs, in donated recycling boxes, in skips, alongside canals and in builders' bags. Some of the spaces have scaled up into social enterprises selling produce to cafes, restaurants and market stalls and providing jobs for local people. The biggest response to the Capital Growth challenge has come from schools, with 687 schools signed up involving 66,000 pupils.

As well as revitalising small spaces, we want to make a difference to bigger expanses of green space. In December we launched the £2 million Big Green fund to provide grants of up to a maximum of £500,000 to help deliver up to six Big Green projects. These will help deliver the All London Green Grid, a multi-purpose network of green infrastructure that will encourage walking and cycling, help the city adapt to climate change, and conserve London's wild spaces.

London's urban landscape means it is particularly at risk of surface water flooding. More trees and better green spaces have an important role to play in reducing the likelihood of flooding. Yet there are other fronts on which we need to take action. The Mayor leads the Drain London programme which has worked with boroughs to understand and map flood risks and to pilot projects to reduce the risk to people, homes and our critical infrastructure such as hospitals, stations and schools. Over 30 projects are underway including London's first Community Flood Plan, developed by the

residents of Purley. Working with Business Improvement Districts we identified opportunities for 300 rain gardens, 200 green walls and over 100 hectares of green roofs. We are now helping businesses to realise these opportunities, which range from green roofs in Soho to rain gardens in London Bridge.

Capital Clean-up is a partnership campaign led by the Mayor as part of his Team London volunteering programme to help Londoners green and clean the capital. During the spring and summer of 2012, more than 1,500 volunteers took part in a P&G sponsored campaign to help clean-up London before the Games. This complemented the efforts of partners such as Thames21, which organised the Big Waterways Clean-up to make the waterways in East London more appealing and safer for wildlife. Working with boroughs, housing associations, and community groups Spring Clean 2013 held over 20 clean-up events with 300 volunteers to encourage an Olympic and Paralympic legacy of volunteering and environmental stewardship.

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

In February the Mayor announced that he intends to create the world's first Ultra Low Emission Zone in central London from 2020, delivering dramatic benefits in air quality and spurring the take-up of zero and low emission vehicles. He has also committed to: retiring the oldest and most polluting buses in TfL's fleet and replacing them with new, super-clean buses; increasing the number of hybrid buses on the capital's streets to 1,700; delivering a zero-emission taxi; and introducing measures to clean-up construction sites. And to tackle local pollution hotspots, a £20 million, ten year fund has been set up so that London's boroughs can pursue innovative and targeted schemes.

We have also delivered pilot projects including clean air zones around schools and community clean air champions; launched a new airTEXT app to provide forecasts of pollution levels in the capital; and developed guidance to help boroughs consider air quality as an integral element of wider public health work.

In addition, Source London – the capital's vehicle charge point network and membership scheme – has now met the Mayor's target of 1,300 publicly accessible charge points. Not only has this supported an increase in the number of clean, electric vehicles used by Londoners. It has created a base from which the market can flourish.

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

During the year and under the aegis of the shadow Health Improvement Board, chaired by the Mayor, innovative work has been undertaken to address major health issues faced by Londoners and reduce health inequalities. The Health Improvement Board has now evolved into the London Health Board. A partnership of The Mayor, the NHS and boroughs taking a strategic view of health and health services across the city, its priorities include mental health, making the case for more resources for London, data transparency and child obesity.

More than a third of London's 11 year-olds are overweight; about one in five is obese. For adults in London the situation is even more worrying – more than half are overweight. The Healthy Schools programme, piloted through 2012/13 and launched this April, is working with schools to help pupils

eat healthily and be more active. For working Londoners, a Workplace Health Charter was launched in the autumn to help and encourage employers to foster a working environment that encourages and enhances healthy living. And the Mayor is ensuring TfL's efforts to encourage and enable walking and cycling are informed by public health expertise.

WellLondon, re-launched in April 2012 and supported by the Mayor, is a ground breaking programme drawing on funding from boroughs, the NHS and the Big Lottery. Communities in nine of London's most disadvantaged boroughs are receiving support to help them join together and address their own health and wellbeing. But the benefits are not confined to healthier living. They also include increased volunteering, more people taking up training opportunities, transformed local spaces and invigorated community networks. Achievements to date include 12 Well London apprenticeships for young people not in education, employment or training and teams of volunteers in each area recruited to champion healthy lifestyles. Phase 1 of WellLondon worked with 17,000 people, 60 per cent of whom reported an increase in healthy eating; 83 per cent said they were exercising more. Phase 3 funding of a further £2 million over two year has recently been confirmed – bringing the total WellLondon Big Lottery funding to £12 million.

Investing in London's green economy and infrastructure

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. Greater energy efficiency means lower fuel bills for Londoners. The Mayor's programmes are also stimulating the green economy, already worth £23 billion a year to London, 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. With more than three-quarters of London's existing homes likely to still be standing by 2050, retrofitting buildings to make them more energy efficient has to be a priority if we are to make a big impact on London's emissions. And retrofitting not only reduces CO₂ emissions. It also keeps fuel and water bills down for London's families and businesses.

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

By March 2013 over 92,000 homes had been retrofitted through RE:NEW. Many of these homes are saving up to 0.79 tonnes of carbon and 35,000 litres of water a year, through straightforward measures like loft and cavity wall insulation and eco-showerheads. These measures are resulting in big savings for family budgets too: up to £180 for each home.

The Mayor now plans to expand the scheme significantly so that by 2016 150,000 fewer tonnes of carbon are emitted each year, with up to 200,000 homes retrofitted.

By March 2013 over 60 public sector organisations had committed to using RE:FIT, the Mayor's retrofit scheme for public buildings. That means there is a pipeline of 300 buildings that will be retrofitted in the next three years – on top of the 100 buildings that have already been made more efficient, saving over £2.1 million per year for the taxpayer.

A highlight in the past year was a retrofit project for 12 schools across four London 2012 host boroughs, helping the schools reduce their energy bills by one-third. This, together with home retrofitting, means the Olympic Delivery Authority's target for reducing CO₂ has been exceeded by 35 per cent.

The success of RE:FIT in developing a market to help reduce emissions and energy costs has been such that the Government will fund a nationwide rollout.

The Mayor has also begun to develop a model to support retrofitting in London's private sector workplaces. Smaller businesses will be helped to reduce their emissions and larger workplaces will be encouraged to install more energy reduction measures.

Between them, we expect these programmes to bring £500 million of investment into London and to sustain over 3,000 jobs. By saving nearly 200,000 tonnes of CO₂, the retrofit programmes will have taken the equivalent of 180,000 cars off the road.

Despite these efforts, it is projected London's electricity demand will increase between one and four per cent every year over the next decade. We need to encourage and deliver innovative, cost-effective, sustainable and resilient solutions to make sure supply meets this surging demand. Otherwise we will fall behind in the global race to attract businesses and jobs.

To secure London's energy future, the Mayor has set a goal that by 2025 a quarter of London's energy is generated locally. Locally sourced energy is greener and cheaper than relying on national supply; and achieving the target would bring investment in the order of £5 billion to £8 billion into London and create 850 jobs a year.

The Mayor's Decentralised Energy programme provides London boroughs and partners in the private sector with technical, financial and commercial expertise to develop decentralised energy projects. Five projects are already operating, with three coming on line in 2012/13. At peak capacity they will produce enough energy to heat and power 6,000 homes and save up to 12,800 tonnes of CO₂ each year. Another 22 projects are at the development stage.

To encourage and inform many other projects, we also recently published a manual describing how to deliver decentralised 'district heating' energy schemes. The guidelines are the first of their kind in the UK.

The electricity market is dominated by a small number of big companies and small firms find it difficult to break in. This acts as a break on decentralised energy projects and is bad for consumers. The answer is to enable small producers of electricity to sell power back to the market at a better rate, making these projects more viable.

To bring this about the Mayor has applied for a new type of electricity supply licence – 'Licence Lite' – which will give decentralised energy generators cost-effective access to the retail electricity market. Twelve boroughs already have schemes which could benefit. Together they are capable of generating enough electricity to power 76,000 homes.

At London's first electricity summit in November, experts, industry and public sector representatives and regulators agreed to set up a new working group to collaborate with the Mayor to create an energy distribution network fit for the future.

London will be one of the key markets for the commercial roll-out of hydrogen fuel cell electric vehicles (FCEVs), which begins in 2015. Having taken early steps to put in place London's refuelling infrastructure, the Mayor wants London to be one of the leading international centres for hydrogen vehicles, infrastructure and services.

In September the Mayor announced that £30 million will be invested into the London Sustainable Industries Park. Two-thirds of the investment will fund London's first organic waste recycling waste facility. The plant will divert over 49,000 tonnes of food waste from landfill and provide renewable

heat and power for the park. It is one of the first of what will be a cluster of environmentally focussed enterprises in a new, thriving business quarter attracting 750 permanent and 500 construction jobs. This represents a major turnaround for this former industrial brownfield site in Dagenham owned by the GLA.

The plant is part funded by the London Green Fund, a £100 million fund of public money that is also leveraging in significant private resources. The revolving fund is supporting both waste infrastructure and public sector building energy efficiency projects and will help promote a thriving low carbon economy.

The Mayor is ambitious for London to be self-sufficient in waste management by 2031 – at present we export 60 per cent of our rubbish to counties outside the capital. He is therefore also investing in waste infrastructure through the London Waste and Recycling Board and has committed to fund at least five recycling and energy from waste projects. Taken together, it is estimated they will attract £210 million of private investment and create 100 training opportunities and 300 permanent jobs. The expected annual environmental dividend from currently funded projects amounts to 290,000 tonnes of waste diverted from landfill – and 5.9 million tonnes over the project's lifetime.

Behaviour change is crucial too if London is to meet the Mayor's stretching recycling targets. The Mayor is therefore leading award winning campaigns to encourage Londoners to reuse and reduce and recycle their waste – not least because London's taxpayers stand to save £200 million a year if we manage our waste as effectively as possible. In November he launched a 'Food Waste Challenge' at City Hall with practical tips for households to save £50 a month.

It is through human ingenuity that we will do most to address climate change. The Mayor has therefore established an annual Low Carbon Prize to stimulate innovative thinking and encourage the green entrepreneurs of tomorrow. The inaugural prize was awarded in March 2012 and the 2013 prize, sponsored by Siemens, offers the capital's students the opportunity to win a share of £20,000 to turn their ideas into reality. Twenty of the best runners up will be shortlisted for a chance to secure a paid internship with Siemens.

Strengthening London's cultural and civic life

London's cultural landscape is a large part of what makes this city great. Anyone strolling through the capital will soon stumble across one of its 19,000 heritage sites or 1,030 museums and galleries. London is home to four UNESCO World Heritage Sites and three of the world's top-ten museums and galleries. It is therefore not surprising that London is one of the most visited cities in the world, attracting over 15 million international tourists each year – 70 per cent of whom cite culture as a key reason for their visit. Yet it is not just the world-famous cultural institutions that draw people and businesses to the capital. It is also the buzz of the live music scene in Camden, street artists performing in corners across the city, and the 32,000 theatrical and 17,000 live-music performances staged in the capital every year.

Culture makes an enormous contribution to the London economy, generating a turnover of almost £9 billion a year and employing 386,000 people. London's creative talents are in demand across the world. And the capital is now the third busiest film production centre in the world after Los Angeles and New York and one of the 'Big Four' fashion capitals.

The Mayor supports this success and helps London's creative businesses develop their markets overseas, attract new business and create jobs by investing – £2.3 million in 2012/13 – in the British Fashion Council, Film London and the London Design festival.

For example, the Mayor's funding for London Fashion Week generated over £92 million in sales. London Design Festival, which would cease to exist without the Mayor's support, generated over £25 million of new business for 1,200 design companies – a hundredfold return on the Mayor's investment. And the festival attracts 350,000 visitors from 60 countries.

For 2013/14, the Mayor is increasing his investment in Film London enabling it to capitalise on a new tax relief for TV and animation production. It is anticipated this will attract £200 million of additional inward investment and create 1,000 industry jobs.

The Mayor is the main funder of the Museum of London, the world's largest urban history museum. Moreover, he has invested £18 million towards developing the city's cultural infrastructure such as the Cutty Sark, unveiled by the Queen in its restored glory in April 2012; Ravensbourne College; Tate Modern extension; Black Cultural Archives; and Lyric Hammersmith Theatre. Work to renovate the theatre and double its capacity began in November and will help the theatre to expand their work with young people in west London.

The Mayor's Fourth Plinth Commission has become the most talked about contemporary public art prize in the world. In December 2012 the Mayor showcased 13 years of the Fourth Plinth's history and 21 short-listed artworks by leading international artists including Jeremy Deller, Tracey Emin, Antony Gormley and Anish Kapoor.

Improving cultural education opportunities for young Londoners is an important component of both the Mayor's Cultural Strategy and his new Education Programme. The Mayor's Fund for Young Musicians is helping tens of thousands of young Londoners of all backgrounds to learn an instrument and perform alongside top professional musicians. During the summer of 2012, Gigs – the Mayor's young buskers competition – brought 2,000 hours of live music to London's streets, squares and stations whilst the Fourth Plinth Schools Awards received a record 1,600 entries demonstrating young people's appetite for culture.

In 2012 the Mayor staged the largest cultural festival in London's history thereby projecting the best of its heritage, creativity and artistic ambition to a global audience of potential tourists, students and investors. He also delivered the biggest ever outdoor festival, offering free admissions to 5,000 shows in each and every borough and ensuring everyone had the chance to absorb the Games.

2012 was a marquee year for events not only because of the Olympic and Paralympics Games and all that happened around it. The Queen's Diamond Jubilee prefaced the summer in spectacular style and the Mayor helped Londoners and the many who flocked to the capital be part of the momentous occasion by screening the ceremonial procession on Trafalgar Square and supporting the preparations.

As well as these very special one-offs, the Mayor ran his annual events programme to support London's economy. Among the highlights were the world-renowned New Year's Eve fireworks, which spectacularly closed London's annus mirabilis. The programme's events also brought London's diverse groups and faiths together. Cultural and community events delivered and supported by the Mayor included Vaisakhi, Diwali, Chanukah, Pride and the disability arts festival Liberty.

London is full of committed volunteers. Right across the capital, day in and day out, people are giving up their time to do something great for their city and their communities. This is a powerful force for good. But we also know there is tremendous untapped potential. Many others are keen to find out about and get involved in volunteering. The Mayor's Team London campaign is helping people do just that.

Among the army of volunteers that made summer of 2012 were 8,000 of the Mayor's Team London Ambassadors. Deployed across the capital, they were the welcoming face of the Games helping visitors discover and navigate the capital. But this is only a part of what Team London volunteers have been doing for London. Since June 2011, when the campaign launched, nearly 20,000 volunteers have given a quarter of a million hours to help make London safer, support and encourage young people and teach others new skills.

The Games have given us an enormous opportunity to do much more. Almost half of Londoners say they are now more interested in volunteering. Over 90 per cent think volunteering plays an important role in bringing communities together and improving quality of life.

Already we have built on the success of the Games by using Team London Ambassadors to help visitors get the most out of major event like New Year's Eve and the UEFA Champions League Final. But the biggest challenge – and the biggest prize – is to get more people volunteering right at the heart of their communities.

In January the Mayor began a pilot to put Team London Ambassadors in London schools. The aim is to inspire the next generation of volunteers. But also through volunteering to help young people develop the skills and commitment to succeed in their careers. By 2016 we will have engaged every London school.

We have also developed a new website making it quicker and simpler for Londoners to get involved in volunteering. And to help other organisations attract volunteers through the web and online social networks, we have launched a £100,000 Team London Small Grants Innovation Fund.

We hope that over this Mayoral term Londoners will spend more than one million hours doing something great for their city through Team London.

A safer London

Highlights

- **Crime continues to fall – by six per cent in 2012/13. Burglary fell four per cent and vehicle crime was ten per cent lower than last year.**
- **The Mayor is driving a renewed focus on gang and violent crime. Knife and gun crime fell by 20 per cent last year and are at five-year lows. So is serious youth violence, which fell by 28 per cent.**
- **The Mayor launched a new £3.5 million programme to break the vicious cycle of youth reoffending. Over 800 offenders aged 14 to 17 will receive intensive and tailored support to put them on the right path.**
- **The Mayor is meeting his pledge to ensure London’s four Rape Crisis Centres are funded throughout this Mayoral term.**
- **Lobbying by the Mayor has resulted in a change in the law which will allow for more robust action and sentencing against the owners of dangerous dogs.**
- **The Mayor published a bold and transformative Police and Crime Plan – the first of its kind for London – with challenging targets to bear down further on neighbourhood crimes, boost confidence and make the police force more efficient and effective.**
- **Officer numbers will be maintained at about 32,000, with 2,600 more officers in neighbourhoods and more bobbies on the beat – making the police more visible and available.**
- **Public and police will be reconnected and access overhauled to reflect how Londoners contact the police today. Every borough will continue to have a 24/7 station and over 100 new contact points will be opened.**
- **The Mayor is making the Metropolitan Police and other organisations more accountable to Londoners. In July 2012 he launched monthly challenge meetings at which the Commissioner and his top team are held to account.**
- **London continues to have fewer fires each year. The number of fires reduced by a quarter in 2012/13.**

London is a safe city and it is getting safer. Yet crime remains a top concern for Londoners. And by making London safer, we can help make it more prosperous.

The Mayor, through the Mayor’s Office for Policing And Crime (MOPAC), is overseeing a bold and comprehensive plan to make London the safest big city on earth. It will put more officers on London’s streets. And it will reverse decades of declining policing contact. Police and public will be reconnected where this relationship is at its strongest – at the heart of London’s local communities and neighbourhoods.

Protecting Londoners

There were 45,000 fewer crimes in 2012/13 than in 2011/12. That equates to a fall of six per cent. Within the overall figure:

- robbery fell 11 per cent and burglary was down by four per cent and at its lowest level for ten years;
- vehicle crime was down ten per cent, again the lowest for a decade; and
- violent and gang-related crimes also maintained downward trends. There were 3,500 fewer victims of violent crime, a fall of six per cent. Serious youth violence fell by 28 per cent and gun and knife crime both fell significantly too: by 20 per cent.

The Metropolitan Police Service (MPS) is also taking better care of those who do fall victim to crime. The MPS called on 51,980 more victims in the year to the end of March 2013 than in the previous twelve months.

Underpinning the MPS's success – in a year in which the service rose to two unprecedented policing challenges: the Diamond Jubilee and the Olympic and Paralympic Games – has been a proactive, intelligence-led and targeted approach.

In February 2012 the MPS responded to the Mayor's call for a more focussed and robust crackdown on London's estimated 250 criminal gangs by setting up the Trident Gang Crime Command. Since April of that year, Trident and borough officers have made over 4,500 arrests, targeting the most harmful gang members. In March 2012, 217 of the 'top 2,000' most harmful gang members were in custody. Now it is over 800. And Trident officers have seized over 100 firearms. Gun homicides are at a historically low level and shooting incidents fell 20 per cent in 2012/13.

Tackling the pernicious impact of gangs effectively requires a holistic approach – an approach which allies robust enforcement with concerted efforts to give young people the best possible start in life so they do not become involved in gangs in the first place; which provides pathways away from gangs; and which brings together and aligns the work of different organisations.

So in December 2012 the London Crime Reduction Board, which is chaired by the Mayor, agreed an Anti-Gangs Partnership Strategy. The strategy will lead to: swifter and surer justice for the most harmful gang members; better information sharing and more coordinated action; and greater consistency in delivering impactful projects that tackle and steer young people away from gangs.

To boost local initiatives, MOPAC is providing £3 million to London's boroughs. And it will build on early but promising projects, such as work with the London Probation Trust and major employers to identify and provide training and job opportunities for offenders. To date 30 ex-offenders have been engaged, many of whom have been convicted of serious gang-related offences.

The £3 million of funding will be provided through the £18 million Local Crime Prevention Fund, which also supports activity to address other Mayoral priorities including tackling reoffending, violence against women and girls, substance misuse and antisocial behaviour. Despite the pressure on public finances, the Mayor has protected the fund so that no borough will receive less than in the previous year.

Borough-led initiatives to put young people on the right path will complement work led by the Mayor. One example is the Mayor's mentoring programme that is now up and running in seven London boroughs and which will, over its lifetime, support 1,000 black boys aged ten to 16 to

achieve their potential. Another 1,000 young people, who are struggling at school, will be helped through the Mayor's Leadership Clubs.

Also to help young people develop self-reliance and discipline, and to provide opportunities for character building, the Mayor is working with the Safer London Foundation and YOU London to dramatically increase the capacity of London's uniformed groups (such as Girlguiding and Police Cadets). Thanks to the programme, there are now 1,300 new adult volunteers working with uniformed groups and 10,600 more young people are able to take part in weekly activities. In addition, 54 new units have been established across London, with half in our 12 target boroughs with high numbers of young people who need additional help with education and access to training and employment.

When young people do enter the criminal justice system, it is all too often the start of a lifetime of incarceration and lost opportunity. Custody can become a revolving door: nearly three-quarters of young people reoffend within a year of release. The Mayor is therefore spearheading a rehabilitation revolution.

Daedalus was a unique partnership project to steer young offenders away from a life of crime. A specialist unit in Feltham Young Offenders Institution gave offenders intensive and tailored one-to-one support – both inside and beyond the prison gate – to help them into training or a job on release. An evaluation published in November 2012 underscores the impact of this pioneering approach. The reoffending rate for the cohort was 53 per cent lower, compared with 72 per cent for the Institution as a whole. And it makes financial sense too: the project saved more than £8,000 per participant in the first year alone. The wider criminal justice savings attributable to the programme could be as high as £1 million.

From the GLA's £10 million ESF youth programme, £3.5 million is funding pan-London support over three years for 800 young people before, upon and after release from custody. Reoffending will be reduced and the aim is that more than 400 young people are helped into sustained employment, education or training.

In his first term the Mayor put a high priority on making London safer for women and girls. He will continue to do so throughout his second term. The Mayor is delivering his pledge that London's four Rape Crisis Centres will be funded throughout the term, whilst securing their long-term future. Meanwhile, joined-up work by the police is ensuring more rape offenders are being brought to justice. In 2012/13 there were 87 more detections in rape cases, an increase of 16 per cent. The Mayor has also met his pledge to establish a task force to confront female genital mutilation and other harmful practices.

The past financial year did see an increase in domestic violence offences. However, we know that this crime is under-reported. The increase may therefore reflect greater confidence in the police. Confidence in the MPS is at 62 per cent, which is higher than that of any other big force in the country. Nevertheless, the Mayor is determined to do more to protect women from abuse. So MOPAC will commission and fund a pan-London domestic violence service.

The MPS continues to take vigorous action to deal with dangerous dogs and their irresponsible owners. To underpin a still stronger response, the Mayor has successfully lobbied for a change in the law. Liability will be extended to include out of control dogs on private property. New guidelines will give courts the power to hand down together sentences.

Dealing with business crime is another area where inroads are being made. The MPS has identified ten hotspots as areas for focus and is developing stronger links with businesses, building in part on relationships forged during the London 2012 Games. This is providing the police with richer data

and helping them to leverage private sector resources. Business crime fell 17 per cent in 2012/13, including falls in six of the ten hotspots.

Local policing and a 20:20:20 challenge

In March 2013 the Mayor published London's first Police and Crime Plan. At its outset the Mayor sets three headline challenges for the police:

- to reduce seven neighbourhood crimes by 20 per cent;
- to boost public confidence in the police by 20 per cent; and
- to save £500 million by 2015/16, cutting costs by 20 per cent.

To meet these challenges, policing in London will be transformed. And at the heart of this transformation will be neighbourhood policing. The police will be more visible, more readily available and more accountable to local people.

By 2015 there will be 2,600 extra police in London's neighbourhood policing teams. These enlarged teams will take on a broader role in cutting crime, tackling offenders and supporting victims. Safer neighbourhood teams will be available seven days a week and at the heart of addressing the majority of crimes within local communities.

The Mayor will also keep overall police numbers as high as possible, at about 32,000. This will include more constables than ever before: 5,000 will be recruited over the next three years.

The way people interact with the police is changing. Fewer crimes are being reported in person. This reflects Londoners increasing preference for reaching the police by phone, email or online – and they also want to see officers on the streets rather than behind desks. This provides an opportunity not just to refocus resources, but also to reconnect the public and the police.

As well as more police in every borough, the MPS has guaranteed that every victim of crime will get a personal visit from the police, should they want one, at a convenient time and place. While some front counters will close, every borough will continue to have at least one counter open all day every day providing a full range of police services. In addition, the MPS will open at least 94 new contact points. And it will look to co-locate another 30 contact points in public places like libraries. In total, there will be about 200 places in London where the public can visit the police.

The Police and Crime Plan is firmly rooted in the views and priorities of Londoners: the final plan was informed by widest and most significant consultation exercise ever undertaken on policing in London. Eight out of ten Londoners agreed with the Mayor's decision to put bobbies before buildings. Londoners also said they placed a priority on the whole of the criminal justice system working together to support the police and victims of crime. So the final plan includes for the first time three challenges to the wider criminal justice system: to seek and achieve swifter and surer justice and to reduce reoffending.

The first MOPAC Challenge meeting was held in July 2012. These monthly sessions are the principal mechanism through which the Mayor and the Deputy Mayor for Policing and Crime hold the MPS Commissioner and his top team to account. The meetings also provide a space for experts and practitioners to explore community safety issues and reviews issues across the criminal justice system. The meetings are held in public and are broadcast live on london.gov.uk. They will also serve as one of the avenues through which MOPAC will facilitate, review and drive delivery of the Police and Crime Plan.

Preventing and responding to fires and emergencies

In the past decade the number of incidents attended by the London Fire Brigade (LFB) has fallen by more than one-third. This includes a ten per cent fall in all incidents in 2012/13 alone, with fires down by a quarter.

A big factor driving this downward trend is the LFB's work to prevent and protect against fire. At the core of that is changing people's behaviour. In 2012/13, firefighters spent more time than ever before in the community providing safety advice, including on how Londoners can make themselves safer from fire and carrying out nearly 84,000 home fire safety visits.

The LFB pays particular attention to those who are most vulnerable. It works with the London Safeguarding Adults Network and other organisations to ensure health and social care professionals are well-placed to put into action and pass on advice to minimise the risk of harm from fire. Recently the LFB collaborated with the Skills for Care to help care workers identify the signs that someone is especially at risk of death or injury from fire.

With the scale and range of new building development in London, influencing industry and government to build and regulate for safer buildings is an important element of the LFB's work. Specialist officers work with the building industry, fire engineers and architects to improve construction quality and to shape design to reduce the size and spread of fire through a building. For example, the LFB worked closely with the developers of the Shard, western Europe's tallest building, to ensure the building has innovative fire safety solutions.

When fires and other emergencies do happen, the LFB is responding more quickly. In 2012/13 the first fire engine took on average five minutes and 18 seconds to arrive on the scene – that is five seconds faster than last year.

The London Fire and Emergency Planning Authority is currently conducting a public consultation on its Draft Fifth London Safety Plan. Decisions on how London's fire services will be delivered from 2014/15 are expected to be made during the summer and autumn of 2013. The Mayor's strong belief is that the LFB needs to continue to modernise so that it is equipped to deal with the safety issues and emergencies our twenty-first century city faces. Any future reforms, while reflecting the current economic realities, will prioritise the ability of the capital's world-class fire fighting force to deal with all types of incidents and emergencies.

The LFB is one of a broad range of bodies that come together under the umbrella of the London Resilience Partnership. The partnership had an important role to play in the success of London 2012, ensuring London had the plans and capabilities to respond to any emergencies. On the evening of the Olympics closing ceremony, 200 firefighters successfully tackled one of the biggest fires in London for years at a recycling plant in Dagenham.

In 2012/13 the LFB took over the fire and rescue service's National Co-ordination Centre, where all requests for national assistance at large scale incidents in the UK are dealt with. London is home to over a fifth of the equipment and skilled staff needed for national resilience across the UK – this includes functions such as urban search and rescue and chemical, biological, radiological, nuclear and explosive capability.

London 2012 and a lasting legacy

Highlights

- **London delivered on time and under budget. In the words of the President of the International Olympic Committee: 'For two weeks the Olympic Park [was] the beating heart of the world. The superlatives created here will live on long after the cauldron is extinguished.'**
- **Every corner of the capital was awash with colour and theatre. An estimated seven million people took part in the London 2012 Festival.**
- **The Mayor's 8,000 Team London Ambassadors helped make London 2012 the most welcoming Games to date. Since the Games, Ambassadors have been out and about at other events: one part of ambitious plans to harness Londoner's passion for volunteering.**
- **With £6.5 billion of new and renewed transport infrastructure, London's transport network kept more people moving than ever before during the Games – and achieved record levels of performance.**
- **London 2012 set new standards in inclusive design, helping us stage, in the words of the Chairman of the International Paralympic Committee, 'the greatest ... Games ever'. And we have a superb legacy of more accessible transport and public places.**
- **The Mayor helped London's businesses share in the London 2012 economic dividend. Over 12,000 Olympic and Paralympic Games-related contracts were made available via the Mayor's CompeteFor service. Nearly 40 per cent of the contracts awarded to CompeteFor businesses went to London-based suppliers – many of them small and medium sized firms.**
- **In defiance of the sceptics, London's economy was boosted by record levels of visitor spending in the Olympic year.**
- **About 25,000 previously unemployed Londoners were part of the contractor workforce that helped deliver the Games. The Mayor's 2012 Employment and Skills Legacy programme has directly supported 3,400 people into jobs.**
- **The Mayor has now secured the future of all eight of the permanent Olympic venues – including the Stadium. And he has secured is a string of world-class international sporting events for London's Olympic venues over the coming years.**
- **Queen Elizabeth Olympic Park is ready to begin reopening from July 2013, in time to mark the anniversary of the Games with a programme of concerts, events and athletics.**
- **Plans for 11,000 new homes and 8,000 permanent jobs on the Park are taking shape, with residents set to move into the first of five new neighbourhoods in 2015. London is ahead of any previous Host City in delivering its Legacy Plans and the benefits are rippling out across east London and beyond.**

As we approach the first anniversary of London 2012, Londoners and the country at large can look back with pride. We prepared for the games efficiently and expertly, hitting all of our targets on the road to the Opening Ceremony. Our sporting venues were world class and set the stage for the greatest festival of sport ever seen. And London's transport network more than coped with the unprecedented demands placed on it. It excelled.

This was the 'friendly Games', with 88,000 volunteers helping the Games run smoothly and welcoming the millions who visited our city – a city that was alive with colour and theatre: London 2012 was a festival of culture as well as of sport.

All of this burnished London's reputation as a dynamic global city, a cultural powerhouse, a global host for sport, and a cosmopolitan and compelling visitor destination. In short, London showed the world why it is the greatest city on earth.

London now has a tremendous legacy to build on. Some £6.5 billion of new transport infrastructure. New and rebuilt local sports facilities. Tens of thousands helped into new jobs. A swathe of the city regenerated and transformed. And thanks to the Paralympics, perceptions of disabled people have been changed forever.

The Mayor is ensuring these benefits are captured. A new piece of London is already emerging in and around what is now Queen Elizabeth Olympic Park. 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 and to visit.

The Best Games Ever

From the moment the Olympic Flame touched down in London on 20 July, the capital and the country were gripped with anticipation and excitement. The relay brought the spirit of the Games to an estimated five million in London alone – part of a nation-wide journey taking in 1,000 towns and villages right across the UK. And after the torch arrived in the Olympic Stadium, a spectacular and quintessentially British Opening Ceremony reminded a global audience of one billion of London's verve and creativity.

Yet London's summer like no other began even before the torch arrived. Some 55 kilometres of bunting and 6,000 banners bedecked every borough. The iconic Olympic Rings adorned one of our own icons, Tower Bridge, which was also illuminated with new, energy efficient lighting that will last for 25 years. With Rings on the River, a trail of 84 mascots, 40 architectural installations and other London bridges splashed in colour, the Mayor ensured London was dressed for the occasion.

Visitors were welcomed by the Mayor's 8,000 Team London Ambassadors. Stationed at landmarks, tourist hotspots and transport hubs, these dedicated and enthusiastic volunteers offered not only a friendly face, but also expert guidance and information to help visitors and Londoners make the most of everything London had to offer. In all, the Ambassadors volunteered for 240,000 hours.

We are making the most of this volunteering legacy. In the few months since the Games, Ambassadors have been out and about supporting major events such as New Year's Eve, Remembrance Sunday and the UEFA Champions League Final. And there is a busy programme in place for this year and beyond, including Live Nation concerts at Queen Elizabeth Olympic Park.

But this is just a small part of Team London. It is about helping volunteers do something great for their community in other ways. So we are also putting Ambassadors into London's schools and helping Londoners find volunteering opportunities in every corner of the capital.

Indeed, this was the story of the Games. Yes our stunning venues were crucibles for captivating feats of sporting achievement – not least from Great Britain's Olympic and Paralympic athletes. But what made London 2012 was its richness and variety: the look and feel of the city; the visitor welcome, involving more than 90 different organisations, from arrival to departure; and the sheer diversity, energy and scale of the events and activities going on throughout London.

Away from the venues, more than a million people watched the sporting action and experienced the celebratory atmosphere and excitement of the Games at the Mayor's free Live Sites: at Hyde Park and Victoria Park during the Olympics, and at Trafalgar Square during the Paralympics. Potters

Field next to City Hall was open throughout both Games. Londoners told us that this was a great way of making them feel part of the Games.

In 2012 the Mayor staged the capital's largest ever cultural festival – and the most ambitious of any Olympic and Paralympic Games. The city's iconic architecture was brought to life, with daredevil dancers dangling from the spokes of the London Eye and Piccadilly Circus transformed into a real circus. Leading artists did things and appeared in places one would least expect – Python Terry Jones wrote an opera that toured our canals, leading actor Mark Rylance 'flashed-mobbed' Shakespeare across the city, and Turner Prize winner Jeremy Deller created a life-sized replica of Stonehenge as a bouncy castle.

An estimated seven million people took part in the Cultural Olympiad across London. Many of the participants were new to the arts. For example, more than 50 per cent of audiences at the Mayor's Showtime said they had never experienced a live outdoor performance before. And 94 per cent of attendees gave Showtime, a festival of free performances on the doorstep of every London borough, the thumbs up.

Other highlights included:

- Big Dance – With nearly two million involved across the capital and 1,500 events, Big Dance is now the world's largest and most influential dance extravaganza. Last year Big Dance stretched across the four nations of the UK and into 25 countries beyond.
- Gigs: The Big Busk – About 500 talented young Londoners performed over 2,000 hours of live music in bustling, world-renowned locations from the Olympic Park to the London Underground. Providing the soundtrack to the summer of 2012, Gigs competitors were heard by over 750,000 Londoners and visitors.
- Hatwalk – Britain's top milliners Stephen Jones and Philip Tracey surprised London with 'guerrilla millinery' by designing bespoke hats for 21 of London's most recognised statues including a Union Jack bicorn for Nelson. Media coverage reached over six million in the UK alone and was one of the most downloaded cultural news stories generated by the London Media Centre during the Olympics.
- The Culture Diary – The first city-wide planning and promotional tool was instrumental in keeping programmers and police informed of all the cultural activities taking place in London during the Games. The Culture Diary detailed 4,500 registered events, many of which were free. Because the diary proved so successful, we have now launched The Clash Diary to help promote and coordinate major events.

In the words of the International Olympic Committee, London 2012 lifted the cultural bar higher than ever 'and reinforced culture's position as part of the DNA of the Games.' To build on the unrivalled scale and ambition of the London 2012 Festival, and secure London's position as a world-class city for culture, we will shortly publish a Cultural Legacy Plan.

Carrying people to and from everything that was going on in London were trains, buses, boats and bikes: London 2012 was the first public service games.

More than 100 million journeys were made on the Tube – 28 per cent more than normal. Tuesday 7 August was the busiest day in the Tube's history, with 4.6 million passengers. Despite these demands, performance was the best on record with fewer delays than ever before. Barclays Cycle Hire, Emirates Air Line, London Overground and the DLR all experienced the busiest periods in their histories too. Passenger journeys on the DLR were up 100 per cent.

Levels of customer service also achieved new highs – not least thanks to the 3,200 TfL back-office staff who were deployed as Travel Ambassadors at stations and venues to provide advice. More

than a quarter of Londoners told us that following the Games they are more likely to use public transport.

This success was founded on £6.5 billion of new and renewed transport infrastructure: Stratford, King's Cross St Pancras and Green Park stations rebuilt; Tube, DLR and London Overground infrastructure upgraded to increase capacity, frequency and reliability; 75 kilometres of cycle paths to and around the Olympic Park enhanced. Hundreds of millions of pounds were invested to make trains and buses more accessible, to install new lifts and audio-visual displays, and to train staff. This helped more disabled people travel to more locations than at any previous Games.

As well as this physical legacy, TfL is taking forward a number of other initiatives and lessons from the Games:

- Travel Ambassadors are being deployed at major events and at peak periods like Christmas and New Year;
- using the infrastructure put in place for the UK's first national Transport Coordination Centre, established for the Games, to manage future major transport operations better;
- a new Freight Delivery Unit to coordinate and manage demand; and
- retaining the manual boarding ramps installed at 16 Tube stations – which bridge the gap between platform and train – with plans to introduce them at an additional 19 stations during 2013.

Making the transport network more accessible was a central component of the Mayor's determination to make London 2012 the most inclusive Games ever. Other initiatives are contributing to a distinct Paralympic legacy for the capital too.

The Mayor launched InclusiveLondon.com ahead of the Games, an online repository of information on accessible restaurants, attractions and other places. By the close of summer 2012 the website had received more than 12 million hits. Free online training in disability awareness was also on offer to all London's visitor attractions. To open up more areas to those who find it difficult to get about, the GLA has purchased 74 mobility scooters used during the Games and distributed these to ShopMobility Schemes across the city.

The promenade along London's South Bank takes in some of London's best cultural attractions. But the walkway had evolved in a way that meant in parts it was not easy to navigate – particularly for disabled people and others with accessibility needs. The Mayor has overseen works along nearly four kilometres of promenade – from Westminster Bridge to Tower Bridge and linking cultural institutions like the Southbank Centre, the Tate Modern, The Globe Theatre and Southwark Cathedral – that mean many more people can access and enjoy one of the capital's most visited public spaces.

Underscoring that this was a Games for everyone, the Mayor gave 120,000 Olympic and Paralympic tickets to London's schools so that young people could witness the sporting action for free.

Behind the scenes, the Mayor's City Operations Programme underpinned the smooth, safe and efficient operation of the Games. It brought together Olympic and Paralympic delivery bodies, London's boroughs, transport providers and the Metropolitan Police – together with many others. And in so doing, it helped to ensure that vital public services carried on unaffected, that efforts were coordinated, and that London's emergency and other services stood ready to deal with any incidents.

An economic, jobs and sporting legacy

London welcomed over 15 million international visitors in 2012. Together they spent a record £10 billion. Domestic visits to London were also up by ten per cent.

L&P helped London buck the trend of earlier Olympic host cities, which have suffered from depressed levels of tourism and spend. It worked with the tourism industry before, during and after the Games to address 'tourism displacement' head on.

Some 25,000 media professionals were in London during the Games. The Mayor helped them to showcase London to the world through the London Media Centre (LMC). With superb press and broadcasting facilities, a programme of over 700 different events, a city-wide filming permit and filming studios built in iconic locations such as at Trafalgar Square and on the Southbank, it contributed to the many of thousands of articles generated about London between July and September.

Forecasts prepared by Oxford Economics predict an extra one million 'Olympic inspired' arrivals in London between 2012 and 2017, bringing in £1 billion of additional visitor spend. Following the Games, L&P's tourism campaign – London: Now See it For Yourself – received 1.2 million web hits and visits to the redesigned visitlondon.com website were up 50 per cent in 2012/13 to 24 million.

In the Park itself, the 114.5 metre ArcelorMittal Orbit welcomed 130,000 visitors during the Games and will draw up to 800,000 visitors each year.

London 2012 was a chance to showcase London to potential investors as well as tourist, creating jobs and growth for the capital. So the Mayor transformed City Hall into 'London House' to host top international business leaders and others with an interest in doing business in London. There were 39 events over the course of the Games attended by nearly 5,000 people.

Complementing London House, L&P also ran the Mayor's Business Hosting Programme. The programme has so far created nearly 1,870 jobs and contributed £525 million to the London economy through 24 investment projects. L&P has a pipeline of a further 92 projects, with an estimated value of £978 million that will also bring 3,200 new jobs to London. In addition, and through various campaigns since 2006, L&P has levered London 2012 to create over 7,000 jobs, surpassing all previous host cities.

The Mayor was determined also that London's businesses, and especially its smaller businesses, should benefit from the Games. By the end of March 2013 about 10,000 London 2012 supply chain contracts had been awarded through the Mayor's web-based CompeteFor service, with an estimated value of £2.6 billion. Nearly 40 per cent of contracts to CompeteFor suppliers went to businesses in London. Three-quarters went to SMEs.

With a strong user base – there are about 167,000 businesses registered business, including 50,000 in London – CompeteFor continues to enjoy strong support from the private sector. It now forms part of the procurement processes of many major public and private sector buying organisations and their supply chains. The Mayor is committed to strengthening the CompeteFor service so that it continues to deliver easy access to contract opportunities across the GLA Group, and beyond, for small and medium-sized businesses.

The 2012 Games provided a unique opportunity to challenge and transform perceptions of the workforce in the Olympic Host Boroughs (now known as the Growth Boroughs) and get Londoners into jobs.

It is estimated that in the period up to and including the Games about 65,000 previously unemployed Londoners secured Games-related work. That includes at least 25,000 working for LOCOG's contractors on the Games itself, of whom about 12,000 were from the Growth Boroughs. The Mayor's own 2012 Employment and Skills Legacy Programme has directly helped 3,400 Londoners into work.

The Games cemented London's reputation as a global host city of major sporting events second to none. And in turn that has helped us bring some major international sporting events to the capital. Many of these will use venues and infrastructure built for the Games. Events include Diamond League athletics in 2013, the Tour de France Stage 3 in 2014, the 2015 European Hockey Champions, and the IAAF World Athletics Championships and IPC Athletics World Championships in 2017. With bids for three other international events being considered, London is hoping to continue its winning streak.

Meanwhile, the Mayor has been nurturing a grassroots sporting revolution.

Thanks to £15.5 million of Mayoral investment, together with over £25 million of match funding:

- 77 community sports facilities – from multi-million pound sports halls to changing rooms in small community sports clubs – have been built or refurbished, spanning every London borough and increasing capacity by more than 49,000 users per week;
- over 13,000 people have been trained as coaches, volunteers or officials in a range of sports across London – with 200,000 volunteer hours pledged to community sports throughout London; and
- hundreds of grassroots projects have been supported, benefitting 200,000 individuals.

Across the programme, we have used sport to tackle antisocial behaviour; to boost attendance and attainment at school; to support individuals with drug and alcohol issues; and to help people into jobs – including over 100 disabled people.

The Mayor is investing a further £7 million to continue the Legacy Programme for another three years.

The Mayor's Freesport programme continued to flourish – and was extended to coincide with the Olympic and Paralympic Games. This gave young people the chance to emulate their sporting heroes, and everyone the opportunity to give a new sport a go or go back to one they used to enjoy. About 15,000 Londoners each year have taken part in the programme. Two-thirds received six hours or more of free professional coaching. Some £250,000 per annum has been allocated from the Mayor's Sports Legacy Programme to the FreeSport programme for the next three years.

To date, 14,000 Londoners have also been taught to swim – in temporary pools at 17 locations – through our Make a Splash initiative. The project has been so successful that the Mayor has decided to extend it for a further two years.

Transforming east London

The significant public sector investment in Queen Elizabeth Olympic Park and the Lea Valley to prepare for the 2012 Olympic and Paralympic Games has turned the tide of decades of neglect across east London. New and revitalised green spaces sit alongside reinvigorated waterways. Sporting and community facilities have been constructed and homes built. And transport links have been radically improved: Stratford is now one of the best-connected transport hubs in the country.

In short, a new piece of city is being made. Making the most of this opportunity is the Mayor's top regeneration priority.

At the end of the Games, London was already far in advance of any other previous Host City in securing a regeneration legacy. As we approach the anniversary of the Games, that lead has stretched further.

The Mayor's London Legacy Development Corporation has secured owners, operators or tenants for each and every one of the Olympic venues. That includes the Stadium. Meanwhile, work to transform the Park has progressed at pace including removing the temporary venues, completing the permanent venues for their legacy uses and building new roads and bridges. A stunning line up of major concerts, athletics and Para-athletics, and community events will mark the anniversary of the Games and the reopening of the Park from summer 2013.

RideLondon – a two day festival of cycling this August – will be one of the first big events to make use of the Park. As the largest mass-participation cycling festival ever held in the UK, it will help to embed the London 2012 sporting legacy and attract hundreds of thousands of visitors to Surrey and London.

BT Sport will begin broadcasting from the Press and Broadcast centre this autumn, forming part of the digital and technology hub being established by iCITY, including also Loughborough University, Hackney Community College and Infinity. Regeneration and community programmes are helping local people and businesses to benefit from the opportunities on the Park.

An outline planning application for up to 7,000 new homes has been approved and detailed planning work is underway for Chobham Manor – the first of the Park's five neighbourhoods, with about 800 homes. Chobham Academy, a new school in the Park, will open in September. Plans for other new schools are being discussed with partners.

The refit of East Village (formerly the Athletes' Village) is underway with 2,800 new homes being built, and occupants due to move in this year. It is expected that 1,300 affordable homes will be built in total. Of these, 625 will be available via the Mayor's First Steps website, with below market rent, shared ownership and shared equity options. Another 68 are reserved for social tenants from across the capital, ranging from family homes to one-bed apartments that will be let to former rough-sleepers.

Change at Queen Elizabeth Park is also catalysing regeneration in the surrounding area.

Westfield Stratford City attracted more than 50 million visits in its first year of opening, providing more than 3,000 jobs for local people. Alongside Westfield, the International Quarter will offer more than four million square feet of flexible workspace. Plans for the Strand East development on the Sugar House Lane site south of the Park will deliver a further 1,200 homes. And University Square Stratford – a joint campus established by Birkbeck, University of London, and the University of East London – will admit its first students in autumn 2013.

An efficient and responsive City Hall

Highlights

- **The Mayor again cut his share of council tax – with a further cut promised each and every year of this Mayoral term.**
- **The Mayor is putting value for money at the heart of his administration. He has moved billions from the back office to the front line, enabling him to invest in jobs and growth and Londoners' other priorities.**
- **City Hall continues to lead the way for transparency and accountability. The new London Dashboard gives Londoners a quick and clear readout of the Mayor's progress against his priorities.**
- **The Mayor is using technology to make City Hall more responsive in other ways. In 2012/13 he launched a monthly Twitter question and answer session and a monthly email to keep Londoners informed of events, consultation and other ways to get involved.**
- **These new initiatives build on other measures to enhance transparency introduced by the Mayor, including publishing all payments over £250 and the detail behind GLA and Mayoral spending decisions over £5,000.**

Value for money for the London taxpayer

The Mayor has put value for money at the heart of his administration. Through careful stewardship of City Hall's finances and an uncompromised pursuit of efficiency, he is ensuring every penny of taxpayers' money works as hard as it possibly can.

In April the Mayor cut his share of Londoners' tax bill – for the second year in a row. This means the precept has fallen 20 per cent in real-terms since the Mayor was first elected in 2008. By contrast, there was a 152 per cent increase under the previous administration. And the Mayor has promised to reduce the precept again next year – and every year of this Mayoral term – delivering at least a ten per cent cut in total.

The Mayor has rooted out waste and moved £3.5 billion out of the back office and onto the front line since first being elected – including £1.5 billion in 2012/13. At TfL alone the Mayor is overseeing a drive to save £7.6 billion in the four years up to 2014/15. Three-quarters of these savings have already been found, contributing both to record investment in London's transport network and record performance. Despite this being a time of unprecedented constraint on public sector finances, this is enabling the Mayor to invest in Londoners' priorities

In April 2012 the core GLA inherited budgets and functions that had previously been the responsibility of the former LDA and the HCA. Yet despite additional responsibilities and a ten-fold increase in our budget to £1.7 billion, we have held staff numbers at 2008 levels. Across the organisations, this means staff numbers have been reduced by 50 per cent – saving taxpayers £35 million a year.

Leading the way on transparency

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; for example by publishing details of all our spending over £250. We have also reduced the threshold above which we publish the reasoning behind the GLA's and the Mayor's spending decisions to £5,000.

Our pioneering London Datastore 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. The Datastore now also hosts a new 'London Dashboard'. Meeting the Mayor's manifesto commitment that Londoners should have more information about how the GLA family and other public bodies are performing, the Dashboard is home to host of data and commentary. Easy to understand headline measures give an 'at a glance' view of progress in priority areas like jobs and economy, transport and policing and crime. We will publish new datasets in the coming year.

The Mayor is using the web to make it easier for Londoners to hold him to account in other ways too. Shortly after being re-elected, the Mayor hosted the first of now monthly 'askboris' session on Twitter. To sign post ways for Londoners to get involved in – for example, in events and consultations – the Mayor now also sends out a monthly email. People can sign up to the mailing list at london.gov.uk.

In July 2012 we launched Talk London, an online community open to everyone with an interest in discussing the city's big issues. In this way, Londoners are steering the big policy decisions that will impact on London's future. So far more than 16,000 people have visited the site and more than 1,000 have joined in the debates.

Meanwhile, the Mayor continues to get out and about and discuss matters of interest to Londoners at People's Question Time sessions and the annual State of London debate. He will also continue to listen through forums for groups who may otherwise not be heard.

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