

**MAYOR OF LONDON**

# Appendices to the Mayor of London's Annual Report 2011/12

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**June 2012**

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# Appendix 1: Update on progress against Mayoral Strategies required by the GLA Act

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><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, through programmes and initiatives such as Help a London Park, RE:LEAF and the All London Green Grid, 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> <p>There are no plans to revise the version published in 2002.</p> <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>

The Mayor's statutory strategies	Current position
	<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 produced, increasing the amount of waste reused, recycled or composted, and generating low carbon energy from waste remaining. This 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.</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: how to maintain London's position as a global cultural capital and to ensure that as many Londoners as possible can experience and enjoy its world-class culture – particularly within the context of the forthcoming Olympic and Paralympic Games.</p>
<b>Economic Development Strategy</b>	<p>The Economic Development Strategy was published in May 2010. It was informed both by extensive consultation and the evidence base used for the Mayor's Transport Strategy and the London Plan. A supporting Implementation Plan and snapshot of economy indicators were published in 2011/12.</p>
<b>The London Health Inequalities Strategy</b>	<p>The Mayor published his first ever Health Inequalities Strategy in April 2010.</p> <p>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>
<b>Housing Strategy</b>	<p>The Mayor published London's first statutory Housing Strategy in February 2010. Statutory consultation on a revised draft London Housing Strategy is complete and the document is due to be published in autumn 2012. This new strategy will reflect 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>

<b>The Mayor's statutory strategies</b>	<b>Current position</b>
<b>London Plan (Spatial Development Strategy)</b>	The new London Plan was published in 2011. It has been taken through an examination in public by an independent panel and received Secretary of State consent. The plan has a more strategic approach, a sharper focus on spatial policy and provides a resource for more local planning.

## Appendix 2: Update on the GLA's corporate health performance indicators

The indicators in this section pertain solely to the core Greater London Authority (GLA) and so exclude the functional bodies.

### The percentage of internal audit reports resulting in full or substantial assurance

Year	Target	Performance	Comment
2009/10	95%	85%	
2010/11	95%	100%	
2011/12	95%	<b>96%</b>	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	Comments
2009/10 (From 1 April 2009 to 11 December 2009)	90%	95%	A new finance system was introduced after 11 December 2009.
2009/10 (From 14 December 2009 to 31 March 2010)	N/A	57%	Performance was affected by the introduction of the new finance system. Note that performance figures post December 2009 are not comparable to earlier figures.
2010/11	92%	87.5%	Performance in the early part of the year continued to be affected by the introduction of the new system. However, performance in the second part of the year was better than the set target.
2011/12	94%	<b>93.7%</b>	

### 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%	<b>78.7%</b>

## Environmental performance indicators

Year	2009/10	2010/11	Target 2011/12	2011/12
Total waste (kg) produced by the GLA at City Hall	219,478	211,076	N/A	<b>213,968</b>
Waste recycled by the GLA at City Hall: (a) Proportion of waste recycled (b) Dry recycling (kg) (c) Organic (food) waste collected (kg)	(a) 78.1% (b) 141,021 (c) 30,382	(a) 75.9% (b) 126,260 (c) 33,943	(a) 78%	<b>(a) 78.5%</b> <b>(b) 137,143</b> <b>(c) 30,745</b>
Green procurement: percentage spend on green products	1.6%	13.7%	N/A	<b>TBC 2013</b>
Water: (d) Total water used (m <sup>3</sup> ) (e) Grey (borehole) / recycled water (m <sup>3</sup> )	N/A	(a) 560 (b) 37,980	(a) 600 (b) 35,000	<b>(a) 607</b> <b>(b) 34,370</b>
Energy: (a) Total electricity consumption (kWh) (b) Total gas consumption (kWh) (c) Energy generated from on site renewable (kWh)	N/A	(a) 850,471 (b) 624,039 (c) 6,375	(a) 800,000 (b) 550,000 (c) 6,000	<b>(a) 683,180</b> <b>(b) 300,619</b> <b>(c) 6,436</b>
Total CO <sub>2</sub> emissions (tonnes)	N/A	575.15	N/A	<b>431.23</b>

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

Year	Performance	Comments
2009/10	26%	A workforce report was not produced in March 2009 due to the Organising for Delivery restructure. The figure shown is for the year to 30 September 2009.
2010/11	14%	
<b>2011/12</b>	<b>15%</b>	

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

Year	Target	Performance	Comments
2009/10	6.5	5.8	
2010/11	6.0	4.1	
2011/12	6.0	<b>4.3</b>	Performance is based on quarters one to three and will be updated once the final development phase of the new Human Resources absence reporting system is complete.

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

Year	Performance
2009/10	9%
2010/11	5%
2011/12	<b>3%</b>

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

Year	Performance
2009/10	9%
2010/11	5%
2011/12	<b>4%</b>

### The percentage of staff who receive at least an annual face-to-face performance appraisal, based on the percentage of staff performance reviews returned to Human Resources each year

Year	Target	Performance	Comments
2009/10	100%	65%	The low percentage was due to an organisation-wide restructure, Organising for Delivery.
2010/11	100%	77%	The return rate was affected by a restructure taking place in one of the GLA's directorates at the time of annual performance reviews.
2011/12	100%	<b>83%</b>	



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

Year	Target	Performance
2009/10	90%	89%
2010/11	90%	90%
2011/12	90%	<b>87%</b>

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

Year	Target	Performance
2009/10	90%	86%
2010/11	90%	90%
2011/12	90%	<b>84%</b>

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

Year	Target	Performance	Comments
2009/10	100%	86%	
2010/11	100%	86%	
2011/12	100%	<b>80%</b>	Freedom of Information requests increased by 19% in 2011/12. Requests are increasingly complex and require that information be collated from or checked with numerous sources, including sometimes third parties. More user-friendly Freedom of Information guidance for staff was introduced and the Information Governance team assists staff wherever possible.

# Appendix 3: Financial information

## 2012/13 council tax

### Introduction

Boris Johnson's fourth budget continues to deliver on his priority to keep the cost of living down and protect front line services. For the first time in the history of the GLA, this year the Mayor is cutting his element of the council tax by one per cent. This means that since the beginning of the current Mayoral term his precept has fallen by 16 per cent in real terms.

In the current economic climate the public sector must do more with less, delivering improved public services for no extra cost. The Mayor will continue to invest in his priorities, increasing police numbers to 1,000 more than he inherited in 2008, improving public transport, protecting the 24 hour Freedom Pass, investing in delivering more homes for London families, working to increase young people's opportunities and ensuring the 2012 Games leave a lasting legacy.

### Council tax and budget information

The GLA Group's share of the Council Tax for a typical Band D property has been reduced to £306.72. Residents of the City of London – which has its own police force – will pay £78.62. The table below shows how the council tax (at Band D) is allocated.

	2011/12	Change	2012/13
MOPAC <sup>3</sup>	227.95	+0.15	228.10
LFEPA <sup>4</sup>	52.20	-12.66	39.54
Core GLA and Olympics	27.68	+9.43	37.11
TfL	1.99	-0.02	1.97
<b>Total Band D (£)</b>	<b>309.82</b>	<b>-3.10</b>	<b>306.72</b>

### Investing in frontline services

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 will protect vital frontline services by:

<sup>3</sup> Mayor's Office for Policing and Crime.

<sup>4</sup> London Fire and Emergency Planning Authority.

- Investing in frontline policing – there were 1,000 more warranted police officers at the end of the Mayor’s first term than at the beginning. The Metropolitan Police will continue to drive down crime, which has fallen by more than ten per cent since 2008.
- Investing £22 billion to upgrade the Tube and deliver Crossrail, which will increase London’s rail capacity by ten per cent, and maintaining London’s bus network and existing concessionary travel schemes in full, including the 24 hour Freedom Pass for older and disabled Londoners.
- Co-ordinating £221m of investment to support London’s high streets and those areas hardest hit by the August 2011 disturbances, so communities emerge from the economic downturn stronger.
- Delivering 50,000 more affordable homes and 100,000 apprenticeships for young people by the end of 2012 as well as providing secure ongoing funding for the four rape crisis centres located across London.

The GLA will seek to ensure the benefits of the Games are seen London-wide in order to deliver a lasting legacy.

### Summary of GLA budget

The following tables compare the GLA group’s spending for 2012-13 with last year and the reasons for the changes. The change in gross expenditure reflects the impact of the phasing of transport investment and savings within the GLA Group. Overall the council requirement is broadly unchanged – although the Band D precept has been cut by £3.10. More information on the budget is available on the GLA website at [www.london.gov.uk](http://www.london.gov.uk).

How the budget is funded (£m)	2011/12	Change	2012/13
Gross Expenditure (net of intra group spend)	13,801	-146	13,655
Fares, charges and other income	-6,151	-452	-6,603
Specific and general government grants	-6,413	113	-6,300
Use of reserves	-294	487	193
Surplus in council tax collection funds	-8	-2	-10
<b>Amount met by council tax payers</b>	<b>935</b>	<b>0</b>	<b>935</b>

Changes in spending (£m)	2012/13
2011/12 council tax requirement	935
Inflation	92
Efficiencies and other savings	-272
Growth for existing services and new initiatives	157
Other changes (including income growth)	23
<b>Amount met by council tax payers</b>	<b>935</b>

# Appendix 4: The London Assembly's required information for the 2011/12 Annual Report

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

## 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, [www.crimemaps.btp.police.uk](http://www.crimemaps.btp.police.uk))

The British Transport Police (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 on 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	2009/10		2010/11		2011/12		Change 2010/11 to 2011/12
	Crimes	Rate	Crimes	Rate	Crimes	Rate	
Bus-related crime	24,976	11.1	23,974	10.5	21,724	9.3	-9.4%
London Underground and Docklands Light Railway	14,536	12.8	13,472	11.4	12,115	9.6	-10.1%
London Overground	450	-	658	-	764	7.5	Not comparable
London Tramlink	403	15.6	367	13.2	369	12.9	+0.5%

### Comments

- While the total number of crimes on London Overground has increased compared with previous years, more trains operated per hour compared with the previous year and passenger volume increased considerably. Reliable passenger data is now available, giving a rate of 7.5 crimes per million passenger journeys.
- Towards the end of 2011 a team of six Tramlink neighbourhood officers was introduced to prevent antisocial behaviour.

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

(source: Information provided by TfL for this report)

Statistics for crime at public transport interchanges are not available. This is mainly due to the difficulty in accessing data from across the relevant agencies in a consistent way. There is also no formal definition of an 'interchange' – there are potentially thousands across London.

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 (CoLP) and Metropolitan Police Service (MPS) – at transport hubs and interchanges. On 8 September 2010 the London Transport Community Safety Partnership (LTCSP) agreed to enhance partnership working and integrated policing at a number of priority transport hub locations in order to meet the aims and objectives of 'The Right Direction', the Mayor's strategy for safety and security on public transport in London.

Local Transport Hub Action Plans were developed with TfL and policing partners to improve communication, coordination and collaboration at 19 sites, with an emphasis on five priority locations: Finsbury Park, Kings Cross, Liverpool Street, Stratford and Victoria. Particular aspects addressed include joint accommodation of BTP and MPS policing teams, conducting joint BTP and MPS operations, and engagement with local business and communities. The hubs have also been supported through intelligence and analysis from the joint BTP/MPS/TfL (CSEP) Fusion Centre. The tactical and strategic analysis has given the local policing teams information on crime and disorder issues that should be addressed to reduce offences and improve perceptions of safety.

An annual assessment comparing September to August 2010 with September to August 2011 showed:

- a reduction in bus-related crime of 15.5% at the five priority locations, greater than the pan-London reduction (-6.3%);
- a rise in BTP recorded crimes of 7.2% at five key priority locations, slightly higher than the pan-London change (+2.9%); further analysis indicates that this rise can be attributed to increased pro-activity with a large increase in verbal abuse against staff and officers following offers of assistance to passengers;
- a reduction of 15.5% in bus-related theft and handling offences in the five priority locations, greater than that experienced on the bus network pan-London (-4.8%); and
- a reduction of 13% in bus-related robbery in all 19 locations, compared with an increase on the bus network pan-London (+6.5%).

The LTCSP Management Group will continue to monitor and ensure delivery of this collaborative approach that has brought improvements in local policing, inter-force understanding and had a positive effect on the way in which local issues are identified and addressed.

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

(source: MPS figures provided by MOPAC for this report)

### Levels of reported violent crime across London

Category	2009/10	2010/11	2011/12	Change 2010/11 to 2011/12
Total violence against the person	174,616	165,810	153,839	-7.2%

#### Comments

- The standard definition for 'violent crime' is all violent acts against the person, sexual offences and personal robbery offence.
- Improved confidence in policing will increase willingness to report some types of violent crime, such as assault, robbery and rape. The Mayor is leading a number of initiatives which aim to build confidence in the police and other agencies, such as the Violence Against Women and Girls project.

### Levels of reported hate crime

Category	2009/10	2010/11	2011/12	Change 2010/11 to 2011/12
Racist and religious hate crime	9,945	8,796	8,202	-6.8%
Homophobic hate crime	1,345	1,335	1,262	-5.5%
Disability hate crime	111	123	154	+25.2%

#### Comments

- The MPS definition of a racist and religious hate incident is: 'Any incident which is perceived by the victim or any other person to be racist, or is due to the victim's religion or beliefs.' Where such an incident constitutes a criminal offence it is considered a crime.

### Levels of reported hate crime broken down by ethnicity

Category	2009/10	2010/11	2011/12	Change 2010/11 to 2011/12
Bangladeshi	207	176	199	13.1%
Indian	569	502	395	-21.3%
Pakistani	480	398	383	-3.8%
All other Asian ethnic groups	773	632	544	-13.9%
African	941	750	729	-2.8%
Caribbean	485	453	395	-12.8%
All other black ethnic groups	517	465	422	-9.2%
British	1,428	1,204	1,027	-14.7%
Irish	106	74	61	-17.6%
All other white ethnic groups	672	631	542	-14.1%
Mixed	278	264	224	-15.2%
Other ethnic group	317	272	238	-12.5%
Unrecorded ethnicity	4,741	4,481	4,367	-2.5%

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

Category	2009/10 reported crimes	2010/11 reported crimes	2010/11 reported crimes	Change 2010/11 to 2011/12
Male	1,042	984	953	-3.3%
Female	288	339	268	-22.5%

#### Comments

- Breakdowns of homophobic crime by ethnic group have not been reported because a) the numbers are very low; b) ethnicity is not available for 40 per cent of the victims. The figures may not therefore be representative.
- Based on the same rationale, breakdowns are not reported for disability hate crime.

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

(source: MPS figures provided by MOPAC for this report)

Category	2009/10 reported crimes	2010/11 reported crimes	2011/12 reported crimes	Change 2010/11 to 2011/12
Serious youth violence (SYV) with guns	713	576	517	-10.2%
SYV with knives	4,410	5,118	5,479	7.1%
<b>Total SYV victims</b>	<b>6,777</b>	<b>6,872</b>	<b>6,906</b>	<b>0.5%</b>

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

(source: MOPAC and GLA)

### Funded provided to support Rape Crisis Centres

	2010/11	2011/12
Funding provided by the GLA	675	743
Actual expenditure / Outturn	642	723

#### Comment

- The £20k underspend can be attributed to a change in Government policy and thus a change in team activity.

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

Category	2009 to November 2011
Victims of sexual abuse receiving support, therapies and/or counselling	15,748

#### Comments

- The figure reported is from the point at which Mayoral funding for the Rape Crisis Centres (RCCs) began until November 2011. The first RCC to be funded was in Croydon in 2009, the next was the west London RCC in April 2010, and the last two in the east and north came on stream in December 2010.
- Work is ongoing to ensure annual data is available in the future.



## Numbers of Police Officers, Police Community Support Officers and police civilian staff provided for in the Mayor's budget for 2011/12 and how many are employed on 31 March 2012

(source: Figures supplied by MOPAC for this report)

Role	2010/11		2011/12	
	Budget for year	Position 31 March	Budget for year	Position 31 March
Police Officers	33,091	32,173	32,320	32,086
Police Community Support Officers	4639	3,963	3,825	2,710
Civilian and other staff	14,801	14,199	14,806	13,138
<b>Subtotal core establishment</b>	51,929	50,335	50,951	47,934
Special constables	5,330	4,946	6,667	5,752
<b>Overall total</b>	57,259	55,281	57,618	<b>53,686</b>

### Comments

- Police forces nationally are reducing staff numbers. The small reduction experienced by the MPS is lower than the national reduction.
- At the end of the Mayor's term there were over 1,000 more fully warranted police officers than at the start.
- The MPS did not quite reach the budgeted numbers, and despite significant recruitment towards the end of the financial year, because the 'wastage rate' (ie. retirements and leavers) was higher than anticipated

## Numbers of firefighters provided for in the Mayor's budget for 2010/11 and how many are employed on 31 March 2012

(source: Figures supplied by LFEPA for this report)

	2010/11		2011/12	
	Budget for year	Position 31 March	Budget for year	Position 31 March
Number of firefighters	5,865	5,788	5772.5	5752.6

## Housing

### Numbers of new family sized affordable homes

(source: GLA, London Plan Annual Monitoring Report, Housing Provision Monitor tables, HPM10 for 2008/09, HPM06 for 2009/10 and 4.7 for 2010/11 – available at [www.london.gov.uk/priorities/planning/research-reports/annual-monitoring-reports](http://www.london.gov.uk/priorities/planning/research-reports/annual-monitoring-reports))

	2008/9	2009/10	2010/11
Total	2,042	2,379	1,911

#### Comments

- The figures refer to gross conventional completions of social rented and intermediate homes.
- Although the number of new family sized affordable homes completed has fallen, this largely reflects a drop in overall housing supply. Family sized affordable homes accounted for a similar proportion of new supply in 2010/11 as in 2009/10.
- The Mayor recently announced that he has met his target of delivering 50,000 affordable homes in London by the end of 2011/12. That included over 1,000 'First Steps for Families' homes.
- More family-sized homes are now being delivered in London than for a decade.
- 2011/12 data will not be available until early 2013.

### The 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)

	2009	2010	2011
Long-term empty homes as at October	36,645	34,422	29,540
Total housing stock at 31 March	3,276,000	3,300,000	3,318,300
Long-term empty as a percentage of total stock	1.12%	1.05%	0.89%

#### Comments

- These statistics are derived from local authority council tax returns 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 been met in 2011.

## Number of rough sleepers in London

(source: Broadway, Chain data)

	2008/9	2009/10	2010/11
Total	3,472	3,673	3,975

### 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.
- The prevalence of rough sleeping is affected by the economic climate; the rough sleeping populations includes significant numbers of European Union nationals. In addition, the introduction of the Mayor's 'No Second Night Out' will have led to more accurate recording.
- Most rough sleepers are quickly helped to find alternative accommodation or return home, with almost half of those seen in 2010/11 seen just once. Only 11 per cent were seen more than ten times.
- In 2009 the London Delivery Board identified the 205 most entrenched rough sleepers in London. In the last quarter of 2010/11, 58 of this group were recorded as still sleeping rough on London's streets.
- 2011/12 data was not available at the time of publication.

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

(source: Homes and Communities Agency, data provided to the GLA)

	2008/9	2009/10	2010/11
New build homes completed for social rent	76%	89%	98%
New build intermediate homes completed	60%	78%	98%

### 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 Sustainable Homes Code 3 or above.
- Data is available from the Homes and Communities Agency for affordable housing completions. It is not similarly available for new market housing as the London Development Database has only recently been amended. The first complete year of data will be 2011/12, with these figures available in February 2013.

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

The London Rents Map was launched in December 2009; please see: <http://www.london.gov.uk/rents/>.

## Transport and environment

### Congestion levels on roads in inner and outer London

(source: TfL, Travel in London Report 4)

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

Functional sector	Time period	2008/09 speed (kph)	2009/10 speed (kph)	2010/11 speed (kph)
Central London	am peak	14.7	15.1	15.1
	inter-peak	13.4	14.2	14.0
	pm peak	14.3	14.3	14.0
Inner London	am peak	20.0	20.6	20.3
	inter-peak	21.0	21.3	21.4
	pm peak	18.4	18.0	18.3
Outer London	am peak	31.6	32.1	31.9
	inter-peak	34.6	34.2	34.4
	pm peak	30.0	29.3	29.4

#### Comment

- There are clear and expected differences in average speeds for each of central, inner and outer London. However, the overall trend is one of stability. This is in contrast to the preceding trends towards slower average speeds. Stability is being achieved at a time of unprecedented investment in infrastructure in London, which in turn can be cause disruption to the roadwork.

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

Functional sector	Time period	2008/09 speed (kph)	2009/10 speed (kph)	2010/11 speed (kph)
Central London	am peak	1.5	1.3	1.3
	inter-peak	1.9	1.6	1.7
	pm peak	1.6	1.5	1.7
Inner London	am peak	1.2	1.1	1.2
	inter-peak	1.1	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	0.8
	pm peak	0.8	0.8	0.8

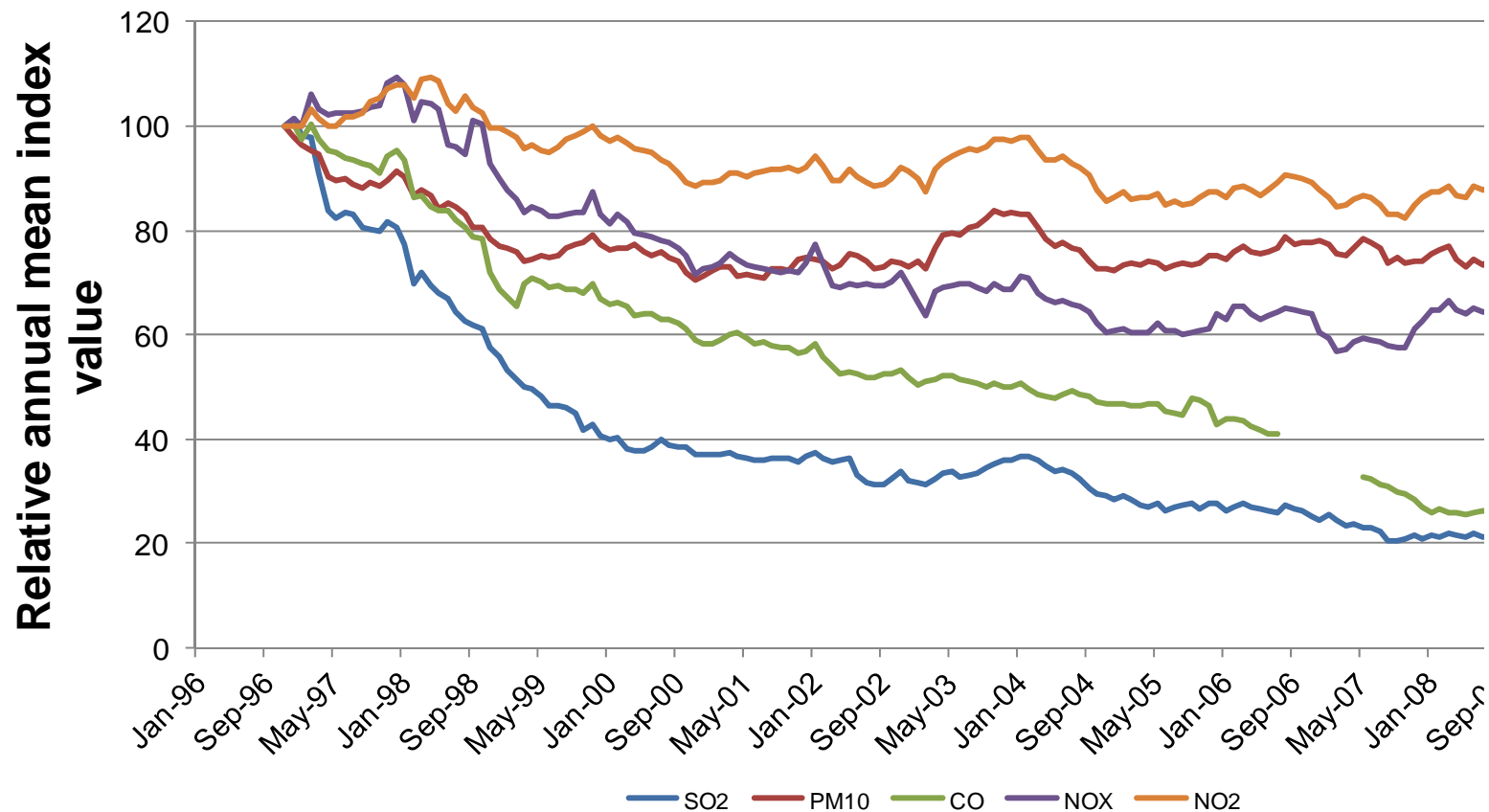
#### Comments

- Measures by the Mayor to address congestion include a Lane Permit Scheme, a recently introduced Lane Rental Scheme (the first such scheme in the UK), reviewing the timing of traffic signals and introducing 'SCOOT'.
- TfL's Signal Timing Review programme has contributed to a 7.8 per cent reduction in traffic delays at around 1,000 locations in the capital. The initiative aims to cut congestion, smooth traffic flow and reduce emissions
- SCOOT is now in use at around 40 per cent of London's traffic signals and is contributing to an average 12.7 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 allow traffic flows to be adjusted.

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

### Particle and nitrous oxide emissions

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



### Comments

- The chart shows the levels of five different pollutants as a percentage of levels to the year ending November 1996.
- Although many datasets are finalised up to May 2011, the minimum ratification date for the whole index is January 2011 and values after that period should be considered provisional.
- Measurements from a range of site types were used to derive the London Air Quality Network annual mean index. However, due to measurement availability, different sites were used for each pollutant.

## Reduction in road transport emissions

(source: TfL)

	2008	2009	2010
Average grammes of CO <sub>2</sub> emissions per road vehicle (excluding buses) per km	207	203	206

	2009/10	2010/11	2011/12
Average grammes of CO <sub>2</sub> emissions per public transport passenger km	77	72	70

## 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 4)

### Notes

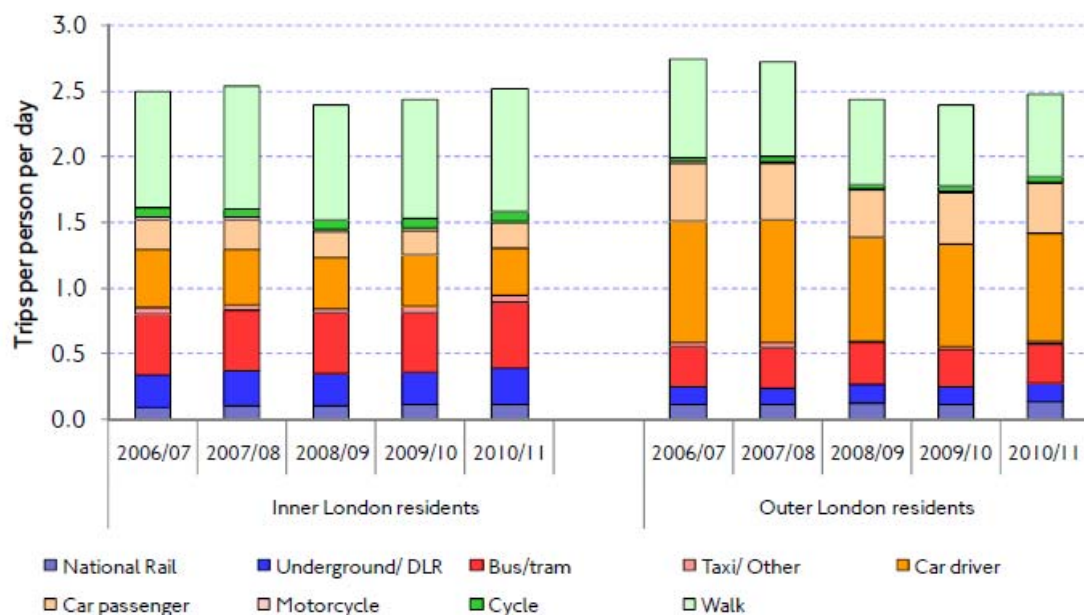
- Data for modal shift of journeys between major transport hubs in Outer London was not available at the time of publication. The figures and chart below provide the next best available data.

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

	2008	2009	2010
Public transport	41%	41%	42%
Private transport	37%	37%	36%
Cycling	2%	2%	2%
Walking	20%	21%	21%



## 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 area-based RE:NEW programme – delivered through the GLA, London Councils, the Energy Saving Trust and London boroughs – is a retrofitting programme offering London homes free energy surveys and free ‘easy to install’ energy efficiency measures. Where appropriate, it also enables households to receive further measures, such as loft and cavity wall insulation, funded through the energy utilities’ Carbon Emissions Reduction Target (CERT) and Warm Front funding.

In 2011/12 RE:NEW was rolled out across London. In this phase of delivery, 56,568 homes were retrofitted – ahead of the Mayor’s target of retrofitting 55,000 homes by spring 2012. This brings the **total homes retrofitted through RE:NEW to 65,504** to date. In the demonstration projects, annual savings of 0.79 tonnes of CO<sub>2</sub> and £154 on fuel bills per home were achieved. Data analysis of the pan-London rollout is currently underway.

Demonstrating his ongoing commitment to domestic retrofitting, the Mayor has allocated £3.3million in his budget to continue delivery of RE:NEW in 2012/13. This new tranche of activity is currently planned to deliver in excess of 20,000 additional home retrofits, as well as sustaining jobs created already through RE:NEW.

The data from 2011/12 activity is being analysed and further information will be available later in the year.

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

(source: information provided by MPS, London Fire Brigade (LFB), TfL and the GLA for this report)

	2008/9	2009/10	2010/11
Scope 1 and 2 CO <sub>2</sub> emissions ('000 tonnes)	234	224	217

### Comments

- Scope 1 emissions are those directly produced by the GLA Group; scope 2 emissions are those arising from the generation of purchased electricity (indirect).
- Figures are the sum of scope 1 and scope 2 emissions of the MPS, LFEPA, TfL and the GLA.

## 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

### Notes

- It is not yet possible to report complete data against this indicator. The GLA continues to work with a range of partners, particularly the boroughs, Greenspace information for Greater London and through the RE:LEAF programme – the Mayor's tree campaign – to obtain more accurate street tree data for London including a more comprehensive estimate of total tree cover. Currently a third of London boroughs have signed a data exchange agreement with Green Space Information for Greater London to share data on public trees. The long-term aspiration is to develop a consistent centralised database and methodology to aggregate information from across London. The Mayor encourages all boroughs to make use of the services offered by Greenspace information for Greater London to centralise, collate and analyse tree data.
- Data is, however, available for the number of trees planted through the Mayor's Street Tree Programme and for the number of trees planted and removed by TfL. These figures are reported below.

## Tress planted through the Mayor's Street Tree Programme

(source: GLA)

	2009/10	2010/11	2011/12
Barking and Dagenham	379	784	0
Barnet	88	0	0
Bexley	75	140	79
Brent	70	193	50
Bromley	208	207	0
Camden	0	0	100
Croydon	0	60	0

	2009/10	2010/11	2011/12
Ealing	202	122	0
Enfield	265	300	0
Greenwich	0	0	0
Hackney	0	0	0
Hammersmith and Fulham	97	80	65
Haringey	150	150	0
Harrow	400	106	0
Havering	0	145	0
Hillingdon	88	121	33
Hounslow	310	350	0
Islington	0	91	0
Kensington and Chelsea	0	0	0
Kingston	0	34	0
Lambeth	186	167	75
Lewisham	355	0	0
Merton	207	140	0
Newham	0	100	0
Redbridge	94	100	50
Richmond	41	0	0
Southwark	0	97	0
Sutton	135	347	0
Tower Hamlets	138	450	0
Waltham Forest	100	0	100
Wandsworth	0	150	0
Westminster	0	130	100
<b>Total</b>	<b>3,588</b>	<b>4,564</b>	<b>652</b>

*Comments*

- The street trees planted in the winter of 2011/12 completed the Mayor's Street Tree Programme – hence the lower figure last year.
- Since the programme began in 2008, over 10,000 additional street trees have been planted in 35 priority areas that lacked street trees and will most benefit from the social, economic and environmental improvements these trees provide.

- The Mayor has pledged to plant an additional 20,000 street trees over this Mayoral term.

### TfL tree planting and removal (not just street trees)

(source: TfL data provided for this report)

	2009/10	2010/11	2011/12
TfL removed	577	329	1,349
TfL planted	1,062	700	1,355
<b>Net loss/gain</b>	<b>485</b>	<b>371</b>	<b>6</b>
Trees planted by boroughs through LIPs	N/A	6,998	TBC

#### Comments

- The trees removed total includes larger trees in woodland areas. In 2011/12, a large number of trees in woodlands were removed as part of woodland management and not replaced. This is good practice but distorts the net figure. While the same robust tree removal approval procedure will continue to apply to both street trees and larger woodland trees, TfL will count the woodland trees removed separately from street trees in future years.
- Note that in addition to those counted above, TfL also funds the planting of street trees through Local Implementation Plans (LIPs). In 2010/11 London boroughs planted 6,998 new trees through the LIP process. The figures for 2011/12 will be available later this year.

## 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: London & Partners (previously Think London))

Region	2009/10	2010/11	2011/12
Asia Pacific	93	118	87
Europe	72	81	70
North America	74	64	47
<b>Total</b>	<b>239</b>	<b>263</b>	<b>204</b>

#### Comments

- The number of projects is lower for 2011/12 because a focus was placed on attracting those projects that delivered high numbers of jobs. The number of jobs created or sustained by inward investment projects assisted by Think London/ London & Partners has increased from 3,252 in 2009/10 to 4,397 in 2011/12; an increase of 26%.

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

The Mayor is working in partnership with London Citizens and the Living Wage Foundation to increase the take-up of the Living Wage in London.

In 2011 London Citizens and the Living Wage Foundation established an accreditation process. This will provide a definitive way of ensuring that employers are paying the Living Wage. It will take time for employers to familiarise themselves with this new process and indeed some employers while paying the Living Wage may not wish to be accredited. The Mayor is working with the Living Wage Foundation and London Citizens to ensure a smooth transition to this new system and the continued take up of the Living Wage by both accredited and non-accredited employers in a wide number of sectors.

There are over 100 employers in London currently paying the Living Wage.

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

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

(source: ONS Annual Population Survey, January to December 2010)

Region	2008	2009	2010	CI (2010 data)
London	69.5%	68.4%	68.1%	0.7
Rest of UK	72.5%	70.9%	70.5%	0.2
<b>Difference (London / rest UK)</b>	<b>-3.0%</b>	<b>-2.6%</b>	<b>-2.4%</b>	
UK as a whole	72.1%	70.6%	70.2%	0.2

#### Comment

- 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 2010 figures as an example, we can be 95% certain that the figure for the entire population would be within 0.7 percentage points (plus or minus) of 68.1%.

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

(source: ONS Annual Population Survey, January to December 2010)

Gender	Region	2008	2009	2010	CI (2010 data)
Males	London	77.3%	75.5%	75.4%	0.9
	Rest of UK	78.0%	75.7%	75.3%	0.3
	<b>Difference London / rest UK</b>	<b>-0.8%</b>	<b>-0.2%</b>	<b>0.1%</b>	
Females	London	61.7%	61.2%	60.7%	1.0
	Rest of UK	67.0%	66.2%	65.8%	0.3
	<b>Difference London / rest UK</b>	<b>-5.4%</b>	<b>-5.0%</b>	<b>-5.1%</b>	

### Working age employment rates by ethnicity for London

(source: ONS Annual Population Survey, January to December 2010)

Ethnic group	2008	2009	2010	CI (2010 data)
White groups	74.7%	73.9%	72.9%	1.3
BAME groups	60.0%	58.4%	59.6%	1.9
<b>Difference white / BAME</b>	<b>14.7%</b>	<b>15.5%</b>	<b>13.3%</b>	
All groups	69.5%	68.4%	68.1%	0.7

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

(source: ONS Annual Population Survey, January to December 2010)

Gender	Disabled/Not	2008	2009	2010	CI (2010 data)
London	Disabled	43.9%	44.9%	46.0%	1.7
	Not disabled	74.3%	72.8%	72.6%	0.7
UK (including London)	Disabled	48.0%	47.3%	48.3%	0.5
	Not disabled	77.7%	75.9%	75.8%	0.2

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

(source: ONS Annual Population Survey, January to December 2010)

Age group	Region	2008	2009	2010
16-24	London	46.2%	44.1%	41.7%
	UK (including London)	56.2%	52.7%	50.5%
25-44	London	77.5%	76.1%	76.3%
	UK (including London)	80.8%	79.4%	79.1%
45-64	London	68.7%	68.3%	68.4%
	UK (including London)	70.1%	69.4%	69.7%

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

(source: Department for Education, National Indicator 117)

	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 figure captures all young people known to the local authority who were aged 16, 17 or 18 at that time and NEET.

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

(source: TfL SAP, MPS Accounts Payable, LFB POMs)

Body	SME spend (%)	SME spend (£ millions)	Total influenceable spend (£ millions)
MPS spend	11.3%	11.3	1,000
TfL (including City Hall) spend	12.5%	404.8	3,226
LFB spend	21.4%	19.2	89

#### 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 spend with diverse suppliers remains challenging as data is submitted voluntarily, with many responses only providing data on business size, with requests for equalities groups (women; disability; BAME; and lesbian, gay, bisexual and transgender groups) often left unanswered. The data that is held is therefore very limited and cannot be said to be representative.
- 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 is expected to be published in November 2012. A report on progress against measures in the previous version of the framework was published December 2011 ([www.london.gov.uk/publication/equal-life-chances-all-measures-report-2011](http://www.london.gov.uk/publication/equal-life-chances-all-measures-report-2011)).



## 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 / GLA)

The GLA can confirm that in 2011/12 it did not make any contributions to the operations, resources or funding of the Mayor's Fund for London other than providing accommodation and facilities at the rate the GLA charges to charities.

#### *Comment*

- 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 website ([www.mayorsfundforlondon.org.uk](http://www.mayorsfundforlondon.org.uk)) by the end of June 2012.

### **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: Data provided by TfL, LFEPA, MOPAC and the GLA for the purpose of this report)

#### *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 stated 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 annualised for those who work part-time.
  - All figures reflect the position at 31 March 2012 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.

## LFEPA: Employees earning over £100,000

Notes (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 2012.
- Pensionable pay is basic pay, plus London weighting (where applicable), flexible duty scheme / shift allowance (for uniformed operational staff only), plus other pensionable allowances.

Job title
Deputy Commissioner for Fire & Emergency Planning
Director of Finance & Contractual Services
Director of Operational Resilience & Training
Head of Operations & Mobilising
Head of Operational Procedures
Head of Technical & Service Support

Job title
Head of Training & Development
Head of Fire Safety Regulation
Head of Procurement
Head of Information & Communications Technology
Head of Human Resources & Development
Control & Mobilising Project Director

<b>Total number of LFEPA employees earning over £100k at 31 March 2012</b>	<b>12</b>
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## LFEPA: Pay ratio between lowest and highest paid

Category	2011
All permanent and fixed-term staff	10.6
Permanent staff only	8.1

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

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	0	0%	43	5%	86	2%	6	1%	5	2%	1	1%	0	0%	0	0%	0	0%	0	0%
Black or Black British	1	33%	96	11%	330	6%	19	4%	6	3%	1	1%	0	0%	1	8%	0	0%	0	0%
White	2	67%	670	75%	4322	85%	420	89%	195	90%	81	93%	25	96%	11	92%	1	100%	12	100%
Dual-heritage	0	0%	51	6%	185	4%	11	2%	6	3%	2	2%	0	0%	0	0%	0	0%	0	0%
Other ethnic group	0	0%	24	3%	64	1%	6	1%	2	1%	2	2%	1	4%	0	0%	0	0%	0	0%
Not stated/provided	0	0%	8	1%	109	2%	12	3%	3	1%	0	0%	0	0%	0	0%	0	0%	0	0%

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	0	0%	42	5%	135	3%	18	4%	12	6%	2	2%	1	4%	1	8%	0	0%	0	0%
Not disabled	3	100%	818	92%	4948	97%	455	96%	203	94%	84	97%	25	96%	11	92%	1	100%	12	100%
Not stated/provided	0	0%	32	4%	13	0%	1	0%	2	1%	1	1%	0	0%	0	0%	0	0%	0	0%

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	33%	267	30%	443	9%	77	16%	29	13%	4	5%	5	19%	5	42%	0	0%	2	17%
Male	2	67%	625	70%	4653	91%	397	84%	188	87%	83	95%	21	81%	7	58%	1	100%	10	83%
<b>Total</b>	<b>3</b>		<b>892</b>		<b>5096</b>		<b>474</b>		<b>217</b>		<b>87</b>		<b>26</b>		<b>12</b>		<b>1</b>		<b>12</b>	

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

Notes (applicable to all MPS/MOPAC 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	Chief Executive
MOPAC	Deputy Chief Executive
MOPAC	Treasurer/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 - DACs Private Office	Commander
Deputy Commissioners Portfolio - Directorate of Legal Services	Director of Legal Services
Deputy Commissioners Portfolio - Directorate of Legal Services	Assistant Director of Legal Services
Deputy Commissioners Portfolio - Directorate of Legal Services	Assistant Director of Legal Services
Deputy Commissioners Portfolio - Directorate of Legal Services	Assistant Director of Legal Services
Deputy Commissioners Portfolio - Directorate of Strategy, Performance and Professionalism	Commander
Deputy Commissioners Portfolio - Directorate of Strategy, Performance and Professionalism	Deputy Head of Strategy & Performance
Directorate of Information	Director of Directorate of Information

Department / Functional area	Job title
Specialist Crime & Operations - Specialist Crime & Operations HQ	Commander
Specialist Crime & Operations - Specialist Crime & Operations HQ	Commander
Specialist Crime & Operations - Specialist Crime & Operations HQ	Commander
Specialist Crime & Operations - Specialist Crime & Operations HQ	Commander
Specialist Crime & Operations - Specialist Crime & Operations HQ	Commander
Specialist Crime & Operations - Specialist Crime & Operations HQ	Commander
Specialist Crime & Operations - Specialist Crime & Operations HQ	Commander
Specialist Crime & Operations - Olympics	Assistant Commissioner
Specialist Crime & Operations - Olympics	Deputy Assistant Commissioner
Specialist Crime & Operations - Olympics	Commander
Specialist Crime & Operations - Olympic Intelligence Centre	Commander
Specialist Crime & Operations	Director of Directorate of Forensic Services
Specialist Operations - Specialist Operations - HQ	Assistant Commissioner
Specialist Operations - Specialist Operations - HQ	Deputy Assistant Commissioner
Specialist Operations - Specialist Operations - HQ	Commander
Specialist Operations - Counter Terrorism Command	Deputy Assistant Commissioner

Department / Functional area	Job title
Directorate of Information	Assistant Director of Directorate of Information
Directorate of Public Affairs	Director of Directorate of Public Affairs
Directorate of Resources	Director of Directorate of Resources
Directorate of Resources - Customer & Commercial Services	Director of Customer and Commercial Services
Directorate of Resources - Customer & Commercial Services	Director of Transport Services
Directorate of Resources - Finance Services	Director of Finance Services
Directorate of Resources - People Services	Director of People Services
Directorate of Resources - Seconded to NPIA	Commander
Directorate of Resources - Seconded to Olympics Security Group	Commander
Directorate of Resources - Procurement	Director of Procurement Services
Directorate of Resources - Property Services	Director of Property Services
Specialist Crime & Operations - Specialist Crime & Operations HQ	Assistant Commissioner
Specialist Crime & Operations - Specialist Crime & Operations HQ	Deputy Assistant Commissioner
Specialist Crime & Operations - Specialist Crime & Operations HQ	Deputy Assistant Commissioner

Department / Functional area	Job title
Specialist Operations - Counter Terrorism Command	Commander
Specialist Operations - Royalty Protection	Commander
Territorial Policing - TPHQ	Assistant Commissioner
Territorial Policing - TPHQ	Deputy Assistant Commissioner
Territorial Policing - TPHQ	Deputy Assistant Commissioner
Territorial Policing - Westminster HQ	Commander
Territorial Policing - Safer Transport Command	Commander
Territorial Policing - TP North Area	Commander
Territorial Policing - TP North East Area	Commander
Territorial Policing - TP South East Area	Commander
Territorial Policing - TP South West Area	Commander
Territorial Policing - TP North West Area	Commander
Territorial Policing - TPHQ - Crime & Customer Strategy	Commander
Territorial Policing - TPHQ	Programme Director

**Total number of MOPAC/MPS employees earning over £100k at 31 March 2012**

**58**

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

Category	2011
All staff	17.13
Police Officers	7.21
Police Staff	11.09
MOPAC – Police Staff	5.48

## 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	42	15%	1039	10%	1142	5%	424	4%	38	6%	44	2%	9	3%	3	3%	0	0%	2	3%
Black or Black British	59	21%	1387	14%	799	4%	390	3%	25	4%	27	1%	5	2%	1	1%	0	0%	0	0%
White	129	47%	6735	67%	19536	87%	10664	90%	535	81%	2045	94%	260	88%	99	92%	1	100%	47	81%
Dual-heritage	2	1%	243	2%	546	2%	175	1%	5	1%	26	1%	3	1%	1	1%	0	0%	0	0%
Other ethnic group	6	2%	302	3%	352	2%	121	1%	5	1%	12	1%	2	1%		0%	0	0%	0	0%
Not stated/provided	35	13%	304	3%	180	1%	129	1%	53	8%	15	1%	18	6%	3	3%	0	0%	9	16%

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	7	3%	185	2%	188	1%	53	0%	8	1%	6	0%	0	0%	1	1%	0	0%	0	0%
Not disabled	136	50%	6789	68%	12366	55%	5803	49%	469	71%	954	44%	157	53%	62	58%	1	100%	28	48%
Not stated/provided	131	48%	30566	305%	10000	44%	6046	51%	184	28%	1208	56%	140	47%	44	41%	0	0%	30	52%

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	179	65	5485	55	6734	30	3089	26	283	43	356	16	45	15	17	16	1	100	19	33
Male	95	35	4525	45	15819	75	8814	74	379	57	1813	84	253	85	90	84	0	0	39	67
<b>Total</b>	<b>274</b>		<b>10010</b>		<b>22553</b>		<b>11902</b>		<b>662</b>		<b>2168</b>		<b>297</b>		<b>107</b>		<b>1</b>		<b>58</b>	

## TfL (excluding Crossrail): Employees earning over £100,000

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 of Performance
Surface Transport	Director of Operations
Surface Transport	Safety & Contingency Planning Manager
Surface Transport	Director of Finance
Surface Transport	Director of Planning
Rail & Underground	Managing Director
Rail & Underground Operations	Chief Operating Officer, London Rail
Rail & Underground Operations	Director, Docklands Light Railway
Rail & Underground Operations	Director, London Overground Infrastructure
Rail & Underground Operations	Director Operations - Crossrail & Overground
Rail & Underground Operations	Head of Commercial - London Overground Infrastructure
Rail & Underground Operations	Head of Engineering, Docklands Light Railway
Rail & Underground Operations	Chief Operating Officer - London Underground
Rail & Underground Operations	Network Services Director - London Underground
Rail & Underground Operations	Head of Operations & Controls - London Underground
Rail & Underground Operations	Head of Operational Upgrades - London Underground
Rail & Underground Commercial	Commercial Director, Rail & Underground

Department / Functional area	Job title
Planning Directorate	Managing Director of Planning
Planning Directorate	Director of Transport Strategy & Planning
Planning Directorate	Director of Borough Partnerships
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	Legal Manager, Contracts/Upgrades
General Counsel	Legal Manager, Commercial and Operational Property
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	Chief Information Officer
Finance Directorate	Head of TfL Programme Management Office
Finance Directorate	Project Management Centre of Excellence Lead
Finance Directorate	Director, Crossrail Joint Sponsor Team
Finance Directorate	Group Treasurer
Finance Directorate	Senior Treasury Manager

Department / Functional area	Job title
Rail & Underground Commercial	Head of Line Upgrades Commercial Procurement
Rail & Underground Commercial	Head of Infrastructure Commercial Procurement
Rail & Underground HSE	Director of Safety
Rail & Underground HSE	Head of Health, Safety & Environment, Rail and Corporate
Rail & Underground HSE	Head of Occupational Health
Rail & Underground Employee Relations	Director of Employee Relations
Rail & Underground Employee Relations	Director of Corporate Industrial Relations
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 Finance	Head of Finance - Transition
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
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 CPD	Director of Capital Programmes
Rail & Underground CPD	Programme Director Stations & Crossrail
Rail & Underground CPD	Programme Manager, Tottenham Court Road & Bond Street
Rail & Underground CPD	Programme Director - Infrastructure
Rail & Underground CPD	Head of Power and Cooling Upgrades
Rail & Underground CPD	Programme Director - SSR Upgrade Programme
Rail & Underground CPD	Programme Manager, SSL/BCV Stations and Lifts & Escalators
Rail & Underground CPD	Programme Manager - Track

Department / Functional area	Job title
Finance Directorate	Director of Commercial
Finance Directorate	Senior Principal - Commercial Finance
Finance Directorate	Principal - Commercial Finance
Finance Directorate	Senior Principal - Commercial Finance
Finance Directorate	Head of Commercial - Centre of Excellence
Finance Directorate	Director of Commercial Development
Finance Directorate	Head of Operational Property
Finance Directorate	Head of Property
Finance Directorate	Head of New Business Development
Finance Directorate	Programme Manager - Transition
Marketing & Communications	Managing Director - Marketing & Communications
Marketing & Communications	Director of Customer Experience
Marketing & Communications	Head of Revenue Policies
Marketing & Communications	Head of Business Development
Marketing & Communications	Head of Transformation Strategy
Marketing & Communications	Director of Corporate Affairs
Marketing & Communications	Marketing Director
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 HR Corporate - Transition
Group HR	Head of Organisation Development
Corporate	Director, Games Transport
Corporate	Head of Games Readiness
Corporate	TfL Deputy Chairman
Corporate	On secondment to GLA as Deputy Mayor, Transport
Tube Lines	Chief Executive



Department / Functional area	Job title
Rail & Underground CPD	SSR Programmes Delivery Manager
Rail & Underground CPD	ATC (Automatic Train Control) Programme Strategy Manager
Rail & Underground CPD	Professional Head of Permanent Way
Rail & Underground CPD	SSR Upgrade, Chief Engineer
Rail & Underground CPD	Head of Engineering (Capital Programmes)
Rail & Underground CPD	Head of Stations and Infrastructure
Rail & Underground CPD	Head of Trains and Permanent Way
Rail & Underground APD	Asset Performance Director
Rail & Underground APD	Head of Track & Signals
Rail & Underground APD	Head of Asset Performance Engineering
Rail & Underground APD	Head of Stations & Structural Maintenance
Rail & Underground APD	Head of Operational Performance
Rail & Underground APD	Head of Fleet & Trains

Department / Functional area	Job title
Tube Lines	Finance Director
Tube Lines Health, Safety and Environment	Director of Health, Safety and Environment
Tube Lines Operations	General Manager - Operations
Tube Lines Operations	General Manager - Operations
Tube Lines Information Technology	Senior Manager - IT
Tube Lines Commercial	Senior Manager - Commercial
Tube Lines Commercial	Senior Manager - Commercial
Tube Lines Commercial	Senior Manager - Commercial
Tube Lines Projects Directorate	Director of Projects
Tube Lines Projects Directorate	Senior Manager - Projects
Tube Lines Projects Directorate	Senior Manager - Projects
Tube Lines Projects Directorate	Senior Manager - Projects

**Total number of TfL (excluding Crossrail) employees earning over £100k at 31 March 2012**

**129**

**TfL (Crossrail only): Employees earning over £100,000**

Department / Functional area	Job title
Crossrail	Chairman
Crossrail	Chief Executive Officer
Crossrail Programme	Programme Director
Crossrail Technical	Technical Director
Crossrail Technical	Chief Engineer
Crossrail Programme Delivery	Area Director East
Crossrail Programme Controls	Programme Controls Director
Crossrail Surface	Surface Director
Crossrail Railway	Head of Railway Operations
Crossrail Support Functions	Finance Director

Department / Functional area	Job title
Crossrail Support Functions	Information Technology Director
Crossrail Land & Property	Land and Property Director
Crossrail Land & Property	Head of Over Site Development
Crossrail Finance	Finance Operations Director
Crossrail Finance	Head of Financial Control & Cost Assurance
Crossrail Commercial	Commercial Director
Crossrail Commercial	Legal Services Director & Company Secretary
Crossrail Commercial	Head of Procurement
Crossrail Commercial	Head of Commercial Services
Crossrail HR	Talent and Resources Director

**Total number of Crossrail employees earning over £100k at 31 March 2012**

**20**

## TfL (excluding Crossrail): Pay ratio between lowest and highest paid

Category	2011
All permanent and fixed-term staff	26.02
Permanent staff only	17.42

## TfL (excluding Crossrail): 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	8	7%	495	11%	642	10%	883	10%	207	7%	70	6%	15	4%	6	3%	2	2%	1	1%
Black or Black British	6	5%	893	21%	1206	19%	1342	15%	314	11%	49	4%	17	4%	2	1%	1	1%	1	1%
White	56	46%	2195	51%	3497	55%	5604	61%	1958	67%	836	76%	323	76%	147	78%	81	87%	105	81%
Dual-heritage	1	1%	119	3%	105	2%	98	1%	34	1%	13	1%	3	1%	0	0%	1	1%	1	1%
Other ethnic group	2	2%	99	2%	169	3%	204	2%	59	2%	15	1%	11	3%	1	1%	0	0%	0	0%
Not stated/provided	49	40%	535	12%	763	12%	985	11%	345	12%	119	11%	57	13%	33	17%	8	9%	21	16%

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	17	0	16	0	12	0	5	0	1	0	0	0	0	0	0	0	0	0
Not disabled	117	96	4252	98	6205	97	8958	98	2848	98	1083	98	414	97	182	96	93	100	128	99
Not stated/provided	5	4	67	2	161	3	146	2	64	2	18	2	12	3	7	4	0	0	1	1

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	15	0	1399	27	1791	35	1233	24	444	9	155	3	67	1	32	1	19	0	21	0
Male	107	1	2937	15	4591	23	7883	40	2473	13	947	5	359	2	157	1	74	0	108	1
<b>Total</b>	<b>122</b>		<b>4336</b>		<b>6382</b>		<b>9116</b>		<b>2917</b>		<b>1102</b>		<b>426</b>		<b>189</b>		<b>93</b>		<b>129</b>	

### Comment

- Crossrail data on equalities representation at differently salary bands was not available at the time of publication.

## GLA: Employees earning over £100,000

Department / Functional area	Job title
Assembly Secretariat	Executive Director of Secretariat
Assembly Secretariat	Head of Scrutiny and Investigation
Corporate Management Team	Head of Paid Service
Communities and Intelligence	Assistant Director Economic and Business Policy
Communities and Intelligence	Assistant Director Health and Communities
Development and Environment	Executive Director of Development and Environment
Development and Environment	Assistant Director Transport and Environment
Development and Environment	Assistant Director Capital Projects and Design
External Affairs	Assistant Director London Engagement
London 2012 Coordination	Director of London 2012 Coordination
London 2012 Coordination	Programme Director
Mayoral Advisors	Deputy Mayor and Chief of Staff

Department / Functional area	Job title
Mayoral Advisors	Director of Marketing
Mayoral Advisors	Director of Communications
Mayoral Advisors	Advisor for Budgets and Performance
Mayoral Advisors	Advisor Regeneration, Growth and Enterprise
Mayoral Advisors	Advisor for Environment/Digital London
Mayoral Advisors	Advisor Culture and Youth
Mayoral Advisors	Advisor for Housing
Mayoral Advisors	Advisor Health and Families
Resources	Executive Director of Resources
Resources	Assistant Director Finance
Resources	Assistant Director Human Resources and Organisational Development

**Total number of GLA employees earning over £100k at 31 March 2012**

**23**

## GLA: Pay ratio between lowest and highest paid

Category	2011
All permanent and fixed-term staff	10.33
Permanent staff only	7.95

## 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		> £70,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Asian or Asian British	2	11%	8	8%	17	9%	19	8%	5	5%	1	4%	2	4%
Black or Black British	4	22%	28	28%	24	13%	18	8%	7	7%	4	17%	2	4%
White	10	56%	59	60%	135	72%	174	76%	82	85%	17	74%	49	88%
Dual-heritage	1	6%	1	1%	4	2%	4	2%	0	0%	1	4%	0	0
Other ethnic group	0	0%	2	2%	4	2%	13	6%	1	1%	0	0%	2	4%
Not stated/provided	1	6%	1	1%	4	2%	2	1%	2	2%	0	0%	1	2%
<b>Total</b>	<b>18</b>		<b>99</b>		<b>188</b>		<b>230</b>		<b>97</b>		<b>23</b>		<b>56</b>	

Disabled / Not disabled	31/3/11		31/3/12	
	No	%	No	%
Disabled	50	8%	48	7%
Not disabled	554	87%	626	88%
Not stated/provided	33	5%	37	5%
<b>Total</b>	<b>637</b>		<b>711</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		> £70,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	10	3%	52	14%	112	31%	119	32%	45	12%	13	4%	16	4%
Male	8	2%	47	14%	76	22%	111	32%	52	15%	10	3%	40	12%
<b>Total<sup>5</sup></b>	<b>18</b>		<b>99</b>		<b>188</b>		<b>230</b>		<b>97</b>		<b>23</b>		<b>56</b>	

### Comments

- Due to relatively small staff numbers the GLA does not break down salary bands above £70,000 for equality groups. To do so would make it straightforward to identify individuals. Similarly, only a figure for the entire organisation is provided for disability.

<sup>5</sup> These figures were updated on 23 July 2012, from 2010/11 figures to the position at 31 March 2012.

# Appendix 5: Sustainability

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The GLA Act requires the GLA to:

- have regard to the effect of all we do on the achievement of sustainable development in the UK; and
- when preparing or revising strategies, include policies or proposals best calculated to contribute towards the achievement of sustainable development in the UK.

## **How has the GLA delivered on its sustainable development duty?**

The essence of delivering sustainable development (SD) is ensuring that social, economic and environmental improvement is delivered in a joined up and transparent way, to the long-term benefit of London.

The GLA has a set of Corporate Health Indicators (CHIs), reported on in Appendix 2, which measure and help review performance against the three dimensions of SD, as follows:

### *Social*

- Staff-based indicators; including turnover, sickness, completion of performance reviews and indicators concerning the use of agency staff.
- Transparency related indicators; including responding to correspondence.

### *Economic*

- Financial indicators; including processing invoices and cost of agency staff.

### *Environmental*

- Indicators concerning waste, the use of water and energy, emissions, and green procurement.

## **Work of the Sustainable Development Team**

Delivering the Mayor's sustainable development duty ensures that London contributes to improvements in quality of life for everyone, both now and in the future. The GLA Sustainable Development Policy Team supports the Mayor in the effective delivery of these duties.

This is achieved, in part, by managing statutory sustainability appraisals across the GLA family. The appraisal process requires that decisions and their impacts are clearly audited and that SD is consistently embedded throughout all strategies and policies from the outset. The aim is to ensure the sum of our actions deliver 'triple bottom line' outcomes adding up to clear and tangible improvements in overall long-term quality of life. Other mainstreaming activities include

leading on BS8901 for the City Operations Unit. This delivers on an aspiration in the delivery plan for the London 2012 Games to roll out sustainable events management across the GLA group.

The Mayor has also provided continued support to the London Sustainable Development Commission (LSDC), a group of experts who provide independent advice to the Mayor on his SD duty. 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 the Sowing The Seeds Report on children's interaction with nature. LSDC has also been working on carbon measurement with the National Physical Laboratory.

In 2011/12 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.

In 2011/12 the GLA selected 15 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. This year's London Leaders projects have: planted more orchards in London; reduced food waste; developed an initiative to support young deaf students and graduates to find employment; encouraged community renewable energy projects; and ran a number of bring and fix events across London.

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