

**MAYOR OF LONDON**

# Appendices to the Mayor of London's Annual Report

2012/13

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5 June 2013

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# Appendix 1: Mayoral strategies

The Mayor's statutory strategies	Current position
<p><b>London Environment Strategy</b></p>	<p>The six strategies below:</p> <ul style="list-style-type: none"> <li>a) taken together constitute the Mayor's statutory London Environment Strategy (LES); and</li> <li>b) individually address each of the six matters the LES must cover.</li> </ul> <p><b>Air Quality Strategy</b></p> <p>On 14 December 2010 the Mayor published 'Clearing the Air', his Air Quality Strategy. It includes measures to reduce emissions from the transport network, homes and workplaces. Highlights include London's first age limits for taxis and private hire vehicles, tighter standards for the London Low Emission Zone and targeted local measures for pollution hotspots.</p> <p>On 13 February 2013 the Mayor made a further announcement about additional air quality measures to be delivered in his second term and up to 2020, including a new Ultra Low Emission Zone in central London, an accelerated roll-out of hybrid buses and new measures to reduce emissions from construction sites.</p> <p><b>Ambient Noise Strategy</b></p> <p>The Noise Strategy published in 2004 remains in force.</p> <p><b>Biodiversity Strategy</b></p> <p>The Biodiversity Strategy was launched in July 2002, while the key policies to protect and enhance biodiversity are contained in the London Plan.</p> <p>The Mayor's projects to enhance green space and to green the urban environment – including his commitment to create 100 Pocket Parks and plant 10,000 street trees – together with other environmental improvement initiatives such as RE:LEAF, the All London Green Grid and Greening London's Business Improvement Districts, all present opportunities to enhance biodiversity in the capital. Volunteers are, and will continue to be, central to improving the environment to the benefit of London's wildlife; for example, through the Mayor's Team London volunteering programme.</p>

The Mayor's statutory strategies	Current position
	<p><b>Climate Change Adaptation Strategy</b></p> <p>'Managing Risk and Increasing Resilience' was published in October 2011. The strategy identifies the key climate risks to London today and over the coming century, and it proposes a range of actions to improve London's resilience to extreme weather and Londoners' quality of life.</p> <p><b>Climate Change Mitigation and Energy Strategy</b></p> <p>'Delivering London's Energy Future' was published in October 2011. The document sets out how London will reduce CO<sub>2</sub> emissions by 60 per cent by 2025, with a series of actions related to energy supply, homes, workplaces and transport. It identifies programmes that the Mayor will undertake as well as reductions that other bodies including Government must make.</p> <p><b>Municipal Waste Management Strategy</b></p> <p>'London's Wasted Resource' was published in November 2011. It sets out the Mayor's policies and proposals for reducing the amount of municipal waste, increasing the amount of waste reused, recycled or composted and generating low carbon energy from the waste remaining. The strategy also sets out how the Mayor, through the London Waste and Recycling Board, will help develop more waste management infrastructure in London.</p>
<b>Transport Strategy</b>	<p>The Mayor's Transport Strategy was published in May 2010. The strategy sets out the Mayor's policies and proposals to enhance London's transport system, to improve the quality of life for those living and working in the capital, to accommodate future population and employment growth, and to reduce the impact of transport on the environment. Progress on implementing the strategy is reported in the annual Transport for London (TfL) publication Travel In London: <a href="http://www.tfl.gov.uk/assets/downloads/corporate/travel-in-london-report-5.pdf">www.tfl.gov.uk/assets/downloads/corporate/travel-in-london-report-5.pdf</a>.</p>
<b>Culture Strategy</b>	<p>The Mayor published 'Cultural Metropolis' in November 2010. The strategy outlines the Mayor's vision for culture in London: to reinforce London's position as a world capital for creativity and commerce; increase opportunities for young people; enable more Londoners to participate in the capital's rich culture; ensure culture is at the heart of planning and regeneration; and secure a lasting cultural legacy from London 2012.</p> <p>The Mayor will publish an updated Cultural Strategy in 2013, which will outline a set of actions to be delivered for the rest of this term.</p>
<b>Economic Development Strategy</b>	<p>The Economic Development Strategy (EDS), published in May 2010, remains in force. Following the 2012 Mayoral election and the London 2012 Games, work was undertaken to develop the London Enterprise Panel's (LEP) Jobs and Growth Plan and the plan was published in May 2013. It reflects the priority action areas within the EDS: science and tech; skills and employment; SMEs; and infrastructure. In addition, the EDS objective to promote London continues to be undertaken by London &amp; Partners (L&amp;P), the Mayor's promotion agency for the capital.</p>

The Mayor's statutory strategies	Current position
<p><b>The London Health Inequalities Strategy</b></p>	<p>The Mayor published his first ever Health Inequalities Strategy in April 2010. The strategy sets out the Mayor's commitment to work with partners to:</p> <ul style="list-style-type: none"> <li>• promote effective parenting, early years development, young people's emotional health and readiness for learning;</li> <li>• motivate and enable Londoners to adopt healthier behaviours and engage in lifelong learning;</li> <li>• build knowledge about health and wellbeing, tackling stigma and taboo in the process;</li> <li>• promote community development approaches to improve health and actively support the role of the third sector; and</li> <li>• build public sector capacity to engage more effectively with individuals, communities and the voluntary and community sectors.</li> </ul> <p>In 2013/14 the Mayor will refresh the Health Inequalities Strategy delivery plan with partners.</p>
<p><b>Housing Strategy</b></p>	<p>The Mayor published London's first statutory Housing Strategy in February 2010. A revised strategy will be published for consultation following the publication of the Mayor's 2020 Vision document in the summer of 2013. The new strategy will reflect the Vision, along with the Mayor's new responsibilities for housing investment and land, the new investment round and significant changes in national policy such as the introduction of affordable rent and tenure reform.</p>
<p><b>Spatial Development Strategy</b></p>	<p>The new London Plan was published in 2011. During 2012 early alterations to the plan were promoted to ensure it reflects national policy on affordable housing, includes up-to-date policies on cycle parking and is consistent with the Government's National Planning Policy Framework. These alterations are expected to be published in summer 2013. Further alterations to the plan will be taken forward later this year.</p>

## Appendix 2: Corporate health performance indicators

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The indicators in this section pertain solely to the core Greater London Authority (GLA) and so exclude the functional bodies. Note that from 2013/14 the GLA will monitor and report on a new suite of Key Performance Indicators (KPIs). These KPIs are set out, in most cases with performance data and targets, in the GLA's Business Plan: [www.london.gov.uk/mayor-assembly/gla/spending-money-wisely/business-planning](http://www.london.gov.uk/mayor-assembly/gla/spending-money-wisely/business-planning).

### The percentage of internal audit reports resulting in satisfactory or adequate assurance

Year	Target	Performance
2010/11	95%	100%
2011/12	95%	96%
2012/13	95%	97%

#### Comments

- One audit had a limited assurance rating.

### The percentage of invoices for commercial goods and services paid by the GLA within 30 days of receipt or within the agreed payment terms

Year	Target	Performance
2010/11	92%	87.5%
2011/12	94%	93.7%
2012/13	94%	93.6%

**The percentage of invoices from small and medium sized enterprises for commercial goods and services paid by the GLA within ten working days of receipt or within the agreed payment terms**

Year	Target	Performance
2010/11	85%	86.6%
2011/12	90%	78.7%
2012/13	90%	85.5%

**Comments**

- Performance is lower than the target. A contributory factor was the redeployment of a significant number of GLA staff in the run up to and during the Olympic and Paralympic Games, including staff normally responsible for processing invoices.

**Environmental performance indicators**

Year	2010/11	2011/12	Target 2012/13	2012/13
Total waste (kg) produced by the GLA at City Hall	211,076	213,968	N/A	226,024
Waste recycled by the GLA at City Hall:				
(a) Proportion of waste recycled	(a) 75.9%	(a) 78.5%	(a) 78%	(a) 80.5%
(b) Dry recycling (kg)	(b) 126,260	(b) 137,143		(b) 142,684
(c) Organic (food) waste collected (kg)	(c) 33,943	(c) 30,745		(c) 39,220
Water used at City Hall:				
(a) Total water used (m <sup>3</sup> )	(a) 560	(a) 607	(a) 600	(a) 622
(b) Grey (borehole) / recycled water (m <sup>3</sup> )	(b) 37,980	(b) 34,370	(b) 35,000	(b) 34,360
Energy consumed at City Hall:				
(a) Total electricity consumption (kWh)	(a) 850,471	(a) 683,180	(a) 800,000	(a) 783,000
(b) Total gas consumption (kWh)	(b) 624,039	(b) 300,619	(b) 550,000	(b) 397,551
(c) Energy generated from on-site renewable (kWh)	(c) 6,375	(c) 6,436	(c) 6,000	(c) 8,116
Total CO <sub>2</sub> emissions attributable to City Hall (tonnes)	575	431	N/A	508

**Comments**

- The increase in resources consumed during 2012/13 is due to City Hall being used as 'London House' – which hosted 39 event attended by nearly 5,000 people – during the Olympic and Paralympic Games. Modifications were made to the building and there was a heavy demand on resources.

- The above environmental performance indicators – and many of the other measures across these appendices – support measurement of sustainable development (SD). That is ensuring environmental, social and economic improvement is delivered in a joined up and transparent way to the long-term benefit of London.
- The GLA’s Sustainable Development Team manages sustainability appraisals across the GLA family. Also to mainstream SD, the team led preparations for, and achieved, the BS8901 sustainable events management standard for the City Operations Unit during the Olympic and Paralympic Games. This forms the basis for rolling out sustainable event management across the GLA Group.
- The Mayor has also provided continued support to the London Sustainable Development Commission (LSDC), a group of experts which provides independent advice to the Mayor. The LSDC produced a number of key research reports which have helped to inform the debate on delivering SD and influenced GLA policy, such as its fourth quality of life indicators report. The LSDC has prioritised projects on Green Entrepreneurship and closed loop systems in London after analysing the quality of life indicator set. The LSDC has also continued working on carbon measurement with the National Physical Laboratory.
- In 2012/13 the Mayor continued to support the London Leaders programme, which is a pioneering, pan-London programme run by the LSDC to: inspire and catalyse positive change; demonstrate sustainability in action; and increase London’s capacity for leadership in sustainable development. The GLA selected people from all walks of life to be London Leaders. Each person committed to delivering a unique project over the course of a year that will improve quality of life for Londoners. Projects included: developing an online sustainable fashion campaign and network; explored the concept of ‘gamification’ to change behaviour to a more environmental footing; developing high street based natural play projects to engage children with nature; developing an app to encourage Londoners to report environmental crime; worked with independent shops to recycle their waste through community growing projects; and expanding a structured work experience programme aimed at 16-18 year olds.

### Leavers in the year as a percentage of the average total staff

Year	Performance
2010/11	14%
2011/12	15%
2012/13	23%

#### Comments

- The increase in turnover is due to restructures post-London 2012 and following the devolution of additional responsibilities to the GLA from the former London Development Agency (LDA) and the Homes and Communities Agency (HCA). They include restructures in the Housing and Land and Development, Enterprise and Environment directorates; and the dissolution of the London 2012 Directorate, at which time a significant number of fixed-term staff contracts also came to an end.



### The average number of days per employee (full time equivalent) lost through sickness absence

Year	Target	Performance
2010/11	6	4.1
2011/12	6	4.3
2012/13	6	3.1

### The cost of agency staff as a percentage of the total pay-bill

Year	Performance
2010/11	5%
2011/12	3%
2012/13	4%

#### Comments

- This is slightly higher than last year's figures because of the additional spend incurred on agency staff during the period over which new functions and powers were devolved to the Mayor.

### The percentage of temporary agency staff that are working within the organisational establishment list

Year	Performance
2010/11	5%
2011/12	4%
2012/13	5%

### Percentage of end-of-year staff performance reviews returned to Human Resources each year

Year	Target	Performance
2010/11	100%	77%
2011/12	100%	83%
2012/13	100%	75%

#### Comments

- This measure is used as a proxy for the percentage of staff who receive an end-of-year performance review. Managers are also expected to carry out a mid-year review and to meet regularly with staff throughout the year.
- Performance was affected by: a) the impact of the devolution programme, through which staff transferred to the GLA into a new Housing and Land Directorate and existing teams – it took time for these staff to familiarise themselves with GLA processes and in addition many will have been in post for a short period of time at year end; and b) the London 2012 Games which placed additional pressure on the organisation and as a result of which a significant number of staff were redeployed including during the period in which end-of-year reviews are normally finalised.
- The GLA is currently developing a range of enhanced tools for staff and managers to support effective feedback and goal setting, as well as identifying development needs.
- The annual performance review returns are expected to rise again in 2013/14.

### The percentage of correspondence for the Mayor responded to in full within 20 working days

Year	Target	Performance
2010/11	90%	90%
2011/12	90%	87%
2012/13	90%	89%

### The percentage of service complaints to the GLA responded to in full within 20 working days

Year	Target	Performance
2010/11	90%	90%
2011/12	90%	84%
2012/13	90%	80%

#### Comments

- 28 out of a total number of 35 complaints were responded to within 20 working days. Performance has declined due to the complexity of the complaints received. Note also that an additional two complaints missed the deadline by only one day.

### The percentage of Freedom of Information requests received by GLA responded to in full within 20 working days

Year	Target	Performance
2010/11	100%	86%
2011/12	100%	80%
2012/13	100%	87%

#### Comments

- The GLA's FOI performance improved by seven percentage points in 2012/13 and was the highest for three years. Work to improve performance has included: keeping senior managers updated on their own teams' FOI performance; providing additional assistance to officers dealing with particularly complex or time consuming requests; regular communications and reminders to staff; and a mandatory FOI training session for new starters, emphasising the importance of dealing with requests swiftly and providing best practice tips.

# Appendix 3: Council tax 2013/14

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## Introduction

Boris Johnson's fifth budget continues to deliver on his priority to keep the cost of living down and protect frontline services. For the second year running, the Mayor has cut his element of the council tax – by just over one per cent. This means that since the beginning of his first Mayoral term his precept has fallen by 20 per cent in real terms.

In the current economic climate the public sector must do more with less, delivering improved public services at reduced cost. The Mayor continues to invest in his priorities: maintaining police numbers, improving public transport, protecting the 24 hour Freedom Pass, delivering more homes for London families, working to increase young people's opportunities and ensuring the 2012 Games leave a lasting legacy.

The Mayor has put value for money at the very heart of his administration and has controlled costs tightly as well as ruthlessly cutting out waste. His budget protects vital front line services by:

- investing in frontline policing by maintaining officer numbers at or around 32,000;
- maintaining existing targets for how quickly fire engines attend incidents;
- investing £22 billion to upgrade the Tube and deliver Crossrail, improving cycling safety, upgrading London's road network and delivering up to 600 New Buses for London;
- maintaining existing concessionary travel schemes in full, including free 24 hour travel for the over 60s, the disabled and eligible war veterans;
- investing £231million to support London's local places and promote economic growth;
- ensuring a long term legacy from the 2012 Olympic and Paralympic Games and transforming Queen Elizabeth Olympic Park; and
- delivering 55,000 affordable homes and creating 200,000 jobs over the course of his Mayoral term.

## Council tax and budget information

The GLA Group's share of the council tax for a typical Band D property has been reduced to £303. Residents of the City of London – which has its own police force – pay £86.08. The table below shows how the council tax (at Band D) is allocated.

	2013/14 (£m)	2012/13 (£m)	Change (£m)
Mayor's Office for Policing And Crime (MOPAC)	216.92	228.10	-11.18
London Fire and Emergency Planning Authority (LFEPA)	49.87	39.54	10.33
Core GLA and Olympics	33.88	37.11	-3.23
TfL	2.33	1.97	0.36
<b>Total</b>	<b>303.00</b>	<b>306.72</b>	<b>-3.72</b>

## Summary of GLA budget

The tables below summarise how the net expenditure (financing requirement) and council tax requirement is calculated for the GLA and each functional body in 2013/14.

Net 2013/14 financing requirement	Gross expenditure (£m)	Other income (£m)	Net expenditure before use of reserves (£m)	Use of reserves (£m)	Net expenditure after use of reserves (£m)
MOPAC	3,269.9	-297.1	2,972.8	27.3	<b>3,000.1</b>
GLA (Mayor and Assembly)	751.9	-495.6	256.2	-71.6	<b>184.6</b>
LFEPA	445.1	-30.1	415.0	-3.3	<b>411.7</b>
TfL	6,731.8	-4,773.0	1,958.8	0.0	<b>1,958.8</b>
London Legacy Development Corporation (LLDC)	44.2	-38.7	5.5	-5.5	<b>0.0</b>
Total other services	7,973.0	-5,337.5	2,635.5	-80.4	<b>2,555.1</b>
<b>Total GLA Group</b>	<b>11,242.9</b>	<b>-5,634.6</b>	<b>5,608.3</b>	<b>-53.1</b>	<b>5,555.2</b>

Note: GLA gross expenditure includes £342.3 million of tariff payments to the Department for Communities and Local Government for rates retention which is not applied for the purposes of the Group.

Council Tax requirement and Band D council tax amounts 2013/14	Net expenditure after use of reserves (£m)	Specific Government Grants (£m)	General Government Grants (£m)	Retained Business Rates (£m)	Council Tax Requirement (£m)	Band D amount (£m)
MOPAC	3,000.1	-473.8	-1,969.2	0.0	<b>557.1</b>	<b>216.92</b>
GLA (Mayor and Assembly)	184.6	-16.6	-38.6	-31.8	<b>97.6</b>	<b>37.90</b>
LFEPA	411.7	-10.9	-163.5	-108.9	<b>128.4</b>	<b>49.87</b>
TfL	1,958.8	-1,150.0	0.0	-802.8	<b>6.0</b>	<b>2.33</b>
LLDC	0.0	0.0	0.0	0.0	<b>0.0</b>	<b>0.00</b>
Net Collection fund (surplus)/deficit	-10.4	0.0	0.0	0.0	<b>-10.4</b>	<b>-4.02</b>
Total other services	2,544.7	-1,177.5	-202.1	-943.5	<b>221.6</b>	<b>86.08</b>
<b>Total GLA Group</b>	<b>5,544.8</b>	<b>-1,651.3</b>	<b>-2,171.3</b>	<b>-943.5</b>	<b>778.7</b>	<b>303.00</b>

Note: GLA expenditure is presented gross of collection fund surplus.

# Appendix 4: The London Assembly's required information for the 2012/13 Annual Report

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Section 46(2)(d) of the GLA Act states that the Mayor's Annual Report must include 'information of such descriptions as the Assembly, prior to the beginning of the financial year to which the report relates, has notified to the Mayor that it wishes to be included in the annual report.' This section meets that requirement.

Note that in some cases information relating to the previous financial year – ie. the year covered by this report – is routinely produced well after year-end and was not therefore available in time to publish here.

## Crime and safety

### Levels of crime at suburban rail stations, on public transport and at public transport interchanges in London

#### Levels of crime at suburban rail stations

(source: British Transport Police (BTP), [www.crimemaps.btp.police.uk](http://www.crimemaps.btp.police.uk))

- The BTP publishes crime statistics for any railway station in the UK via the link above, but they do not define suburban stations. Crime figures can be viewed by:
  - on train;
  - at station; or
  - both.
- Note that BTP record offences that occur en-route against the terminating station, which can potentially give a misleading impression.

## Levels of crime on public transport

(source: TfL, [www.tfl.gov.uk/corporate/about-tfl/19385.aspx](http://www.tfl.gov.uk/corporate/about-tfl/19385.aspx))

Network	2010/11		2011/12		2012/13		2011/12 to 2012/13	
	Crimes	Rate	Crimes	Rate	Crimes	Rate	Change in crimes	Change in rate
Bus-related crime	23,974	10.5	21,724	9.3	20,120	8.6	-7.4%	-7.5%
London Underground (LU) and Docklands Light Railway (DLR)	13,472	11.4	12,115	9.6	12,804	9.6	+5.7%	No change
London Overground (LO)	612	-	711	6.9	841	6.7	+18.3%	-3.0%
London Tramlink	361	13.0	378	13.2	361	12.0	-4.5%	-9.1%

### Comments

- Public transport in London continues to be a safe, low crime environment. Over ten million passengers travel on the TfL's public transport services each day with very few of them ever experiencing or witnessing crime.
- The rate of crime per million passenger journeys on all modes is at its lowest level since recording began in 2004/5.
- Despite low levels of crime on the network, increases were seen in some crime types on some modes. However, the latest figures show that given the increases in passenger numbers, the rate of crime per million passenger journeys remained relatively stable or was lower in 2012/13 than in previous years.
- Bus-related crime has continued to fall and combined with an increase in passenger numbers has led to the lowest rate of crimes per million passenger journeys recorded.
- Increases in crime were seen on LU, DLR and LO, largely attributable to an increase in theft of passenger property offences. TfL and its police partners are redoubling their efforts and have put measures in place to deal with the increase, including redeploying officers to theft hotspots, targeted police enforcement activity against organised thieves and a new crime reduction and awareness campaign.

### Levels of crime at public transport interchanges in London

(source: TfL)

- Statistics for crime at public transport interchanges across London are not routinely collated. This is mainly due to the difficulty in accessing data from across the relevant agencies in a consistent way. In addition, there is no formal definition of an 'interchange' (there are potentially thousands across London).



- However, the Mayor’s Transport Strategy has a focus on strengthening coordination, collaboration, joint tasking and deployment arrangements across the different police services – BTP, City of London Police and the Metropolitan Police Service (MPS) – at transport hubs and interchanges. In 2010 the London Transport Community Safety Partnership (LTCSP), which includes all the agencies with an influence on transport safety and security, agreed to enhance partnership working and integrated policing at a number of priority transport hub locations.
- The five priority locations are: Finsbury Park, Kings Cross, Liverpool Street, Stratford and Victoria. Particular aspects addressed include: joint accommodation for BTP and MPS policing teams; sharing information and intelligence; co-ordinating activities and joint BTP and MPS operations; and engagement with local business and communities. An annual assessment of crime at these five priority hubs comparing 2011/12 with 2012/13 showed the following.
  - An increase in total bus-related crime of 25 per cent at the five priority locations. This is out of line with the overall reduction seen in bus related crime over the past year. However, the increase at hubs is in part a result of pro-active policing. For example, the Victoria hub includes Victoria Coach station where the police have focused on the people and coaches arriving in London from Europe. This has generated a significant number of drug offences. A further breakdown of the increase in bus-related offences reveals a large rise in theft offences (up 54 per cent, from 205 to 311 offences); in contrast the pan-London number of offences has decreased (down 1.3 per cent, from 9,708 to 9,583). As some of the busiest locations in London with high levels of passenger footfall, it is to be anticipated that thieves will target these locations.
  - Excluding theft and drugs offences, bus-related offending at the five hubs has decreased (nine per cent, from 133 to 121 offences). Violence against the person offences have also fallen (16 per cent, from 92 to 77 offences).
  - An increase in BTP recorded crimes of 3.4 per cent at the five priority locations, slightly higher than the pan-London change (up 0.3 per cent). As noted above, the increases in crime are largely attributable to an increase in theft of passenger property offences.

### Levels of reported violent crime, including levels of hate crime against particular groups of Londoners

(source: MPS figures provided by the MOPAC)

#### Levels of reported violent crime across London

	2010/11	2011/12	2012/13	Change 11/12 to 12/13
Total violence against the person	174,616	153,839	149,654	-2.7%

#### Comments

- The total for 2012/13 represents the lowest level of violence against the person crimes recorded since 1998/1999.

## Levels of reported hate crime

Category	2010/11	2011/12	2012/13	Change 11/12 to 12/13
Racist and religious hate crime	9,945	8,202	9,419	+14.5%
Homophobic hate crime	1,345	1,262	1,103	-12.7%
Disability hate crime	111	154	108	-28.9%

### Comments

- The report accompanying the Government's action plan to tackle hate crime, published in March 2012, found that there is significant underreporting of hate crimes.
- Work is being done to increase confidence in reporting hate crime by: ensuring victims get a good service through agreed minimum standards; supporting third party reporting; working with affected communities to ensure services are being effectively delivered; and ensuring the MPS publicises success stories to increase confidence in the police's willingness and ability to deliver for victims. Work will also be done with London's diverse communities to develop an effective hate crime reduction strategy. This will address the wide range of hate crime and will focus, in addition to improving confidence in reporting, on reducing repeat victimisation and effective enforcement against perpetrators.
- The Mayor is committed to cracking down on all forms of hate crime.
- Note that the figures in the table above and that directly below do not match because the latter reports victims while the former reports crimes.

## Levels of reported hate crime broken down by ethnicity

Category	2010/11	2011/12	2012/13	Change 11/12 to 12/13
Bangladeshi	177	200	183	-8.5%
Indian	507	400	428	+7.0%
Pakistani	401	386	371	-3.9%
All other Asian ethnic groups	641	557	606	+8.8%
African	758	742	771	+3.9%
Caribbean	461	400	385	-3.8%
All other black ethnic groups	475	427	470	+10.1%
British	1,264	1,068	1,039	-2.7%

Category	2010/11	2011/12	2012/13	Change 11/12 to 12/13
Irish	76	60	93	+55.0%
All other white ethnic groups	651	557	514	-7.7%
Mixed	276	229	200	-12.7%
Other ethnic group	282	241	197	-18.3%
Unrecorded ethnicity	4,630	4,504	5,063	+12.4%

### Levels of reported homophobic crime broken down by gender

Category	2010/11	2011/12	2012/13	Change 11/12 to 12/13
Male	986	955	794	-16.9%
Female	346	268	263	-1.9%

### Levels of reported knife crime perpetrated by and against young people

(source: MPS figures provided by MOPAC)

Category	2010/11	2011/12	2012/13	Change 11/12 to 12/13
Serious youth violence (SYV) with guns	576	517	312	-39.5%
SYV with knives	5,118	5,479	3,813	-30.4%
Total SYV victims	6,872	6,906	4,968	-28.0%

### Comments

- The launch of the MPS's Trident Gang Crime Command has made a significant impact on serious youth violence in London.
- Note that the 'total SYV victims' figures also include relevant offences that did not involve guns or knives.

**The amount of funding provided by the GLA/MOPAC to support Rape Crisis Centres and the outputs and outcomes achieved as a result**

(source: MOPAC and the GLA)

**Funding provided to support Rape Crisis Centres**

	2010/11 (£000)	2011/12 (£000)	2012/13 (£000)
Funding provided by the GLA/MOPAC	675	743	620
Actual expenditure / Outturn	642	723	620

**Comments**

- The Mayor has agreed to fund the four Rape Crisis Centres throughout the period of his administration. Note that since 2012/13 the Rape Crisis Centres have been funded by MOPAC, having previously been funded by the GLA.

**Outcomes flowing from the work of the Rape Crisis Centres**

	2010/11	2011/12
Victims of sexual abuse receiving support, therapies and/or counselling	6,635	9,498

## Numbers of Police Officers, Police Community Support Officers and police civilian staff provided for in the Mayor's budget for 2012/13 and how many are employed on 31 March 2013

(source: MOPAC)

Role	2010/11		2011/12		2012/13	
	Budget for year	31 March	Budget for year	31 March	Budget for year	March
Police Officers	33,091	32,459	32,320	32,159	31,957	30,265
Police Community Support Officers	4639	3,963	3,825	2,801	3,444	2,647
Civilian and other staff	15204	14,255	14,806	13,634	14,513	13,264
<b>Subtotal core establishment</b>	<b>52,934</b>	<b>50,677</b>	<b>50,951</b>	<b>48,594</b>	<b>49,914</b>	<b>46,176</b>
Special constables	5,330	4,946	6,667	5,752	6,667	5,303
<b>Overall total</b>	<b>58,264</b>	<b>55,623</b>	<b>57,618</b>	<b>54,346</b>	<b>56,581</b>	<b>51,479</b>

### Comments

- Actual police numbers are slightly down from 32,000 because recruitment was paused during the London 2012 period. However, recruitment plans have been developed to recover the under-strength position on police officers and build the organisation back to the target strength of at or about 32,000 by March 2015. Note also that the 2012/13 establishment includes 25,909 constables, the highest number in the history of the MPS.
- Despite having lower than planned strength, crime was down by almost 6 per cent in 2012/13 compared with 2011/12. The level of crime is the lowest it has been since 1988/89 (note, however, that there were changes to the counting rules in 1998/99).
- The number of special constables has fallen due to resignation and conversion to police constables. The MPS is committed to constantly driving the recruitment of special constables to improve the quality of policing.

## Numbers of firefighters provided for in the Mayor's budget for 2012/13 and how many are employed on 31 March 2013

(source: London Fire and Emergency Planning Authority (LFEPA))

Role	2010/11		2011/12		2012/13	
	Budget for year	31 March	Budget for year	31 March	Budget for year	March
Number of operational, uniformed staff	5,865	5,788	5,773	5,753	5,623	5,631

## Housing

### Numbers of new family sized affordable homes

(source: GLA London Plan Annual Monitoring Report Housing Provision Monitor tables (HPM10 for 2009/10, HPM06 for 2010/11 and 4.7 for 2011/12); [www.london.gov.uk/priorities/planning/research-reports/annual-monitoring-reports](http://www.london.gov.uk/priorities/planning/research-reports/annual-monitoring-reports))

Year	2009/10	2010/11	2011/12
New family sized affordable homes	2,379	1,911	2,969

### Comments

- The figures refer to gross conventional completions of social rented and intermediate homes.
- Family sized homes rose as a proportion of all gross affordable completions from 24 per cent in 2010/11 to 32 per cent in 2011/12.
- The GLA delivered 8,114 affordable homes in 2012/13. For 633 of these, there were no details of the number of bedrooms; but of the remainder, 2,059 were family sized (three or more bedrooms).
- Across all tenures, more family-sized homes are now being delivered in London than for a decade.
- Comprehensive 2012/13 data will not be available until March 2014 – this will include affordable homes not funded by the GLA.

## Number of empty homes in London which have been vacant for six months or longer

(source: Department for Communities and Local Government, Housing Live Tables 100 and 615)

	2010/11	2011/12	2012/13
Long-term empty homes as at October	34,422	29,540	23,870
Total housing stock at 31 March	3,300,000	3,318,300	3,358,200
Long-term empty as a percentage of total stock	1.05%	0.89%	0.71%

### Comments

- Statistics on empty homes are derived from council tax records in October of each year.
- The Mayor's London Housing Strategy sets out a target that no more than one per cent of homes in London should be empty for six months or more. This target has now been met for two years running.
- The rate of long-term empty homes in London is at its lowest recorded level, and has almost halved since 2004. The London rate is also considerably lower than that in the rest of England (1.2 per cent).

## Number of rough sleepers in London

(source: Broadway, Chain data)

	2009/10	2010/11	2011/12
Number of rough sleepers	3,673	3,975	5,678

### Comments

- The reported figure is the number of people seen sleeping rough in London over the course of the year. This provides a more accurate figure than using a snapshot on a single night.
- Outreach teams counted 5,678 people sleeping rough in London over the course of 2011/12. The prevalence of rough sleeping is affected by the economic climate. In addition, the expansion of the Mayor's 'No Second Night Out' scheme will have led to more accurate and comprehensive recording. Note that the rough sleeping population includes significant numbers of non-UK nationals from within and outside of the EU.

- Most rough sleepers are quickly helped to find alternative accommodation or return home. Bi-monthly figures available for March–April 2013 show that 80 per cent of new rough sleepers spent just a single night out.
- In 2009 the London Delivery Board's '205 project' identified the most entrenched rough sleepers in London. At the end of 2012/13, less than a fifth of this group were recorded as still sleeping rough on London's streets.
- In December 2012 the GLA's new 'No-one Living On the Streets' (NLOS) service opened to support boroughs in tackling entrenched rough sleeping. In 2012 the Mayor also launched a £5 million Social Impact Bond, designed to reduce rough sleeping and improve health and employment outcomes for those who repeatedly return to the streets.

### Number of new homes built in London meeting level three of the Code for Sustainable Homes

(source: Homes and Communities Agency)

	2009/10	2010/11	2011/12
New build homes completed for rent	89% (4,946)	98% (5,909)	98% (4,528)
New build intermediate homes completed	78% (2,961)	98% (3,683)	97% (9,514)

#### Comments

- The table above shows the proportion of new build homes completed for both social rent and the intermediate market that were either:
  - certified as Eco Homes 'Very Good' or above; or
  - were certified as Code for Sustainable Homes level 3 or above.
- Intermediate housing is homes for sale and rent provided at a cost above social rent, but below market levels, and subject to the overall affordable housing criteria set out in the London Plan and national policy. Intermediate housing can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rent housing.

### Progress in delivering an online private sector rents guide

(source: GLA)

The London Rents Map was launched in December 2009; please see: [www.london.gov.uk/rents](http://www.london.gov.uk/rents).



# Transport and environment

## Congestion levels on roads in inner and outer London

(source: TfL, Travel in London Report 5)

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

Functional sector	Time period	2009/10	2010/11	2011/12
Central London	am peak	15.1	15.2	14.9
	inter-peak	14.2	14.0	13.6
	pm peak	14.3	14.0	13.8
Inner London	am peak	20.7	20.5	20.4
	inter-peak	21.4	21.6	21.4
	pm peak	18.1	18.5	18.4
Outer London	am peak	32.3	32.2	32.4
	inter-peak	34.4	34.7	34.7
	pm peak	29.5	29.8	29.8

### Comments

- There was a minor decline in speeds in central and inner London. The volume of large-scale construction schemes and utility works affecting the road network are likely to be influencing this trend.
- The Mayor's Lane Rental Scheme was introduced in June 2012. It charges road works promoters for working in congested areas and at busy times of day. The scheme is designed to encourage promoters to avoid digging up London's busiest roads at peak traffic times. Following the introduction of the scheme, more than 92 per cent of utility company's road works at the traffic hotspots are now taking place outside of peak traffic hours, compared with about 30 per cent before the scheme came into effect.
- The Mayor set up the Roads Task Force in July 2012 – formed of experts, academics and user groups – to assess the challenges faced by London's road network and develop ways of improving the capital's roads for all users. This is the first major strategic review of London's road network in a generation.

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

Functional sector	Time period	2009/10	2010/11	2011/12
Central London	am peak	1.3	1.3	1.4
	inter-peak	1.6	1.7	1.8
	pm peak	1.5	1.7	1.7
Inner London	am peak	1.1	1.2	1.2
	inter-peak	1.0	1.0	1.0
	pm peak	1.5	1.5	1.5
Outer London	am peak	0.7	0.7	0.7
	inter-peak	0.5	0.5	0.5
	pm peak	0.8	0.8	0.8

#### Comments

- Measures by the Mayor to address congestion include: the London Permit scheme, which has been operated by TfL and, since April 2013, all the London boroughs; as noted above the Lane Rental scheme; Report It, the system to enable Londoners to report problems with road works sites; and the TfL Traffic News Twitter service, which has exceeded 50,000 followers.
- TfL reviews the timing of 1,000 traffic signals every year to ensure they operate as efficiently as possible; approximately 3,970 have been reviewed since 2009. In the current financial year to date, this has reduced traffic delays by almost nine per cent, with no overall disbenefit to pedestrians.
- SCOOT is now in use at about 50 per cent of London's traffic signals and is contributing to an average 12 per cent reduction in delays on the TfL Road Network. At some locations the reduction is nearly 20 per cent. The system detects passing vehicles and alters signal timings to respond in real-time to traffic demands.

#### Air quality, carbon emissions and pollution levels (PM<sub>10</sub> and NO<sub>2</sub>) in London

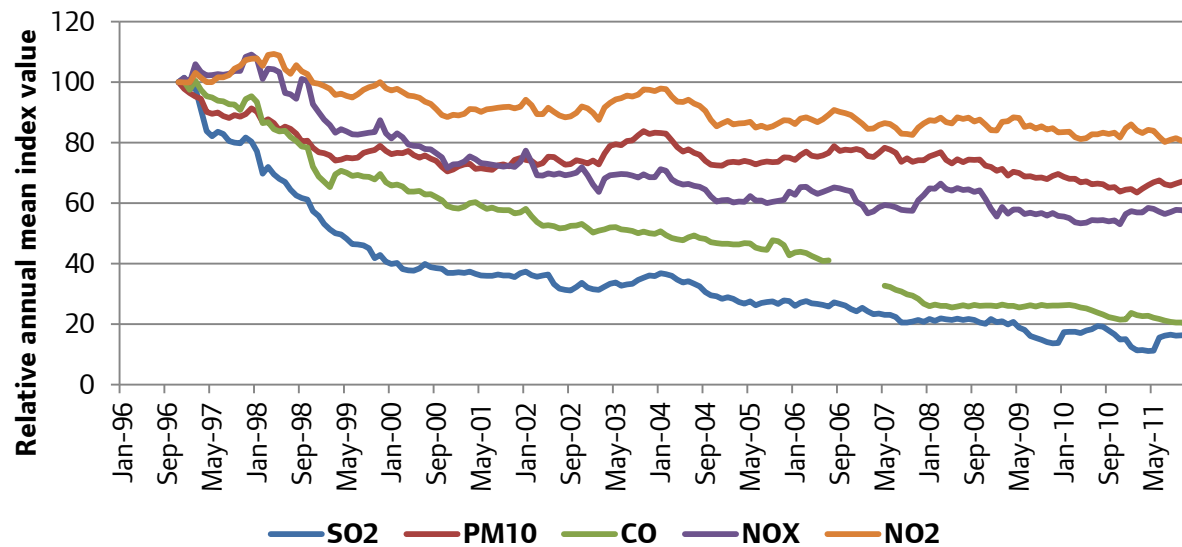
Poor air quality in London is largely the result of human activity, such as emissions from road transport, domestic and commercial gas use, industrial processes and construction. A significant amount of the pollution sources are not within London. The Mayor's Air Quality Strategy states that about 40 per cent of NO<sub>2</sub> and PM<sub>10</sub> pollution comes from emission sources outside London.

## Emissions of pollutants

- Emissions of PM<sub>10</sub> (particulate matter of less than 10 microns in diameter) in London, derived from the London Atmospheric Emissions Inventory (LAEI), show an approximate reduction of 30 per cent since 2004, falling from 3,500 tonnes in 2004 to 2,300 tonnes in 2011. Between 2008 and 2011, PM<sub>10</sub> emissions fell by about 13 per cent.
- Some methodological changes may have occurred between LAEI model years, and therefore precise comparisons are difficult. However, the broad improvement trend in PM<sub>10</sub> emissions is consistent within each LAEI set. Furthermore, by cross-checking the results from the LAEI with observed concentrations and other analysis it is possible for us to confidently conclude that PM<sub>10</sub> emissions have significantly reduced over the past ten years.

## Concentrations of pollutants

(source: King's College London and the London Air Quality Network ([www.londonair.org.uk](http://www.londonair.org.uk)) via Transport for London)



## Comments

- Pollutant concentrations in London, shown above (mean concentrations at ground level), are affected by emissions in London, pollution from outside London and the UK, and other factors such as weather.
- Provisional air quality monitoring data from a number of sites in London to December 2011 shows that concentrations of most pollutants have decreased since November 1996, with the exception of ozone (O<sub>3</sub>); though Ozone has decreased since the peak in early 2007. Formation of ozone can take place over several

hours or days and may have arisen from emissions many hundreds, or even thousands, of kilometres away. For this reason, ozone is not considered to be a 'local' pollutant.

- Sulphur dioxide (SO<sub>2</sub>) and carbon monoxide (CO) have seen the most significant reductions during the time period; however, all of the pollutants except O<sub>3</sub> are at least 20 per cent down on their 1996 levels. In 2011 there was a small increase in PM<sub>10</sub> concentrations. This mainly reflects unusual weather patterns with light easterly winds bringing in larger than usual quantities of European pollution.
- The 2008 ambient air quality directive (2008/50/EC) sets legally binding limits for concentrations of major air pollutants such as PM<sub>10</sub>, PM<sub>2.5</sub> and NO<sub>2</sub>. These legal standards were introduced in 1999 with various dates for compliance. London is now compliant with six of these seven air pollutants. For NO<sub>2</sub>, the hourly and annual limit values, the compliance date was 1 January 2010 with the possibility of an extension to 2015. The UK Government did not apply for a time extension for London. At the time of writing, London faced a considerable NO<sub>2</sub> compliance gap. Most other UK and European cities are in a similar position and this reflects the Europe-wide failure of Euro standards to reduce emissions of NO<sub>x</sub>/NO<sub>2</sub> as expected.

### Reduction in road transport emissions

(source: TfL)

	2008	2010	2012
Average grammes of CO <sub>2</sub> emissions per road vehicle (excluding buses) per km	214	209	203

	2009/10	2010/11	2011/12
Average grammes of CO <sub>2</sub> emissions per road vehicle (excluding buses) per km	214	72	70

## London wide CO<sub>2</sub> emissions

(Source: Homes and workplaces – Department of Energy and Climate Change Local and Regional CO<sub>2</sub> Emissions Estimates for 2005-2010 (AEA/ENV/R/3300); Transport – TfL LAEI)

MtCO <sub>2</sub>	1990	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Homes	15.84	17.54	17.79	17.95	18.11	16.85	17.28	17.17	16.80	16.87	15.21	16.35
Workplaces	19.74	24.06	21.76	21.10	20.45	20.05	19.36	20.69	19.93	19.91	17.44	18.64
Transport	9.47	8.71	9.31	9.88	10.45	9.65	9.86	9.79	9.79	9.90	9.90	9.28
<b>Total</b>	<b>45.05</b>	<b>50.31</b>	<b>48.86</b>	<b>48.93</b>	<b>49.01</b>	<b>46.56</b>	<b>46.50</b>	<b>47.66</b>	<b>46.53</b>	<b>46.67</b>	<b>42.55</b>	<b>44.28</b>
Reduction from 1990	N/A	12%	8%	9%	9%	3%	3%	6%	3%	4%	-6%	-2%
Reduction from 2000	N/A	N/A	-3%	-3%	-3%	-7%	-8%	-5%	-8%	-7%	-15%	-12%
Population	6,798,800	7,236,700	7,322,400	7,376,700	7,394,800	7,432,700	7,519,000	7,597,800	7,693,500	7,812,200	7,942,600	8,061,500
CO <sub>2</sub> per capita	6.63	6.95	6.67	6.63	6.63	6.26	6.18	6.27	6.05	5.97	5.36	5.49

### Comments

- London's carbon footprint has reduced by 12 per cent since 2000, despite a growing economy and increasing population.
- Mayoral programmes targeted at retrofitting homes and workplaces and generating a greater quantity of low carbon energy locally will help this trend continue.
- The Mayor has set a target that CO<sub>2</sub> levels are reduced 60 per cent by 2025 from a 1990 baseline.
- Note building gas consumption data is weather corrected.

## Modal shift for journeys between major transport hubs in Outer London, including the numbers and proportions of journeys made by car, public transport, walking and cycling

(source: TfL, Travel in London Report 5)

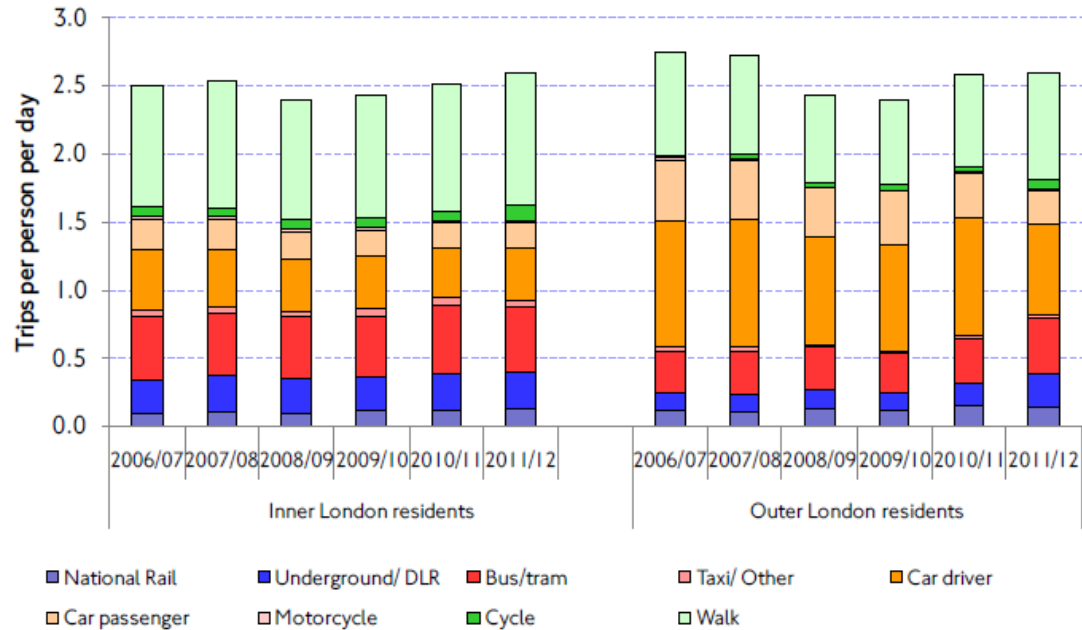
### Percentage of journey stages by type of transport (all London)

	2008	2010	2012
Public transport	42%	42%	43%
Private transport	35%	35%	34%
Cycling	2%	2%	2%
Walking	21%	21%	21%

#### Comments

- Data is not collected on modal shift between outer London transport hubs.
- The mode share across all London has remained generally stable over the period 2009-2011.
- Since 2000, there has been a nine per cent shift from private car journeys to public transport, walking and cycling in London; with a ten per cent fall in the number of vehicle kilometres driven on London's roads, and car ownership decreasing in London more than in any other UK region.
- There was also a 34 per cent increase in bus services and a 13 per cent increase in Underground services from 2000 to 2011, with the Tube running its most reliable service ever last year.

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



## Take-up rates of home insulation schemes in London

(source: GLA)

- The RE:NEW programme – delivered through the GLA, London Councils, the Energy Saving Trust and London boroughs – is an area-based retrofitting programme offering London homes free energy surveys and free ‘easy to install’ energy and water efficiency measures. Where appropriate, it also enables households to receive further measures through available funding streams; this has included loft and cavity wall insulation through the energy utilities’ Carbon Emissions Reduction Target (CERT) and, more recently, Department of Energy and Climate Change (DECC) Local Authority grants for fuel poor households.
- Phase II of RE:NEW was delivered through 2012/13, during which time a further 35,541 homes were retrofitted, exceeding the Mayor’s target of 20,000 homes. Measures installed over the course of last year will save 14,245 tonnes of carbon per annum. RE:NEW activity over the past year has brought the total homes retrofitted through the programme to date to 92,103, saving 28,800 tonnes of carbon per annum.
- The RE:NEW programme is currently drawing on £5million of DECC funding to retrofit fuel poor homes, focusing on the repair and installation of boilers and heating systems. To maximise new funding schemes, including the Government’s Green Deal and Energy Company Obligations (ECO), the Mayor has identified a

pipeline of retrofit projects across London’s social housing stock and is developing a RE:NEW Programme Delivery Unit to help landlords and local authorities procure, finance and deliver retrofit projects at scale.

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

#### Scope 1 and 2 CO<sub>2</sub> emissions from GLA Group activities

(source: MPS, London Fire Brigade (LFB), TfL and the GLA)

	2009/10	2010/11	2012/13
GLA	2.07	2.14	1.87
LFB	18.4	18.4	16.73
MPS	163.8	160.6	143.9
TfL	28.7	30.1	27.6
<b>Total</b>	<b>213</b>	<b>211</b>	<b>190</b>

#### Comments

- Emissions have decreased by 11 per cent since 2009/10, with all functional bodies making significant progress.
- Note that public transport operated by TfL is not included within scope 1 and 2 emissions.
- We will seek to include 2013/14 LLDC data in the next report.

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

(source: GLA)

#### Trees planted through the Mayor’s street trees programme

Borough	2008	2010	2012
Barking and Dagenham	784	0	190
Barnet	0	0	0
Bexley	140	79	59
Brent	193	50	200
Bromley	207	0	0



<b>Borough</b>	<b>2008</b>	<b>2010</b>	<b>2012</b>
Camden	0	76	145
City of London	0	0	0
Croydon	60	0	0
Ealing	122	0	210
Enfield	300	0	200
Greenwich	0	0	0
Hackney	0	0	12
Hammersmith and Fulham	80	65	99
Haringey	150	0	60
Harrow	106	0	80
Havering	145	0	100
Hillingdon	121	33	50
Hounslow	350	0	20
Islington	91	0	189
Kensington and Chelsea	0	0	0
Kingston	34	0	0
Lambeth	167	75	0
Lewisham	0	0	24
Merton	140	0	0
Newham	100	0	0
Redbridge	100	67	50
Richmond	0	0	0
Southwark	97	0	65
Sutton	347	0	0
Tower Hamlets	450	0	132
Waltham Forest	0	100	0
Wandsworth	150	0	0
Westminster	130	100	100
<b>Total</b>	<b>4,564</b>	<b>645</b>	<b>1,985</b>

### Comments

- The GLA is aiming to plant an additional 5,000 street trees in 2013/14 to contribute to the Mayor's target of planting 10,000 new street trees across London in his second term, by March 2015.
- Data on net increase and decrease across boroughs is not available. This is a matter for individual boroughs. The most recently published London-wide information can be found here: [www.london.gov.uk/mayor-assembly/london-assembly/publications/branching-out-the-future-for-london-s-street-trees](http://www.london.gov.uk/mayor-assembly/london-assembly/publications/branching-out-the-future-for-london-s-street-trees).

### TfL tree planting and removal

(source: TfL)

	2010/11	2011/12	2012/13
TfL removed (TLRN)	329	1,349	300
TfL planted (TLRN)	700	1,355	1,350
<b>Net loss/gain</b>	<b>371</b>	<b>6</b>	<b>1,050</b>
Trees planted by boroughs through LIPs	6,998	9,058	N/A

### Comments

- This information covers all trees removed/planted by TfL – not just street trees – as this breakdown is not available.
- The number of trees planted by boroughs through Local Implementation Plans (LIPS) will be available in July 2013.

# London's economy

## Levels of international investment in London

### Number of investment projects which have been set up in London by region with the assistance of London & Partner

(source: L&P)

Region	2010/11	2011/12	2012/13
Asia Pacific	118	87	99
Europe	81	70	70
North America	64	47	54
<b>Total</b>	<b>263</b>	<b>204</b>	<b>223</b>

#### Comments

- Despite the difficult global economic climate, the number of projects in which London & Partners was directly involved in assisting client companies to locate in London rose by ten per cent. In addition, the value of these projects in terms of net additional benefit to the London economy and direct jobs created has risen.
- Looking specifically at foreign direct investment, in 2012/13 L&P's promotional and economic development activities brought £95 million of gross value added (GVA) to the London economy and 4,136 jobs. More broadly, L&P's activities brought £250 million of investment into London's economy, creating or supporting 6,900 jobs.

### Numbers of employers in London adopting the London Living Wage

(source: Living Wage Foundation)

- At the time of publication there were **135** accredited Living Wage employers in London.
- The London Living Wage (LLW) is an hourly rate of pay. It is calculated according to a combination of the costs of living in London and 60 per cent of the median wage. This gives the wage rate required for a worker in London to provide their family with the essentials of life, including a cushion against unforeseen events. The Mayor has provided active support for the Living Wage.
- The Mayor has committed to increase to 250 the number of Living Wage employers in London.

## Levels of employment among equalities target groups, and numbers of people at age 16 not in employment, education or training

(source: ONS Annual Population Survey, January to December 2010; except for data relating to young people not in employment, education or training (NEET) which is from the National Client Caseload Information System)

### Working age employment rates in London and the UK

Region	2009	2010	2011	CI (2011 dat)
London	68.4%	68.0%	68.0%	0.7
Rest of UK	70.9%	70.5%	70.3%	0.5
<b>Difference (London / rest UK)</b>	<b>-2.5</b>	<b>-2.3</b>	<b>-2.3</b>	
UK as a whole	70.5%	70.1%	70.0%	0.2

### Comments

- The Confidence Interval (CI) indicates how confident one can be that data from a sample is representative of the wider population. In this case, and taking the London 2011 figures as an example, one can be 95 per cent certain that the figure for the entire population would be within 0.7 percentage points (plus or minus) of 68 per cent.

### Working age employment rates by gender for London and the UK

Gender	Region	2009	2010	2011	CI (2011 data)
Males	London	75.5%	75.4%	74.9%	0.9%
	Rest of UK	75.7%	75.3%	75.2%	0.3%
	<b>Difference London / rest UK</b>	<b>-0.2%</b>	<b>0.1%</b>	<b>-0.3%</b>	
Females	London	61.2%	60.7%	61.0%	1.0%
	Rest of UK	66.2%	65.8%	65.4%	0.3%
	<b>Difference London / rest UK</b>	<b>-5.0%</b>	<b>-5.1%</b>	<b>-4.4%</b>	

### Working age employment rates by ethnicity for London

Region	2009	2010	2011	CI (2011 dat)
White groups	73.9%	72.9%	73.5%	1.3%
BAME groups	58.4%	59.6%	58.9%	1.8%
<b>Difference white / BAME</b>	<b>15.5%</b>	<b>13.3%</b>	<b>14.6%</b>	
All groups	68.4%	68 %	68%	0.7%

#### Comments

- Due to changes in the ethnicity questions on the Annual Population Survey during 2011, these estimates should not be used as a time-series (ie. they should not be used to compare changes in employment rates over time). They can, however, be used to estimate the relative levels of economic activity of the different ethnic groupings (eg. white compared with Black and Minority Ethnic (BAME) groups in any given year). More detail is available on the ONS website at: [www.ons.gov.uk/ons/guide-method/method-quality/specific/labour-market/subnational-labour/index.html](http://www.ons.gov.uk/ons/guide-method/method-quality/specific/labour-market/subnational-labour/index.html).

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

Region	Disabled / Not disabled	2009	2010	2011	CI (2011 data)
London	Disabled	44.9%	45.9%	45.3%	1.7%
	Not disabled	72.8%	72.6%	72.7%	0.7%
UK (including London)	Disabled	47.3%	48.3%	47.8%	0.5%
	Not disabled	75.9%	75.8%	75.9%	0.2%

### Employment rates by key age groups for London and UK

Age group	Region	2009	2010	2011	CI (2011)
16-24	London	44.3%	41.4%	40.5%	1.8%
	UK (including London)	52.6%	50.5%	49.5%	0.6%
25-49	London	76.5%	76.4%	76.3%	0.8%
	UK (including London)	79.9%	79.7%	79.5%	0.3%
50-64	London	63.8%	64.0%	64.8%	1.4%
	UK (including London)	64.5%	64.7%	64.5%	0.4%

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

	2009	2010	2011
16-18 year old NEET proportion	5.3%	5.0%	4.5%

#### Comments

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

### Percentage of goods and services procured by the GLA group from equalities-led businesses from suppliers

(source: TfL, MPS, LFB)

Body	Total influenceable spend (£m)	SME spend (£m)	SME spend
MPS	1,516	171	11.2%
TfL (including GLA)	2,552	277	11.0%
LFB	103	11	11.2%

## Comments

- The figures show the percentage of each member of the GLA Group's spend with small and medium sized enterprises (SMEs) as a percentage of total influenceable spend.
- Obtaining accurate figures for diverse supplier spend remains challenging as data are submitted voluntarily by suppliers, with many responses only providing data on business size. Requests for information relating to target groups (women; disabled; BAME; and lesbian, gay, bisexual and transgender groups) are often left unanswered. Therefore the data held in this area is from a very limited data pool and cannot be used for the reporting of policy objectives. As aggregation of spend increases through outsourcing and shared services, we are working to improve our monitoring of SME spend in our supply chain by large suppliers.
- LLDC figures will be included for the 2013/14 financial year.
- The Mayor's revised framework for equalities, 'Equal Life Chances for All', was published in February 2012. It sets out specific and measurable equality objectives. The annual report demonstrating how far the objectives have been achieved was published in November 2012: <http://www.london.gov.uk/priorities/equalities/vision-and-strategy-equal-life-chances-for-all/equal-life-chances-for-all-2012>.

## The GLA Group

### **Funds raised and distributed by the Mayor's Fund for London, and information showing the contribution of the GLA to the operation, resources and funding of the organisation**

(source: Mayor's Fund for London)

- During 2012/13 the GLA donated the Olympic Mascots and other memorabilia to the Mayor's Fund for London which they sold for a total sum of £626,000. The GLA also provided accommodation and facilities at the rate the GLA charges to charities.
- The Mayor's Fund is independent from the GLA. It raises its own funding and publishes its own annual report and accounts. The annual report will be available on the [www.mayorsfundforlondon.org.uk](http://www.mayorsfundforlondon.org.uk) by the end of June 2013.

**Numbers and positions of GLA group employees earning over £100,000 in the year covered by the report**  
**Data showing pay ratios across the GLA group, showing the ratio between the lowest and highest paid in each organisation**  
**Data showing the representation of equalities groups at different pay levels with the GLA group of organisations**

(source: TfL, LFEPA, LLDC, MOPAC and the GLA)

**Notes**

- Data against these three indicators are arranged by GLA Group member.
- Effort has been made to ensure consistency. However, due to different recording methods, systems and other factors, care should be taken when drawing comparisons between bodies.
- Unless otherwise stated, data is calculated on the following basis:
  - Reported statistics are based on counts of those staff directly employed on a permanent or fixed-term basis; they do not include apprentices.
  - Salaries for those who work part-time have been calculated on an annual equivalent basis.
  - Salaries are basic pay, exclusive of any additional pay elements – note, however, exceptions highlighted at relevant points below.
  - Breakdowns by ethnicity, disability status and sex are based on headcounts, not proportions of full time equivalents.
  - For ‘Numbers and positions of GLA group employees earning over £100,000’, the reported list of job titles and count represents the position at 31 March. Again, the list is based on basic annual salary and is annualised for those who work part-time.
  - All figures reflect the position at 31 March 2013 unless otherwise stated.
  - All members of the Group publish staffing and salary information in various statutory and other documents, such as in their annual accounts and in other locations (for example, the GLA publishes the salaries of senior staff on its website). This information reported elsewhere will not always be comparable to the information published in this report due to different methodologies.
- In order not to increase the length of this document unduly, we have not included detailed information pertaining to the previous year. However, this is available in last year’s version of the Annual Report Appendices.

**LFEPA: Employees earning over £100,000**

Job title
Deputy Commissioner for fire & Emergency Planning
Director of Finance & Contractual Services
Director of Operational Resilience & Training*
Head of Operations, Prevention & Response (Third Officer)*
Head of Human Resources & Development
Head of Operational Procedures*

Job title
Head of Operational Resilience*
Head of Technical & Service Support*
Head of Control & Mobilising Services
Head of Operational Assurance*
Head of Mobilising & Resource Management Centre*
Head of Information & Communications Technology



Job title
Head of Fire Safety Regulation*

\* Operational posts of Assistant Commissioner and above.

Job title
Head of Procurement

Total number of LFEPA employees earning over £100k at 31 March 2012	12
Total number of LFEPA employees earning over £100k at 31 March 2013	14

### Comments (applicable to all LFEPA pay data across the three different indicators)

- The below data is based on 'pensionable pay' for each employee as at 31 March 2013.
- Pensionable pay is basic pay, plus London weighting (where applicable), flexible duty scheme / shift allowance (for uniformed operational staff only), plus other pensionable allowances.

### LFEPA: Pay ratio between lowest and highest paid

Category	2011/12	2012/13
All permanent and fixed-term staff	4.88	5.16
Permanent staff only	4.88	5.16

### Comments

- In line with the LFEPA pay policy statement published in March 2013, the data above for permanent staff has been calculated on the basis of comparing the average salary in the defined Chief Officer group, with the average salary in the lowest pay band. Data for 2011/12 has been adjusted in line with this calculation.

### LFEPA: Representation of equalities groups at different pay levels

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	3	30%	41	7%	101	2%	7	1%	3	1%	2	3%	0	0%	0	0%	0	0%	0	0%
Black or Black British	1	10%	76	12%	322	6%	21	4%	7	3%	2	3%	0	0%	1	10%	0	0%	0	0%
White	4	40%	457	73%	4,285	85%	444	89%	225	91%	70	90%	23	96%	10	90%	3	100%	14	100%
Dual-heritage	2	20%	31	5%	190	4%	11	2%	5	2%	3	4%	0	0%	0	0%	0	0%	0	0%

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Other ethnic group	0	0%	12	2%	53	1%	5	1%	2	1%	1	1%	1	4%	0	0%	0	0%	0	0%
Not stated/provided	0	0%	6	1%	100	2%	12	3%	5	2%	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>10</b>		<b>623</b>		<b>5,051</b>		<b>500</b>		<b>247</b>		<b>78</b>		<b>24</b>		<b>11</b>		<b>3</b>		<b>14</b>	

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	0	0%	37	6%	138	3%	20	4%	12	5%	3	4%	1	4%	0	0%	0	0%	0	0%
Not disabled	10	100%	586	94%	4,913	97%	480	96%	235	95%	75	96%	23	96%	11	100%	3	100%	14	100%
Not stated/provided	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>10</b>		<b>623</b>		<b>5,051</b>		<b>500</b>		<b>247</b>		<b>78</b>		<b>24</b>		<b>11</b>		<b>3</b>		<b>14</b>	

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	3	30%	201	32%	456	9%	81	16%	36	15%	5	6%	5	21%	4	36%	0	0%	3	21%
Male	7	70%	422	68%	4,595	91%	419	84%	211	85%	73	94%	19	79%	7	64%	3	100%	11	79%
<b>Total</b>	<b>10</b>		<b>623</b>		<b>5,051</b>		<b>500</b>		<b>247</b>		<b>78</b>		<b>24</b>		<b>11</b>		<b>3</b>		<b>14</b>	

## MPS/MOPAC: Employees earning over £100,000

### Notes (applicable to all MPS/MOPC pay data, across the three different indicators)

- Pay data is based on the MPS's internal 'Ready Reckoner' of costs. This takes average costs of all individuals at a certain band or rank across the MPS. Pay is pensionable pay for police staff but not for officers. For officers, salary figures also include London allowance and accommodation allowance.

Department / Functional area	Job title
MOPAC	Deputy Mayor for Policing and Crime
MOPAC	Chief Operating Officer
MOPAC	Chief Finance Officer
MOPAC	Director of Audit, Risk & Assurance
MPS	Commissioner
Deputy Commissioners Portfolio	Deputy Commissioner
Deputy Commissioners Portfolio	Deputy Assistant Commissioner
Deputy Commissioners Portfolio	Director of Legal Services
Deputy Commissioners Portfolio	Commander
Deputy Commissioners Portfolio	Director Transformation
Deputy Commissioners Portfolio	Assistant Director - Legal Services
Deputy Commissioners Portfolio	Assistant Director - Legal Services
Deputy Commissioners Portfolio	Assistant Director - Legal Services
Deputy Commissioners Portfolio	Commander
Deputy Commissioners Portfolio	Commander
Directorate of Human Resources	Chief Medical Officer
Directorate of Human Resources	Human Resources Director
Seconded out of the MPS	Director of Information
Directorate of Information	Director - Information Services
Directorate of Information	Deputy Director of Information Services
Directorate of Resources	Director of Resources
Directorate of Resources	Director Property Services
Directorate of Resources	Director of Procurement Services
Directorate of Resources	Director of Finance Services
Directorate of Resources	Director of Customer & Commercial Services
DMC	Director of Media & Communication
Specialist Crime and Operations	Assistant Commissioner

Department / Functional area	Job title
Specialist Crime and Operations	Deputy Assistant Commissioner
Specialist Crime and Operations	Deputy Assistant Commissioner
Specialist Crime and Operations	Commander
Specialist Crime and Operations	Director of Forensic Services
Specialist Crime and Operations	Commander
Specialist Crime and Operations	Commander
Specialist Crime and Operations	Commander
Specialist Crime and Operations	Commander
Specialist Operations	Assistant Commissioner
Specialist Operations	Deputy Assistant Commissioner
Specialist Operations	Deputy Assistant Commissioner
Specialist Operations	Commander
Specialist Operations	Commander
Specialist Operations	Commander
Territorial Policing	Assistant Commissioner
Territorial Policing	Deputy Assistant Commissioner
Territorial Policing	Deputy Assistant Commissioner
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Commander
<b>Seconded out of the MPS (full cost recovery)</b>	
Seconded out of the MPS	Assistant Commissioner
Seconded out of the MPS	Assistant Commissioner
Seconded out of the MPS	Commander

Department / Functional area	Job title
Specialist Crime and Operations	Assistant Commissioner

Department / Functional area	Job title
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Total number of MOPAC/MPS employees earning over £100k at 31 March 2012	58
Total number of MOPAC/MPS employees earning over £100k at 31 March 2013	54

### MPS/MOPAC: Pay ratio between lowest and highest paid

Category	2011/12	2012/13
All staff	14.14	14.14
Police Officers	9.08	9.08
Police Staff	9.95	9.95
MOPAC – Police Staff	5.48	6.12

### Comments

- The 2012/13 ratio is based on comparing the highest paid individual against the gross pay of the lowest paid full time equivalent. The 2011/12 figures have been re-stated to use this methodology.

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

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	117	9%	756	9%	1,093	7%	524	3%	68	2%	26	2%	11	4%	2	2%	0	0%	3	5%
Black or Black British	125	10%	837	10%	1,108	7%	526	3%	51	2%	24	2%	9	3%	1	1%	0	0%	2	4%
White	958	75%	5,859	72%	12,252	78%	15,609	90%	2,740	93%	1,168	93%	234	85%	129	94%	8	67%	39	72%
Dual-heritage	18	1%	183	2%	521	3%	259	2%	28	1%	15	1%	1	0%	2	1%	1	8%	0	0%
Other ethnic group	30	2%	255	4%	424	3%	229	1%	25	1%	6	0%	2	1%	0	0%	0	0%	0	0%
Not stated/provided	34	3%	218	3%	264	2%	112	1%	31	1%	22	2%	19	7%	3	2%	3	25%	10	19%
<b>Total</b>	<b>1,282</b>		<b>8,108</b>		<b>15,662</b>		<b>17,259</b>		<b>2,943</b>		<b>1,261</b>		<b>276</b>		<b>137</b>		<b>12</b>		<b>54</b>	

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	39	3%	168	2%	288	2%	141	1%	26	1%	16	1%	8	3%	0	0%	0	0%	1	2%
Not disabled	913	71%	4,582	57%	8,165	52%	9,238	53%	1,560	53%	607	48%	158	57%	68	50%	7	58%	22	41%
Not stated/provided	330	26%	3,358	41%	7,209	46%	7,880	46%	1,357	46%	638	51%	110	40%	69	50%	5	42%	31	57%
<b>Total</b>	<b>1,282</b>		<b>8,108</b>		<b>15,662</b>		<b>17,259</b>		<b>2,943</b>		<b>1,261</b>		<b>276</b>		<b>137</b>		<b>12</b>		<b>54</b>	

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	1,145	89%	4,889	60%	6,294	40%	3,498	20%	466	16%	230	18%	54	20%	20	15%	3	25%	15	28%
Male	137	11%	3,219	40%	9,368	60%	13,761	80%	2,477	84%	1,031	82%	222	80%	117	85%	9	75%	39	72%
<b>Total</b>	<b>1,282</b>		<b>8,108</b>		<b>15,662</b>		<b>17,259</b>		<b>2,943</b>		<b>1,261</b>		<b>276</b>		<b>137</b>		<b>12</b>		<b>54</b>	

### TfL: Employees earning over £100,000

#### Notes

- The information below for TfL, in all tables, excludes Crossrail. Crossrail information for employees earning over £100,000 is, however, shown separately following the TfL (excluding Crossrail) data.

Department / Functional area	Job title
TfL	Commissioner
Surface Transport	Managing Director
Surface Transport	Chief Operating Officer
Surface Transport	Director of Traffic Operations
Surface Transport	Director of Roads
Surface Transport	Director of Taxi & Private Hire
Surface Transport	Director Community, Safety, Enforcement & Policing
Surface Transport	Director Congestion Charging and Traffic
Surface Transport	Director of Performance

Department / Functional area	Job title
General Counsel	General Counsel
General Counsel	Director of Legal
General Counsel	Head of Public and Regulatory Law
General Counsel	Head of Commercial Disputes Resolution
General Counsel	Head of Employment Law
General Counsel	Head of Property and Planning Law
General Counsel	Head of Commercial Law
General Counsel	Head of Commercial Law LUIP
General Counsel	Legal Manager, Commercial Law LUIP

Department / Functional area	Job title
Surface Transport	Director of Operations
Surface Transport	Director of Finance
Surface Transport	Director of Surface Planning
Rail & Underground	Managing Director
Rail & Underground Operations	Chief Operating Officer
Rail & Underground Operations	Acting Director London Rail
Rail & Underground Operations	Director of London Trams
Rail & Underground Operations	Head of Commercial London Overground Infrastructure
Rail & Underground Operations	Director Operations - Crossrail & Overground
Rail & Underground Operations	Deputy Director Operations - Crossrail & Overground
Rail & Underground Operations	Head of Infrastructure Management
Rail & Underground Operations	Head of Engineering
Rail & Underground Operations	Network Services Director
Rail & Underground Operations	Head of Operations & Controls
Rail & Underground	Business Transformation Director
Rail & Underground	Director of Operations – Crossrail
Rail & Underground Commercial	Commercial Director Rail & Underground
Rail & Underground Commercial	Head of Infrastructure Commercial Procurement
Rail & Underground Commercial	Head of Line Upgrades Commercial Procurement
Rail & Underground HSE	Director of Safety
Rail & Underground HSE	HSE General Manager
Rail & Underground HSE	Head of Occupational Health
Rail & Underground Employee Relations	Director of Employee Relations
Rail & Underground Employee Relations	Director of Corporate Industrial Relations

Department / Functional area	Job title
General Counsel	Legal Manager, Property and Planning Law
General Counsel	Legal Manager - Commercial Law
General Counsel	Legal Manager - Commercial Law
General Counsel	Director of Internal Audit
Finance Directorate	Managing Director - Finance
Finance Directorate	Chief Finance Officer
Finance Directorate	Head of Group Insurance
Finance Directorate	Head of Finance Business Support Function
Finance Directorate	Head of Group Financial Accounting
Finance Directorate	Head of Financial Services Centre
Finance Directorate	Head of Group Tax
Finance Directorate	Chief Information Officer
Finance Directorate	Head of TfL Programme Management Office
Finance Directorate	Project Management Centre of Excellence Lead
Finance Directorate	Group Treasurer
Finance Directorate	Senior Treasury Manager
Finance Directorate	Director of Commercial
Finance Directorate	Senior Principal - Commercial Finance
Finance Directorate	Senior Principal - Commercial Finance
Finance Directorate	Principal - Commercial Finance
Finance Directorate	Head of Commercial - Centre of Excellence
Finance Directorate	Director of Commercial Development
Finance Directorate	Head of Commercial - Services
Finance Directorate	Head of Operational Property

Department / Functional area	Job title
Rail & Underground Employee Relations	Head of Employee Relations & Engagement
Rail & Underground Employee Relations	Senior Employee Relations Manager
Rail & Underground Finance	Director of Finance, Rail & Underground
Rail & Underground Finance	Head of Capital Projects Finance
Rail & Underground Finance	Head of Operational Finance
Rail & Underground S&SD	Director of Strategy & Service Development
Rail & Underground S&SD	Lead Sponsor Train Systems and Upgrades
Rail & Underground S&SD	Lead Sponsor Track & Civils
Rail & Underground S&SD	Upgrades Sponsor (SSL)
Rail & Underground S&SD	Head of Customer Service Strategy
Rail & Underground S&SD	Head of Rail Planning
Rail & Underground S&SD	Head of Benchmarking Analysis & Reviews
Rail & Underground S&SD	Director of Major Programme Sponsorship
Rail & Underground CPD	Director of Capital Programmes
Rail & Underground CPD	Programme Director Stations & Crossrail
Rail & Underground CPD	Programme Director - Infrastructure & Access
Rail & Underground CPD	Head of Power and Cooling Upgrades
Rail & Underground CPD	Programme Director SSR Upgrades Programme
Rail & Underground CPD	Programme Manager Station Capacity
Rail & Underground CPD	Head of Northern Line Extension
Rail & Underground CPD	Programme Manager - Track
Rail & Underground CPD	Professional Head of Permanent Way

Department / Functional area	Job title
Finance Directorate	Head of Property
Finance Directorate	Head of Business Development
Finance Directorate	Head of Projects & Accommodation
Finance Directorate	Head of Retail
Finance Directorate	Head of Station Development
Finance Directorate	Programme Manager - Property Projects
Customer Experience, Marketing & Communications	Managing Director - Customer Experience, Marketing & Communications
Customer Experience, Marketing & Communications	Director of Customer Experience
Customer Experience, Marketing & Communications	Head of Revenue Policies
Customer Experience, Marketing & Communications	Head of Business Development
Customer Experience, Marketing & Communications	Head of Transformation Strategy
Customer Experience, Marketing & Communications	Director of Corporate Affairs
Customer Experience, Marketing & Communications	Marketing Director
Customer Experience, Marketing & Communications	Director of News
Group HR	Director of Human Resources
Group HR	Director of HR Delivery
Group HR	Head of HR Performance & Planning
Group HR	Head of Reward and Pensions
Group HR	Head of Organisation Development
Group HR	Head of HR Service Delivery
Corporate	Director of Olympic Legacy
Corporate	On secondment to GLA as Deputy Mayor,

Department / Functional area	Job title
Rail & Underground CPD	Head of Trains and Permanent Way
Rail & Underground CPD	Director of Engineering (Capital Programmes)
Rail & Underground CPD	Programme Engineering Manager
Rail & Underground CPD	Engineering and Efficiency Manager
Rail & Underground CPD	Head of Stations and Infrastructure Engineering
Rail & Underground CPD	Head of Infrastructure Access
Rail & Underground CPD	Programme Director- DTP & BCV
Rail & Underground CPD	Programme Manager
Rail & Underground APD	Chief Asset Performance Officer
Rail & Underground APD	Head of Engineering
Rail & Underground APD	Area Infrastructure Manager
Rail & Underground APD	Head of Track & Signals
Rail & Underground APD	Head of Stations & Structural Maintenance
Rail & Underground APD	Head of Fleet & Trains
Planning Directorate	Managing Director of Planning
Planning Directorate	Director Borough Planning
Planning Directorate	Director of Transport Strategy & Planning
Planning Directorate	TfL HS2 Interface Lead Sponsor

Department / Functional area	Job title
	Transport
Tubelines - Directorate of Health, Safety & Environment	Director of Health, Safety & Environment
Tubelines - Directorate of Commercial, Finance & Services	Head of Information Technology
Tubelines - Projects Directorate	Head of Infrastructure
Tubelines - Projects Directorate	Head of Upgrades
Tubelines - Directorate of Commercial, Finance & Services	Head of Commercial
Tubelines - Finance	Finance Director
Tubelines - Operations Directorate	General Manager Infrastructure
Tubelines - Projects Directorate	Programme Director
Tubelines - Directorate of Commercial, Finance & Services	Head of Assurance
Tubelines - Operations Directorate	General Manager Stations & Specialist Services
Tubelines - Directorate of Commercial, Finance & Services	Train Systems Engineer
Tubelines - Directorate of Human Resources	Head of Human Resources
Tubelines - Directorate of Commercial, Finance & Services	Head of Business Planning & Controls
Tubelines - Directorate of Commercial, Finance & Services	Head of Procurement & Contracts
Tubelines - Projects Directorate	Engineering Manager
Tubelines - Projects Directorate	Engineering Manager
Tubelines - Operations Directorate	Operations Manager

<b>Total number of TfL (excluding Crossrail) employees earning over £100k at 31 March 2012</b>	129
<b>Total number of TfL (excluding Crossrail) employees earning over £100k at 31 March 2013</b>	145



### TfL: Pay ratio between lowest and highest paid

Category	2011/12	2012/13
All permanent and fixed-term staff	26.02	23.23
Permanent staff only	17.42	15.58

### TfL: Representation of equalities groups at different pay levels

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	11	6%	430	10%	507	9%	885	10%	319	8%	103	7%	21	4%	4	2%	5	4%	1	1%
Black or Black British	4	2%	768	18%	1,034	19%	1,304	14%	512	14%	92	6%	19	4%	3	1%	1	1%	1	1%
White	46	27%	1,986	46%	2,892	53%	5,495	60%	2,337	62%	1,052	72%	409	74%	160	76%	92	82%	118	81%
Dual heritage	1	1%	102	2%	92	2%	113	1%	44	1%	14	1%	6	1%	0	0	1	1%	1	1%
Other ethnic group	2	1%	80	2%	116	2%	229	3%	76	2%	29	2%	6	1%	7	3%	0	0	0	0
Not stated/provided	110	63%	936	22%	797	15%	1,107	12%	480	13%	181	12%	89	16%	36	17%	14	12%	24	16%
<b>Total</b>	<b>174</b>		<b>4,302</b>		<b>5,438</b>		<b>9,133</b>		<b>3,768</b>		<b>1,471</b>		<b>550</b>		<b>210</b>		<b>113</b>		<b>145</b>	

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	0	0	117	3%	131	2%	151	2%	100	3%	26	2%	9	2%	3	1%	2	2%	0	0
Not disabled	43	25%	2,319	54%	2,266	42%	3,766	41%	1,706	45%	618	42%	249	45%	107	51%	68	60%	88	61%
Not stated/provided	131	75%	1,866	43%	3,041	56%	5,216	57%	1,962	52%	827	56%	292	53%	100	48%	43	38%	57	39%
<b>Total</b>	<b>174</b>		<b>4,302</b>		<b>5,438</b>		<b>9,133</b>		<b>3,768</b>		<b>1,471</b>		<b>550</b>		<b>210</b>		<b>113</b>		<b>145</b>	

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	22	13%	1,371	32%	1,639	30%	1,437	16%	576	15%	200	14%	78	14%	35	17%	21	19%	29	21%
Male	152	87%	2,931	68%	3,799	70%	7,696	84%	3,192	85%	1,271	86%	472	86%	175	83%	92	81%	116	79%
<b>Total</b>	<b>174</b>		<b>4,302</b>		<b>5,438</b>		<b>9,133</b>		<b>3,768</b>		<b>1,471</b>		<b>550</b>		<b>210</b>		<b>113</b>		<b>145</b>	

### Crossrail: Employees earning over £100,000

Department / Functional area	Job title
Crossrail	Chairman
Crossrail	Chief Executive Officer
Crossrail Commercial	Commercial Director
Crossrail Commercial	Legal Services Director & Company Secretary
Crossrail Commercial	Procurement Director
Crossrail	Head of Over Site Development
Crossrail Commercial	Head of Commercial Services
Crossrail Commercial	Head of Rolling Stock and Depot
Crossrail Commercial	Project Solicitor
Crossrail Finance	Finance Operations Director
Crossrail Health & Safety	Health & Safety Director
Crossrail Land & Property	Land & Property Director
Crossrail Land & Property	Head of Urban Integration
Crossrail Programme	Programme Director
Crossrail Programme Controls	Programme Controls Director
Crossrail Programme Controls	Area Controls and Commercial Director

Department / Functional area	Job title
Crossrail Programme Controls	Area Controls and Commercial Director
Crossrail Delivery	Assistant Project Manager
Crossrail Programme Controls	Head of Change Control and Cost Assurance
Crossrail Delivery	Area Director
Crossrail External Affairs	External Affairs Director
Crossrail Finance	Finance Director
Crossrail IT	IT Director
Crossrail IT	Head of Business Systems & Planning
Crossrail IT	Head of Service and Technical Infrastructure
Crossrail Surface	Surface Director
Crossrail Technical	Technical Director
Crossrail Technical	Chief Engineer
Crossrail Technical	Technical Information Manager
Crossrail Technical	Head of Architecture
Crossrail Human Resources	Talent and Resources Director

<b>Total number of Crossrail employees earning over £100k at 31 March 2012</b>	20
<b>Total number of Crossrail employees earning over £100k at 31 March 2013</b>	31

## GLA: Employees earning over £100,000

Department / Functional area	Job title
Assembly Secretariat	Executive Director Secretariat
Assembly Secretariat	Head of Scrutiny & Investigation
Communities & Intelligence	Assistant Director Health & Communities
Development & Environment	Executive Director Development & Environment
Development & Environment	Assistant Director Capital Projects & Design
Development & Environment	Assistant Director Economic & Business Policy
Development & Environment	Assistant Director Planning
Head of Paid Service	Executive Director Communities & Intelligence / Head of Paid Service
Housing & Land	Executive Director Housing & Land
Housing & Land	Assistant Director Programme, Policy & Services

Department / Functional area	Job title
Housing & Land	Assistant Director Strategic Projects & Property
Mayor's Office	Deputy Mayor & Chief of Staff
Mayor's Office	Chief Economic Advisor
Mayor's Office	Deputy Mayor for Education and Culture
Mayor's Office	Deputy Mayor for Housing Land & Property
Mayor's Office	Mayoral Adviser Olympic & Paralympic Legacy
Mayor's Office	Director of Communications
Resources	Executive Director Resources
Resources	Assistant Director Finance
Resources	Assistant Director Human Resources & Organisational Development

<b>Total number of GLA employees earning over £100k at 31 March 2012</b>	23
<b>Total number of GLA employees earning over £100k at 31 March 2013</b>	20

## GLA: Pay ratio between lowest and highest paid

Category	2011/12	2012/13
All permanent and fixed-term staff	7.95	7.31
Permanent staff only	7.95	7.31

## GLA: Representation of equalities groups at different pay levels

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	4	21%	8	10%	15	7%	24	11%	5	4%	0	4%	1	4%	0	0%	0	0%	1	5%
Black or Black British	1	5%	24	29%	26	13%	17	8%	5	4%	3	12%	0	0%	1	8%	1	33%	0	0%
White	11	58%	49	58%	150	74%	164	74%	95	87%	22	80%	22	92%	12	92%	2	67%	17	85%
Dual-heritage	3	16%	1	1%	5	2%	3	1%	0	0%	1	0%	0	0%	0	0%	0	0%	0	0%
Other ethnic group	0	0%	1	1%	6	3%	13	6%	1	1%	0	4%	1	4%	0	0%	0	0%	0	0%
Not stated/provided	0	0%	1	1%	2	1%	1	0%	3	3%	0	0%	0	0%	0	0%	0	0%	2	10%
<b>Total</b>	<b>19</b>		<b>84</b>		<b>204</b>		<b>222</b>		<b>109</b>		<b>26</b>		<b>24</b>		<b>13</b>		<b>3</b>		<b>20</b>	

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	0	0%	9	11%	14	7%	13	6%	3	3%	3	11%	1	4%	0	0%	0	0%	0	0%
Not disabled	19	100%	71	84%	180	88%	194	87%	99	91%	21	81%	23	96%	12	92%	3	100%	18	90%
Not stated/provided	0	0%	4	5%	10	5%	15	7%	7	6%	2	8%	0	0	1	8%	0	0%	2	10%
<b>Total</b>	<b>19</b>		<b>84</b>		<b>204</b>		<b>222</b>		<b>109</b>		<b>26</b>		<b>24</b>		<b>13</b>		<b>3</b>		<b>20</b>	

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	11	58%	43	51%	112	55%	121	55%	49	45%	13	50%	6	25%	4	31%	1	33%	7	35%
Male	8	42%	41	49%	92	45%	101	45%	60	55%	13	50%	18	75%	9	69%	2	67%	13	65%
<b>Total</b>	<b>19</b>		<b>84</b>		<b>204</b>		<b>222</b>		<b>109</b>		<b>26</b>		<b>24</b>		<b>13</b>		<b>3</b>		<b>20</b>	

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

Department / Functional area	Job title
Finance and Corporate Services	Executive Director of Finance and Corporate Services
Legal and Procurement	Executive Director of Legal and Procurement
Real Estate	Executive Director of Real Estate
Park Operations and Venues	Interim Executive Director of Park Operations and Venues
Planning Policy Decisions Team	Director of Planning Decisions
Regeneration and Community Partnerships	Executive Director of Regeneration and Community Partnerships
Communications and Public Affairs	Director of Communications and Public Affairs
Finance and Corporate Services	Director of Strategy
Park Operations and Venues	Director of Venues
Park Operations and Venues	Director of Events
Urban Design	Chief of Design

<b>Total number of LLDC employees earning over £100k at 31 March 2013</b>	11
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### Comments

- As at the 31 March 2013 the CEO position was covered by secondment.
- LLDC data prior to 2012/13 is not available because the organisation was not established until April 2012.

### LLDC: Pay ratio between lowest and highest paid

Category	2012/13
All permanent and fixed-term staff	6
Permanent staff only	6

## LLDC: Representation of equalities groups at different pay levels

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	0	0%	1	8%	1	4%	1	4%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Black or Black British	0	0%	3	25%	5	19%	1	4%	1	5%	1	11%	0	0%	0	0%	0	0%	0	0%
White	0	0%	8	67%	20	77%	20	84%	19	90%	8	89%	9	100%	9	100%	4	100%	11	100%
Dual*heritage	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Other ethnic group	0	0%	0	0%	0	0%	2	8%	1	5%	0	0%	0	0%	0	0%	0	0%	0	0%
Not stated/provided	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>0</b>		<b>12</b>		<b>26</b>		<b>24</b>		<b>21</b>		<b>9</b>		<b>9</b>		<b>9</b>		<b>4</b>		<b>11</b>	

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	0	0%	0	0%	0	0%	1	8%	1	4%	0	0%	0	0%	0	0%	0	0%	0	0%
Not disabled	0	0%	12	100%	26	100%	23	92%	20	96%	9	100%	9	100%	9	100%	4	100%	11	100%
Not stated/provided	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>0</b>		<b>12</b>		<b>26</b>		<b>24</b>		<b>21</b>		<b>9</b>		<b>9</b>		<b>9</b>		<b>4</b>		<b>11</b>	

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	0	0%	12	100%	20	77%	13	54%	12	57%	3	33%	4	44%	3	33%	2	50%	4	36%
Male	0	0%	0	0%	6	23%	11	46%	9	43%	6	67%	5	56%	6	67%	2	50%	7	64%
<b>Total</b>	<b>0</b>		<b>12</b>		<b>26</b>		<b>24</b>		<b>21</b>		<b>9</b>		<b>9</b>		<b>9</b>		<b>4</b>		<b>11</b>	