

MAYOR OF LONDON

Appendices to the Mayor of London's Annual Report

2013/14

18 June 2014

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Appendix 1: Mayoral strategies

The Mayor's statutory strategies	Current position
<p>London Environment Strategy</p>	<p>The Localism Act 2011 consolidated the six statutory environmental strategies into a single London Environment Strategy (LES).</p> <p>The six strategies below:</p> <ul style="list-style-type: none"> a) taken together constitute the Mayor's LES; and b) individually address each of the six matters the LES must cover. <p>Air Quality Strategy</p> <p>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>Ambient Noise Strategy</p> <p>The Noise Strategy published in 2004 remains in force.</p> <p>Biodiversity Strategy</p> <p>Volunteers are, and will continue to be, central to improving London's natural environment and conserving London's wildlife, and the Mayor's Team London volunteering programme has provided profile and resources to bolster the work of local community groups and the organisations that support them.</p> <p>The Biodiversity Strategy was published in July 2002 to provide a framework for the conservation of London's natural environment; with policies to protect London's most valuable sites and to increase people's access to nature set out in the London Plan.</p> <p>The Mayor's programmes to enhance green space and green the urban environment – including his commitment to create 100 Pocket Parks, plant 20,000 street trees and fund major improvements to selected London green spaces – together with</p>

The Mayor's statutory strategies	Current position
	<p>other initiatives such as the All London Green Grid and Greening London's Business Improvement Districts, have all enhanced biodiversity in the capital. To date, for example, 14 kilometres of river has been restored, enhancing the ecology and wildlife value of a number of watercourses across London.</p> <p>Climate Change Adaptation Strategy</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>Climate Change Mitigation and Energy Strategy</p> <p>Delivering London's Energy Future was published in October 2011. The document sets out how London will reduce CO₂ emissions by 60 per cent by 2025, with a series of actions related to energy supply, homes, workplaces and transport. It identifies programmes that the Mayor will undertake as well as reductions that other bodies including Government must make. At the end of the March 2014 the Climate Change Mitigation and Energy annual report was published. The report provides an overview of all GLA activity in 2011-13 to reduce London's CO₂ emissions and secure our energy supplies. It also provides analysis and commentary on levels of CO₂ emissions in London in 2011.</p> <p>Municipal Waste Management Strategy</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>
Transport Strategy	<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: www.tfl.gov.uk/corporate/publications-and-reports/travel-in-london-reports</p>
Culture Strategy	<p>The Mayor published Cultural Metropolis in November 2010. The strategy outlines the Mayor's vision for culture in London: to reinforce London's position as a world capital for creativity and commerce; increase opportunities for young people; enable more Londoners to participate in the capital's rich culture; ensure culture is at the heart of planning and regeneration; and secure a lasting cultural legacy from London 2012.</p> <p>The Mayor published an update to the Strategy in March 2014 which highlighted key achievements and successes over the</p>

The Mayor's statutory strategies	Current position
	last three years, against the original policies in the 2010 Strategy. It also outlines future actions and programmes to reinforce London's global position for the rest of the Mayoral term.
Economic Development Strategy	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; small and medium sized enterprises; and infrastructure. In addition, the EDS objective to promote London continues to be undertaken by London & Partners (L&P), the Mayor's promotion agency for the capital.
The London Health Inequalities Strategy	<p>The Mayor published his Health Inequalities Strategy in April 2010. The strategy has five core objectives:</p> <ul style="list-style-type: none"> • Empower individuals and communities to improve health and well-being. • Improve access to high quality health and social care services particularly for Londoners who have poor health outcomes. • Reduce income inequality and the negative consequences of relative poverty. • Increase the opportunities for people to access the potential benefits of good work and other meaningful activity. • Develop and promote London as a healthy place for all. <p>In 2015 the Mayor will refresh the Health Inequalities Strategy delivery plan with reference to the work of the London Health Commission and other partners.</p>
Housing Strategy	The Mayor published London's first statutory Housing Strategy in February 2010. A revised strategy was published for consultation in November 2013, reflecting the Mayor's 2020 Vision, the revised London Plan, the Mayor's new responsibilities for housing investment and land, and the funding settlement for affordable housing for 2015-18. Consultation closed in February and the draft strategy was considered by the London Assembly in April 2014. It is now being submitted to the Secretary of State for his consideration before final publication.
Spatial Development Strategy	<p>The London Plan was published in July 2011. Revised early minor alterations were made to the Plan in 2012/13 to ensure it reflected the National Planning Policy Framework and the government's approach to affordable housing. These were formally published in October 2013.</p> <p>Draft further alterations to the London Plan were published in January 2014 and were open for consultation until April. The changes reflect the priorities set out in the Mayor's 2020 Vision, particularly the need to plan for the housing and economic capacity needed for London's sustainable development, against the background of population growth trends revealed by the 2011 Census. The alterations take the Plan forward to 2036.</p> <p>An independent planning inspector appointed by the Secretary of State will hold an examination in public of the Draft Further Alterations to the London Plan from 1 September 2014. The Final Alterations to the London Plan will be published towards the end of 2014/15.</p>

Appendix 2: Key Performance Indicators

The GLA's suite of Key Performance Indicators (KPIs) measures how well we are doing on some of our key projects and in achieving Mayoral targets. They cover a variety of priorities, from creating jobs and apprenticeships to supporting young people and volunteering, and from building affordable homes to improving London's environment. Performance against the KPIs is reported each quarter to both the Investment and Performance Board (IPB) and the Assembly's Budget Monitoring Sub-Committee.

For the Annual Report we have included 'KPI inputs commentary'. The commentary is intended to provide an overview of the 'inputs' – that is the resources, human and financial – that contributed towards to the 'outputs' in 2013/14; or in another word, the performance.

The inputs commentary is indicative and included to give readers a flavour of the resources involved. It is not scientific. That is not least because it can be difficult to unravel where and how spending contributes towards achieving outcomes. Readers should not assume, therefore, that the precise link between inputs and outputs can be calculated. Often GLA investment will contribute towards myriad, mutually supporting outcomes; a significant proportion of spend in 2013/14 will support outcomes in 2014/15 and beyond; and there are a variety of external agents and factors outside of the GLA's direct influence involved.

1) Jobs created through GLA Group investment

Performance	Targets			
To end Q2, 2013/14	2013/14	2014/15	2015/16	Project lifetime (Mayoral Term)
Year: 23,606 Lifetime: 83,780	50,000	50,000	50,000	200,000

Performance commentary

- Information for this KPI is collected and reported biannually. As a result, firm estimates for quarters three and four are not yet available. However, it is forecast 18,534 jobs will have been created in each quarter. Firmer estimates will next be reported to IPB in August 2014.
- Based on profiling forecast job creation for the 2013/14 financial year, it is forecast an estimated 61,000 jobs will be created and supported in 2013/14. Overall, it is forecast 249,000 jobs will be created and supported over the Mayoral term.

KPI inputs commentary

- The outputs captured by this KPI come from a broad range of work and investment from right across the GLA Group. At present, the most significant contributors to the KPI are:
 - the Mayor's affordable housing and decent homes programmes;

- TfL's investment in the transport network, including through Crossrail;
 - foreign direct investment into London that London & Partners has helped to secure; and
 - GLA regeneration and employment programmes.
- Due to both the breadth of this KPI and the fact that increasing and supporting employment is often one of numerous outcomes being sought, it is not possible to provide a disaggregated figure that captures the value of inputs.

2) Number of new apprenticeships started

Performance	Targets			
To end Q3, 2013/14	2013/14	2014/15	2015/16	Project lifetime (Mayoral Term)
Year: 29,980 Lifetime: 73,860	56,204	66,882	79,684	250,000

Performance commentary

- At the current rate, the number of apprenticeships starts is under-performing against the 2013/14 target. The apprenticeship marketing campaign, which at the time of writing was due to launch imminently, is expected to significantly boost in the number of apprenticeships created to the end of the Mayoral term. A strategy for allocating a further £3 million of core GLA funding was due to be considered by IPB in July.
- The GLA and its functional bodies continue to deliver over 1,000 apprenticeships per annum, with 1,112 in 2013/14. The GLA Supplier Skills project is engaging with the GLA family's supply chain to increase the number of apprenticeship opportunities year on year.
- The Mayor's letter campaign to large businesses continues to engage more companies to take on apprentices. Between November 2012 and March 2014, well over 200 letters were sent out from the Mayor to business CEOs, generating a significant number of potential opportunities.

KPI inputs commentary

- The London Enterprise Panel (LEP) allocated £1.5 million Growing Places Funding (GPF) to the National Apprenticeship Service (NAS) in June 2013. The funding doubled the national Apprenticeship Grant for Employers as an additional incentive for SME businesses in London that had not previously taken on an apprentice. An evaluation of the enhanced funding has been undertaken with the final report expected to be published shortly.
- A further £4,267 of GPF funding supported the apprenticeship marketing campaign (note marketing spend of £0.23 million in 2012/13 will also have contributed to 2013/14 outputs).
- Significant investment is planned in 2014/15 to support apprenticeships growth, as highlighted above.
- Three project officers work on the Mayor's apprenticeships campaign. One full time equivalent is dedicated to apprenticeships work; and is 50 per cent funded from the resources allocated by the LEP identified above and 50 per cent funded from non-programme GLA budgets. The two other members of staff, one

funded from GPF and one from non-programme GLA budgets, spend a proportion but not all of their time working on apprenticeships. In addition, there is managerial oversight.

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

Performance	Targets		
To end 2013/14	2013/14	2014/15	2015/16
Year: 32,114	25,560	TBC	TBC

Performance commentary

- Together the Outer London Fund (OLF) and the Mayor's Regeneration Fund (MRF) are investing in London's high streets and their environs. Creating and improving public spaces is an important component of these regeneration programmes and is measured by this KPI.
- Public realm improvements most recently completed contributing to this KPI includes those in Bromley town centre and in Ruislip Manor.

KPI inputs commentary

- Funding for MRF and OLF schemes together totals £120 million. Of that money, £20 million comes from central government in the shape of the Local Enterprise Fund and is specifically ring-fenced for Croydon and Tottenham. Match funding secured by delivery partners is expected to contribute over £60 million in additional funding to MRF and OLF schemes.
- Of the £120 million Mayoral funding, £96 million is capital award. Each OLF and MRF project is different and capital funding is only partly focussed on schemes which deliver new or improved public realm. Of the 58 projects receiving funding from either the OLF or MRF programmes, 28 have targets to deliver new or improved public realm. The public realm KPI data for 2013/14 consists of public realm improvements associated with ten projects.
- The delivery of the OLF and MRF programmes is supported by 16.8 full time equivalents within the Regeneration Unit, posts which are funded from within programme funds outlined above.

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

Performance	Targets			
To end 2013/14	2013/14	2014/15	2015/16	Project lifetime (Mayoral Term)
Year: 187 Lifetime: 293	94	25	25	250

Performance commentary

- The total number of employers paying the London Living Wage (LLW) has increased substantially since November 2012, which was the first time figures were reported following the introduction of an accreditation process (this count includes only those employers with London offices who are fully accredited with the Living Wage Foundation and covers all sectors, including the public and third sectors).
- Of the 293 accredited employers, 126 are in the private sector, 53 in the public sector and 114 in the third sector.
- Outreach work by the Living Wage Foundation (LWF) and the GLA is ongoing, with the aim of diversifying the types of employers accredited. An annual work plan has been agreed with the LWF and at the time of writing was due to be launched imminently. The Mayor will write to major employers in the retail sector and again to those who have demonstrated a prior commitment to the Living Wage, inviting them to meet to discuss accreditation.
- Research published by Queen Mary University of London in October 2013 estimated that 18,866 London employee's salaries have been positively affected by the decision to implement the Living Wage. That compares with approximately 11,000 in 2012. This research is published annually.

KPI inputs commentary

- There is no programme specific funding allocated to this campaign, beyond day-to-day funding for GLA activity (primarily staff salaries).
- Two GLA staff work on the Living Wage. One provides managerial oversight and works with the LWF on policy and strategy; the other officer works day-to-day with the Foundation. For both members of staff, LLW work is one element within a broader portfolio of responsibilities.

5a) Number of young Londoners who are actively engaged in a project

Performance	Targets	
To end 2013/14	2013/14	2014/15
Year: 13,133	6,875	6,445

Performance commentary

- The number of young people actively engaged in 2013/14 has exceeded the target. The majority of the over achievement can be attributed to the You Matter structured activities for young people project, which supported 7,790 young people in 2013/14. Leadership Clubs also exceeded their target number of starters. Some 2,446 young people have benefited from activities that the GLA has funded through the Academies programme.
- There will be some change to the scope of this KPI for 2014/15. It will count the number of young people supported by the Academies, Leadership Clubs, European Social Fund (ESF) Youth, Earn Your Travel Back, Peer Outreach Team and Lynk Up Crew programmes.

KPI inputs commentary

- Programme funding in 2013/14 for the six projects that contributed to this KPI was just over £3 million. Some £0.66 million of external funding was received, the vast majority of which was from ESF.

- Approximately five staff support these projects, among other work. Four of the staff are 50 per cent funded from ESF. Remaining costs are covered from non-programme GLA budgets.

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

Performance	Targets	
To end 2013/14	2013/14	2014/15
Year: 7,846	2,371	1,077

Performance commentary

- The target from 2013/14 has been exceeded. As with part (a) of this indicator, a large proportion of the outputs have been achieved through the You Matter programme. The Academies and Leadership Club projects also exceeded their profiled outputs.

KPI inputs commentary

- See KPI 5a) above. The inputs contribute also to this KPI.

6) GLA Group sites identified for new schools

Performance	Targets			
To end 2013/14	2013/14	2014/15	2015/16	Project lifetime (Mayoral Term)
Year: 6 Lifetime: 10	3	3	2	10

Performance commentary

- Performance is on track to exceed the 10-site commitment by the end of the Mayoral Term. A significant number of the sites were, at the time of writing, due to be announced shortly.
- Seven of the sites have so far been sold. There is sufficient confidence that the remaining sales will complete to justify counting them in the above returns.

KPI inputs commentary

- The work that contributes towards this KPI was funded in 2013/14 by £85,000 of programme budget, which covers agency resource (one full time equivalent) and other costs.

7) Number of volunteering opportunities taken up through Team London

Performance	Targets			
To end 2013/14	2013/14	2014/15	2015/16	Project lifetime (May 2013 to 2016)
Year/Lifetime: 18,691	17,000	35,000	48,000	100,000

Performance commentary

- Following the volunteering success from the 2012 Games, Team London has focussed on making it easier and on providing opportunities for Londoners to volunteer. This has included the launch of the Team London website, which has a specific focus on local community based opportunities, and London Young Ambassadors which targets the next generation of Londoners.

KPI inputs commentary

- During 2013/14, Team London was funded through elements of the City Operations Olympic Underspend (£1.5 million) and £0.2 million of core GLA funding. Total expenditure by Team London in 2013/14 was £0.998 million.
- Expenditure for 2013/14 noted above includes staffing costs for a small team based at City Hall. Note 'volunteering opportunities' – ie. this KPI – is a narrow measure that does not reflect the full breadth and impact of the team's work.
- Team London has secured £1.1 million to date of income and value in kind to be used by 2016. It is actively bidding for further funding and sponsorship.

8a) Number of Londoners participating in sport or physical activity through the Mayor's sports programme: Phase 1

Performance	Targets	
To end 2013/14	2013/14	Project lifetime (2012-14)
Year: 17,505 Lifetime: 260,961	6,554	250,000

Performance commentary

- This project has now closed, having surpassed its target. Monitoring will now focus on phase 2 - see below.

KPI inputs commentary

- There was £180,855 funding for those projects that were live during 2013/14. Total investment across the full portfolio of projects in phase 1, including previous years, was £3.367 million.
- For phase 2, there was £0.433 million of funding for those projects that were live during 2013/14 and for payments made to those projects for which activity was due to begin in quarter one of 2014/15.
- Across both phases, projects were supported by the GLA Sports Team, predominantly by the Programme Manager for the MSLP and the Sports Policy Officer. Oversight of the programme was undertaken by the Head of Sport.

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

Performance	Targets			
To end 2013/14	2013/14	2014/15	2015/16	Project lifetime (2013-16)
Year/Lifetime: 5,500	N/A	TBC	TBC	TBC

Performance commentary

- Performance for 2013/14 comprises outputs from Make a Splash and two phase 2 participations projects that have already started.
- At the time of writing, funding agreements were being negotiated for three further projects and the funding round for the Mayor's FreeSport programme was due to launch shortly. Targets linked to this activity will be added to the partial targets reported in the GLA Business Plan by quarter two of 2014/15.
- Note that unlike the phase 1 KPI, this indicator will record participation in the Mayor's FreeSport and Make a Splash projects.

KPI inputs commentary

- See commentary for KPI 8a) above.

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

Performance	Targets		
To end 2013/14	2013/14	2014/15	Project lifetime (2013-15)
Year: 4,329 Lifetime: 6,314	5,000	3,015	10,000

Performance commentary

- Round 2 street tree planting has been completed: 4,329 trees were planted. This is 200 less than previously forecast due to the late withdrawal of the London Borough of Richmond from the scheme. Overall, 6,314 street trees were planted in rounds 1 and 2.
- Round 3 was launched in Tree Week at the end of May. At least 3,700 trees will be planted in round 3 to meet the Mayor's target.

KPI inputs commentary

- There was approximately £0.8 million spend in 2013/14. Revenue spend of £49,000 went to Groundwork and the Forestry Commission which administers and manages grants on behalf of the GLA. GLA funding is matched by approximately £0.87 million leverage from grant recipients.
- The lifetime project spend by the GLA will be £2 million.
- Within the GLA Environment Team, staff support for the project amounts to approximately 0.3 of a full time equivalent.

10a) The number of pocket parks established

Performance	Targets		
To end 2013/14	2013/14	2014/15	Project lifetime (2013-15)
Year/Lifetime: 3	22	78	100

Performance commentary

- Three pocket park projects were completed during 2013/14 and 58 are in progress. The remainder are on track to be completed during the 2014/15 financial year.
- Despite fewer parks being completed than forecast in 2013/14, these projects will be completed in quarters one and two of 2014/15. There will not therefore be an impact on achieving the overall target.
- Applications have recently been assessed for the second, final tranche of 42 pocket park projects, which will be completed by the end of 2014/15.

KPI inputs commentary

- There was approximately £0.307 million of capital spend in 2013/14 and revenue spend of £24,000 which went to Groundwork which administers and manages grants on behalf of the GLA.
- Match funding secured equates to approximately £3.43 million, levered in from grant recipients for the 58 pocket parks which are due to receive £1.66 million funding from the GLA in total.

- The lifetime project spend on pocket parks by the GLA is expected to be £2 million.
- Within the GLA Environment Team, staff support for the project amounts to approximately 0.7 of a full time equivalent.

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

Performance	Targets		
To end 2013/14	2013/14	2014/15	Project lifetime (2013-15)
Year/Lifetime: 0	0	300	300

Performance commentary

- Six projects funded through the Big Green Fund will deliver the green space improvement. The six projects are not due to be completed until March 2015 – hence the nil performance and target for 2013/14.
- Green Corridor, Thames Chase and Lea Way agreements have been signed. Poulter Park, Lesnes and Walthamstow Wetlands are finalising their milestones prior to delivery agreements being signed.
- Key activity has focussed on working with project managers to ensure outputs are realised on time, and promoting community engagement through Team London.

KPI inputs commentary

- The total GLA spend is projected to be £2 million over the lifetime of the project. This has secured £5 million in match funding.
- Within the GLA Environment Team, staff support for the project amounts to approximately 0.7 of a full time equivalent.

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

Performance	Targets				
To end 2013/14	2013/14	2014/15	2015/16	2016/17	Project lifetime (2009-17)
Year: 7,020 Lifetime: 25,821	29,416	26,000	32,000	35,000	141,217

Performance commentary

- This has been a year of change for the RE:NEW programme and for the Energy Company Obligation (ECO). The shortfall against the target was predominantly due to delays in implementing ECO, compounded by the changes to ECO announced in December 2013 and subject to formal consultation in March 2014. Many programmes therefore were not entering into ECO contracts until April and beyond.
- The carbon savings are compiled from direct delivery and installation of measures under Phase II of RE:NEW, as well as carbon savings achieved through contracts let by boroughs and housing associations supported by the RE:NEW Support Team. Of the 6,833 tonnes of CO₂ saved in 2013/14, 3,453 were from the RE:NEW Support Team and the remainder were from the Phase II delivery. The savings from the RE:NEW Support Team are estimated as they are contracted savings. They will be subject to an annual review.
- The European Union Commission has confirmed that the GLA's ELENA funding bid has been successful, subject to contract agreement. The three-year RE:NEW Support Team was, at the time of writing, due to begin delivering shortly.
- Changes requested by the European Investment Bank to reduce the ELENA RE:NEW Support Team programme cost, and the changes to ECO, have however necessitated a reduction in future targets from the RE:NEW Support Team. The RE:NEW Support Team target and programme lifetime target have therefore been reduced by 92,920 tonnes CO₂ to 141,217.

KPI inputs commentary

- The total funding for delivering these outputs under RE:NEW in 2013/14 was just short of £5 million. This comprises £0.8 million of GLA budget and £4.2 million of funding from the Department for Energy and Climate Change.
- Additional funding under ECO has also been levered in, but this has not yet been evaluated.
- One full time equivalent supports delivery of the project. The post is funded from non-programme budgets (ie. it is not captured within the £5 million).

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

Performance	Targets			
	2013/14	2014/15	2015/16	Project lifetime (2012-16)
To end 2013/14				
Year: 16,469 Lifetime: 28,628	8,802	11,443	13,023	45,427

Performance commentary

- RE:FIT is a ready-to-use, cost neutral procurement initiative that allows public sector organisations to retrofit existing buildings with energy efficiency measures, reduce carbon emissions and achieve substantial annual cost savings.

- By the end of the programme (2016), the annual carbon saving arising from the RE:FIT programme is expected to be 45,427 tonnes. This would represent an overachievement of the previous target by 7,667 tonnes.
- The performance figures for quarters two and three have been revised based on additional confirmations of installations. Note, however, 2013/14 figures are estimates until the annual review of installation is completed to confirm the figures.

KPI inputs commentary

- In 2013/14 the Programme Delivery Unit (PDU) received £0.8 million of funding in order to provide support to public sector organisations in London to retrofit their buildings and make substantial carbon savings. The cost to the GLA was £110,000, with the remainder coming from European Union ELENA funding. Overall, the expenditure supported capital investment in retrofit works of £26 million in the year across 13 organisations.
- While there is some variation to meet need, the PDU consists of at least five full time equivalents and some part-time members of staff.
- The total funding received from the EU ELENA fund for the RE:FIT Programme Delivery Unit is £2.6 million. This accounts for 90 per cent of project spend. The GLA contributes the remainder from its own resources.
- The GLA is on track to achieve the minimum leverage factor of 25 times the investment received. To date the GLA has leveraged £42 million.

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

Performance	Targets			
To end 2013/14	2013/14	2014/15	2015/16	Project lifetime (2010-20)
Year: 4,712	4,712	4,849	4,892	141,217

Performance commentary

- This KPI reports savings from only those projects that the GLA's Decentralised Energy Project Delivery Unit (DEPDU) has supported, that the GLA own and where estimates for CO₂ savings based on installed operational capacity of those projects are available (currently Gospel Oak and Crystal Palace). Future targets are subject to change pending further clarification and review.
- Drawing on ELENA funding, DEPDU is currently supporting the development of 18 projects with a combined CO₂ reduction potential of over 65,000 tonnes CO₂ per year. Of these, three projects are near to market and five projects are likely to come to market within this financial year. These eight projects have a combined CO₂ reduction potential of over 30,000 tonnes per year; although these savings will not be realised until the projects are constructed (three years from coming to market), enter operation and the heat demand is fully developed. This could take up to 2025 for the largest developments.

KPI inputs commentary

- Outputs for 2013/14 flow from historic development activities by the London Development Agency (LDA) and investment funding from the private sector at the Gospel Oak project and the LDA at the Crystal Palace project.
- In 2013/14 the total development expenditure by the GLA on decentralised energy projects was £0.896 million. Ninety-percent of the funding came from the European Union ELENA funding and ten per cent from GLA programme funding.
- GLA staff support amounted to one FTE funded from GLA non-programme spend.

12) The number of affordable homes delivered

Performance	Targets			
To end 2013/14	2013/14	2014/15	2015/16	Project lifetime (Two Mayoral Terms)
Year: 8,792 Lifetime: 76,060	7,786	17,890	7,056	100,000

Performance commentary

- Note the 2013/14 outturn is provisional and will be finalised in November 2015 when DCLG publish their London outturn.

KPI inputs commentary

- The following programmes, shown with 2013/14 capital spend, contributed to affordable homes delivery in the past financial year:
 - Mayoral Housing Covenant: £38.99 million
 - Care and Support Programme: £1.74 million
 - National Affordable Housing Programme: £114.87 million
 - Affordable Homes: £29.90 million
 - Homelessness Change: £0.70 million
 - Empty Homes: £1.56 million
 - Mortgage Rescue: £3.24 million
 - Travellers Pitch: £0.02 million
- Note that these figures cannot be directly related to the KPI outturn to determine cost per unit. That is not least because the spend shown is a combination of start on site and completion payments.

- Affordable housing delivery was supported by 25.05 full time equivalents with an associated gross spend of £1.6 million. This spend was from core GLA budgets and was in addition to the programme spend shown above.

13) The number of council homes made decent

Performance	Targets		
To end 2013/14	2013/14	2014/15	Project lifetime (2011-15)
Year: 14,172 Lifetime: 27,074	10,125	21,973	45,000

Performance commentary

- Performance to date has been good, and current forecasts indicate that the Mayor is on track to achieve his target of 45,000 homes made decent.
- Note that outputs are reported a quarter in arrears and subject to change once boroughs confirm final numbers.

KPI inputs commentary

- Decent homes capital spend in 2013/14 was £214.01 million.
- The Decent Homes programme was supported by 4.3 full time equivalents with an associated gross spend £0.268 million. This spend was from core GLA budgets and was in addition to the programme spend shown above.

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

Performance	Targets		
To end 2013/14	2013/14	2014/15	2015/16
Year: 85%	80%	80%	TBC

Performance commentary

- Performance in quarter four fell below target. A number of factors may have contributed to this, including increasing difficulties accessing the private rented sector, a reduction in staging post accommodation and the move for the north hub to new premises. However, the annual target was exceeded.
- In total, 1,829 rough sleepers were seen by the service in 2013/14. Of those, 1,555 did not spend a second night out on the streets during the year.

KPI inputs commentary

- The GLA funds No Second Night Out. The contract value in 2013/14 was £2.8 million. This equates to an annual cost per client seen by the service for assessment of about £1,250.
- In addition, one full time equivalent project officer is employed by the GLA to monitor the Mayor's pan-London rough sleeping services, of which NSNO forms a part.

15) Release of GLA land in hectares

Performance	Targets		
To end 2013/14	2013/14	2014/15	Project lifetime (2012-15)
Year: 50.5 Lifetime: 147.1	61.3	40.1	198.0

Performance commentary

- Over 85 per cent of the portfolio has been or is currently being developed, or is being actively marketed. The Mayor is committed to implementing an exit strategy for all land holdings by 2016.

KPI inputs commentary

- The total gross development value for the 50.6 hectares of GLA land released in 2013/14 is estimated at £2.64 billion and receipts of circa £255 million are expected to be achieved for these sites.
- A total of £7.4m of GLA programme expenditure was incurred in 2013/14 for the GLA Land and Property Programme, solely related to land development project activities.
- Work related to this KPI is supported by 12 full time equivalent staff with an associated gross spend of £0.767 million.

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

Performance	Targets				
To end 2013/14	2013/14	2014/15	2015/16	2016/17	Project lifetime (2010-17)
Year: £15.81m Lifetime: £24.37m	£26.53m	£23.72m	£8.78m	£4.20m	£61.24m

Performance commentary

- This KPI monitors the value of match funding contributed by delivery partners as a result of GLA investment through the MRF and the OLF.
- The nature of the physical projects being funded by the MRF and OLF means that the majority of spend will occur towards completion. A number of projects are reporting slippage and hence a portion of the annual match funding target is anticipated to be realised in 2014/15.
- Note that performance for quarter four was estimated. It will be confirmed in quarter one of 2014/15 following further verification.

KPI inputs commentary

- The first and third points above under KPI 3 apply to this KPI also.

17) The return on investment made to secure outside sponsorship

Performance	Targets		
To end 2013/14	2013/14	2014/15	2015/16
Year: 8:1	8:1	10:1	TBC

Performance commentary

- Building on another successful sponsorship year for events (New Year's Eve and a three year partnership for the Asian events), the Commercial Partnerships Team has worked across the Mayor's priorities to secure income across programmes including Team London, arts and culture and environment. The total sponsorship income received includes both cash and Value in Kind (VIK) partnerships. Sizeable VIK amounts have been secured with media partnerships for Team London and Events, a partnership for the London Schools Knowledge Quiz website development and financial incentives and marketing benefits for London Rental Standard.
- Considerable effort has been made to secure multi-year deals and therefore though the 2013/14 performance was just under the 8:1 target (without rounding), a ratio of 17:1 has been achieved spanning the years to 2016/17.

KPI inputs commentary

- The cost of the Commercial Partnerships Team in 2013/14 was £205,000; just under £1.6 million of sponsorship income was secured for 2013/14; and a further £1.9 million has already been secured for future years.
- At the end of the financial year, the team comprised 3.8 full time equivalents.

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

Performance	Targets		
To end 2013/14	2013/14	2014/15	2015/16
Year: 92%	90%	90%	TBC

Performance commentary

- Close to 5,400 invoices were paid to SMEs in the year, with 400 invoices not processed within the target time.
- Note that 95.2 per cent of all (not just to SMEs) invoices were paid within 30 days during the year.

KPI inputs commentary

- This KPI relates to corporate processes. It is neither practicable nor worthwhile to delineate the inputs involved.

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

Performance	Targets		
To end 2013/14	2013/14	2014/15	2015/16
Year: 3.4	6.0	5.9	TBC

Performance commentary

- We do not have confidence in the reported data. A new system is being procured. Note that reported figures will also reflect the completeness of GLA sickness recording.
- This KPI is reported on the basis of a rolling year.

KPI inputs commentary

- This KPI relates to corporate processes. It is neither practicable nor worthwhile to delineate the inputs involved

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

Performance	Targets		
	2013/14	2014/15	2015/16
To end 2013/14	90%	90%	90%
Year: 84%			

Performance commentary

- Correspondence levels remain high: more than 20,000 pieces of correspondence were received in 2013/14. In addition and in quarter three in particular, flowing into quarter four, there was a significant volume of correspondence on sensitive issues that required due consideration; for example on cycling safety.
- To improve performance, the Public Liaison Unit has stepped up the escalation process for chasing cases at five, eight and 15 days.
- Note that holding replies do not count towards this KPI.

KPI inputs commentary

- This KPI relates to corporate processes. It is neither practicable nor worthwhile to delineate the inputs involved.

Appendix 3: Council tax 2014/15

Introduction

Boris Johnson's sixth budget continues to deliver on his promise to reduce council tax and invest in London's infrastructure. For the third year running, the Mayor is cutting his part of the council tax. This means it has fallen 24 per cent in real terms since 2008. He is also on course to meet his commitment to reduce it by ten per cent during his second term.

The current financial climate means that the public sector must deliver improved public services with fewer resources. This year's budget has required some tough but necessary choices, while at the same time protecting the key services Londoners expect from the Mayor: safer streets and investment in transport infrastructure and affordable housing.

Council tax and budget information

Council tax allocated	2013/14 (£)	Change (£)	2014/15 (£)
Mayor's Office for Policing And Crime (MOPAC)	216.92	-2.40	214.52
London Fire and Emergency Planning Authority (LFEPA)	49.87	+2.55	52.42
Core GLA and Olympics	33.88	-4.09	29.79
Transport for London (TfL)	2.33	-0.06	2.27
Total	303.00	-4.00	299.00

Controlling costs at City Hall

The Mayor has put value for money at the very heart of his administration and has controlled costs tightly and cut out waste. This is reflected in the savings and efficiencies of just under £350 million which will be delivered across the GLA Group in 2014/15.

These savings have allowed the Mayor to reduce his precept for residents of the 32 London boroughs as well as releasing money to deliver his key priorities over his current Mayoral term. This includes maintaining police officer numbers at or around 32,000; reducing tube delays by 30 per cent; delivering Crossrail and the Northern Line Extension; creating Queen Elizabeth Olympic Park; creating over 200,000 jobs; and delivering 42,000 homes a year.

Mayor's Office for Policing and Crime

The Mayor has challenged the Metropolitan Police Service (MPS) to drive down crimes in key categories; to boost public confidence by at least 20 per cent; to reduce delays in the criminal justice system by 20 per cent; to increase compliance with community sentences by 20 per cent; and to reduce reoffending by young people by 20 per cent – all while delivering 20 per cent savings in its budget.

The MetChange programme is redesigning the way police services are delivered in London. This includes: a greater focus on neighbourhood policing; a planned increase of more than 2,600 officers over the next two years; and reconfiguring specialist policing services and support functions.

To meet the financial challenges faced by the MPS and protect resources for front line policing it will be necessary to sell many of the under-used and outmoded buildings in MOPAC's estate and to continue reforming back office functions. The Mayor has promised that equivalent or better public access will be provided following this rationalisation

Every London borough continues to have at least one front counter open 24 hours a day, 7 days a week. The Mayor is also making it easier and more convenient for Londoners to access the police in new ways, while ensuring that more officers are out on the beat where Londoners want to see them.

Transport for London

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

- delivering a 30 per cent improvement in the Tube's reliability by the end of 2015 and upgrading key stations across the network;
- completing Crossrail, which will increase London's rail capacity by ten per cent, and delivering the Northern Line extension to Battersea;
- increasing capacity on Overground and Underground trains;
- introducing a new 24-hour Tube service at weekends from 2015;
- extending contactless payment to TfL's rail services;
- delivering 600 New Buses for London by 2016; and
- making cycling safer and improving the safety and quality of London's roads for all users.

London Fire and Emergency Planning Authority

LFEPA approved the Fifth London Safety Plan (LSP5) in 2013. The plan will improve operational efficiency and effectiveness, which will not only balance the Authority's budget but also seeks to protect, and where possible improve, the London Fire Brigade's response times. LSP5 will promote community safety and fire prevention and prioritises ensuring that buildings in London conform to fire safety standards to protect Londoners and visitors to London.

London Legacy Development Corporation (LLDC)

The LLDC was set up by the Mayor to ensure that London benefits from a lasting legacy from the 2012 Olympic and Paralympic Games. In spring 2014 Queen Elizabeth Olympic Park's southern section – including the London Aquatics Centre - re-opened. The Stadium is due to re-open permanently in 2016. In addition, plans will be developed to boost job creation and economic growth through a new higher education and cultural quarter.

Summary of the GLA Group budget

The tables below set out the GLA's funding sources and the reasons for the year-on-year change in the budget.

How the GLA budget is funded	2014/15 (£m)
Gross expenditure	11,037
Fares, charges and other income	-5,857
Government grants and business rates	-4,461
Net transfer to/from reserves	68
Amount met by council tax payers	787

Changes in spending	2014/15 (£m)
2013/14 council tax requirement	779
Inflation	123
Efficiencies and other savings	-349
New investment to improve services	473
Other changes	-239
2014-15 council tax requirement	787

Detailed budget by service area

The table below compares the GLA Group's expenditure on policing, fire and other services (including transport) in 2014/15 with 2013/14. The increase in the council tax requirement is supporting investment in policing, the Fire Brigade, regeneration and apprenticeships – among other things. The reduction in gross expenditure reflects the impact of savings and efficiencies made within the GLA Group.

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

Summary of spending and income (£m) (Figures may not sum exactly due to rounding)	Police (MOPAC)		Fire (LFEPA)		Other services (including GLA, LLDC and TfL)		GLA Group total	
	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Gross expenditure	3,269.9	3,253.0	445.1	431.6	7,527.9	7,352.3	11,242.9	11,036.9
Government grants and business rates	-2,443.0	-2,359.1	-283.3	-264.9	-2,382.2	-1,837.1	-5,108.4	-4,461.1
Other income (including fares and charges)	-297.1	-272.6	-30.1	-30.7	-4,975.4	-5,553.2	-5,302.6	-5,856.5
Net expenditure	529.8	621.3	131.7	136.0	170.3	-38.0	831.8	719.3
Change to Level of Reserves	27.3	-57.1	-3.3	2.2	-77.1	122.5	-53.1	67.6
Council tax requirement (income)	557.1	564.2	128.4	138.2	93.2	84.5	778.7	786.9

Appendix 4: The London Assembly's required information for the 2013/14 Annual Report

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

Note that in some cases information relating to the previous financial year – 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 rail stations

(source: British Transport Police (BTP), <http://crimemaps.btp.police.uk/>)

- The BTP publishes crime statistics for the railway network, including for specific stations, via the link above; but they do not define suburban stations.

Levels of crime on public transport

(source: Transport for London (TfL), www.tfl.gov.uk/corporate/about-tfl/19385.aspx)

Network	2011/12		2012/13		2013/14		Change in crimes 2012/13 to 2013/14
	Crimes	Rate	Crimes	Rate	Crimes	Rate	
Bus-related crime	21,724	9.3	20,120	8.6	18,138	7.5	-10%
London Underground (LU) and Docklands Light Railway (DLR)	12,115	9.6	12,804	9.6	10,958	8.0	-14%
London Overground (LO)	711	6.9	841	6.7	842	6.2	0.1%
London Tramlink	378	13.2	361	12.0	322	10.3	-11%

Comments

- Public transport in London continues to be a safe, low crime environment. Over ten million passengers travel on TfL's public transport services each day with very few of them ever experiencing or witnessing crime.
- The rate of crime per million passenger journeys (the measure of 'rate' used in the table above) on all modes is at its lowest level since recording began in 2004/5.
- Increases in the total number of crime were seen on LO, largely attributable to an increase in drugs offences recorded as a result of proactive police operations. However, given the increase in passenger numbers the rate of crimes per million passenger journeys is the lowest recorded.

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.
- TfL currently monitors crime at five priority interchange locations: Finsbury Park, Kings Cross, Liverpool Street, Stratford and Victoria. Bus crime at these five hubs was 12 per cent lower in 2013/14 than in 2012/13. This is a slightly larger fall than for bus crime across London, which fell ten per cent.
- The Victoria hub includes Victoria Coach station, where the police have focused on the people and coaches arriving in London from Europe. This focus has increased the number of reported drug offences, which account for over 50 per cent of all offences at Victoria hub.
- Theft offences at the hubs were down 13 per cent (from 316 to 275 offences).

- Excluding theft and drugs offences, bus-related offending at the five hubs has decreased by 18 per cent.

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

(source: Metropolitan Police Service (MPS) figures provided by the Mayor’s Office for Policing And Crime (MOPAC))

Levels of reported violent crime across London

	2011/12	2012/13	2013/14	Change 12/13 to 13/14
Total violence against the person	153,839	149,716	153,724	3%

Comments

- The increase in violence against the person was in part driven by an increase in crimes categorised as serious wounding / grievous bodily harm. This is due to a change in crime recording rather than an increase in actual levels of violence.
- The long term trend for violence against the person has been in decline. In 2013/14 there were approximately 47,000 fewer violence against the person offences recorded compared with 2004/5, equivalent to a decrease of nearly a quarter over the ten year period.
- There were fewer offences involving weapons in 2013/14 than in the previous year: over 300 fewer gun-related crimes (a 17 per cent fall) and over 1,300 fewer knife offences (an 11.5 per cent fall). Similarly, youth violence fell by 4.1 per cent (nearly 600 fewer victims).
- The Mayor will continue to monitor the levels of crime and hold the Commissioner to account on behalf of Londoners.

Levels of reported hate crime

Category	2011/12	2012/13	2013/14	Change 12/13 to 13/14
Racist and religious hate crime	8,227	9,453	9,748	3%
Homophobic hate crime	1,264	1,105	1,164	5%
Disability hate crime	152	108	114	6%

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.

- Homophobic hate crime has decreased by 11 per cent and racist and religious hate crime by more than a quarter since 2004/5.
- 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 of victim	2011/12	2012/13	2013/14	Change 12/13 to 13/14
Bangladeshi	214	185	233	26%
Indian	459	459	435	-5%
Pakistani	425	389	332	-15%
All other Asian ethnic groups	604	650	543	-16%
African	804	809	814	1%
Caribbean	419	404	474	17%
All other black ethnic groups	443	507	491	-3%
British	767	784	754	-4%
Irish	60	93	76	-18%
All other white ethnic groups	510	491	532	8%
Mixed	232	205	213	4%
Other ethnic group	253	199	226	14%
Unrecorded ethnicity	4,342	4,869	5,435	12%

Levels of reported homophobic crime broken down by gender

Category	2011/12	2012/13	2013/14	Change 12/13 to 13/14
Male	955	796	856	8%
Female	268	264	272	3%

Levels of reported knife crime perpetrated by and against young people

(source: MPS figures provided by MOPAC)

Category	2011/12	2012/13	2013/14	Change 12/13 to 13/14
Serious youth violence (SYV) with guns	516	311	269	-13.5%
SYV with knives	5,480	3,811	3,312	-13.9%

Comments

- It is now over two years since the Commissioner launched the Trident Gang Crime Command. Trident has seen partners working closely to ally a robust approach to fighting gang-related crime with diversionary activity for potential and existing gang members. The result is a significant fall in gang-related crime.
- Proactive work by the MPS has contributed to historically low levels of gun-related homicides, with overall gun crime at its lowest for five years

Number of knives taken off the streets

Number of people proceeded against for possession of a knife

(source: MPS figures provided by MOPAC)

	2011/12	2012/13	2013/14
Knife possession offences	2,655	2,084	2,248

Comments

- The MPS does not record the 'number of knives taken off the streets'. Rather it measures knife possession offences, which are offences recorded under the Home Office classifications of:
 - having an article with blade or point;
 - possessing an offensive weapon without lawful authority or reasonable excuse;
 - possession of other offensive weapon on school premises; or
 - using someone to look after an offensive weapon with a knife element.
- Knives are seized when arresting offenders, through stop and searches, amnesties or when conducting warrants. The MPS has supported the use of weapons bins through the Word 4 Weapons programme and will continue to use a range of tactics to remove weapons from the streets.

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

	2011/12 (£000)	2012/13 (£000)	2013/14 (£000)
Funding provided by the GLA/MOPAC	743	620	620
Actual expenditure / Outturn	723	620	620

Comment

- The Mayor will fund the four Rape Crisis Centres throughout the period of his administration. Since 2012/13 the Rape Crisis Centres have been funded by MOPAC, having previously been funded by the GLA. In addition to the funding outlined above from the Mayor, London boroughs have contributed financially to the provision of Rape Crisis services in London. Each London borough contributed £20,000, giving a total of an extra £640,000 during 2013/14. The extra funding was used to keep down waiting lists and to develop outreach work.

Outcomes flowing from the work of the Rape Crisis Centres

	2013/14
Victims of sexual abuse receiving support, therapies and/or counselling	3,577

Comment

- Figures reported in previous years included also those seeking support from around the country via the National Rape Crisis Helpline. The figure for 2013/14 counts only those that have called the helpline, received support and advocacy and counselling from London services. Since the previous years' figures are not comparable, they have not been reported here but are available in previous reports.

Numbers of Police Officers, Police Community Support Officers and police civilian staff provided for in the Mayor's budget for 2013/14 and how many are employed on 31 March 2014

(source: MOPAC)

Role	2011/12		2012/13		2013/14	
	Budget for year	31 March	Budget for year	31 March	Budget for year	31 March
Police Officers	32,320	32,159	31,957	30,265	31,209	30,712
Police Community Support Officers	3,825	2,801	3,444	2,647	2,467	2,048
Civilian and other staff	14,806	13,634	14,513	13,264	13,144	11,894
Subtotal core establishment	50,951	48,594	49,914	46,176	46,820	44,654
Special Constables	6,667	5,752	6,667	5,303	6,667	4,588
Overall total	57,618	54,346	56,581	51,479	53,487	49,242

Comments

- During 2013 Safer Neighbourhood Teams across London were enhanced, with over 2,300 extra officers now in visible, neighbourhood roles. By 2015 a total of 2,600 officers will have been moved into these enlarged neighbourhood policing teams which have a broader role beyond reassurance, investigating local beat crimes and supporting victims. A further 2,000 officers have been redeployed from the back office into visible front-line roles in neighbourhoods.
- By 2016 there will be more police constables – 26,000 – than ever before. The MPS is recruiting 5,000 new PCs over the next two years so officer numbers can be maintained at around 32,000 over the Mayoral term.
- The MPS's recruitment drive has seen Special Constables become regular officers, causing numbers to fall. However, it is expected they will begin to rise in future.

Numbers of Safer Transport Team officers provided for in the Mayor's budget 2013/14 and how many are employed on 31 March 2014

(source: MPS figures provided by MOPAC)

Role	2012/13		2013/14	
	Budget for year	31 March	Budget for year	31 March
Safer Transport Team officers	1,138	1,151	1,146	1,065

Comment

- In 2012/13 a number of additional Police Community Support Officers posts were held over and above the base establishment to assist with London 2012. This explains the fall between 2012/13 and 2013/14.

Numbers of firefighters provided for in the Mayor's budget for 2013/14 and how many are employed on 31 March 2014

(source: Figures supplied by LFEPA for this report)

Role	2011/12		2012/13		2013/14	
	Budget for year	31 March	Budget for year	31 March	Budget for year	31 March
Number of operational, uniformed staff	5,773	5,753	5,623	5,631	5,602	5,337

Comments

- The discrepancy between the number of budgeted operational, uniformed staff and the actual number is because the budget was set before LFEPA approved and started to implement its Fifth London Safety Plan 2013-16. The plan balances the need, shared across the nation's public services, to reduce costs with the Mayor's duty to protect Londoners. Under the plan, which was consulted on extensively, ten fire stations closed and 14 fire engines were removed from service.
- Londoners continue to receive one of the fastest fire emergency responses in England. More than 100 fire stations with 155 fire engines operate across the capital. The London Fire Brigade (LFB) continues to maintain existing response time targets of getting the first fire engine to an incident in six minutes, on average across London, and the second, if needed, in eight minutes.

Housing

Numbers of new family sized affordable homes

(source: GLA, London Plan Annual Monitoring Report, Housing Provision Monitor tables, HPM06 for 2010/11 and 3.2 for 2011/12 and 2012/13; www.london.gov.uk/priorities/planning/research-reports/annual-monitoring-reports)

Year	2010/11	2011/12	2012/13
New family sized affordable homes	1,911	2,969	2,509

Comments

- The figures refer to gross conventional completions of social rented and intermediate homes and are taken from the GLA's London Plan Annual Monitoring Report.
- Family sized homes rose as a proportion of all gross affordable completions from 24 per cent in 2010/11 to 32 per cent in 2011/12, before falling slightly to 29 per cent in 2012/13. Across all tenures, 23 per cent of homes completed in 2012/13 were family-sized.
- The GLA separately monitors completions from its own affordable homes programmes. In 2012/13, 2,060 GLA-funded affordable homes with three or more bedrooms were completed, rising to 2,516 in 2013/14.

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)

	2011/12	2012/13	2013/14
Long-term empty homes as at October	29,540	23,870	21,852
Total housing stock at 31 March	3,318,300	3,358,200	3,404,070
Long-term empty as a percentage of total stock	0.89%	0.71%	0.64%

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 three years running.
- The rate of long-term empty homes in London is at its lowest recorded level and has more than halved since 2004. The London rate is also considerably lower than that in the rest of England (one per cent) and the Mayor is meeting his commitment to ensure empty homes represent no more than one per cent of total housing stock.

Number of rough sleepers in London

(source: Broadway, Chain data)

	2010/11	2011/12	2012/13
Number of rough sleepers	3,975	5,678	6,437

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 number of people seen sleeping rough is affected by a range of factors including the economic climate. More than half of those seen sleeping rough in 2012/13 were from overseas.
- Most rough sleepers are quickly helped to find alternative accommodation or return home. Three-quarters of those new to the streets in 2012/13 were seen sleeping rough only once; an improvement from 70 per cent in 2011/12 and 62 per cent in 2010/11. The No Second Night Out service – which was expanded in the autumn of 2013 – has played a major role in this improvement. In 2013/14, 85 per cent of those rough sleepers seen by the service did not spend a second night out in the year. Other GLA-commissioned services include No-one Living on the Streets and the London Street Rescue outreach team.
- The GLA is also administering the first ever rough sleeping social impact bond. With £5 million of funding, this innovative project is targeting a group of 800 entrenched rough sleepers.
- 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.

Number of new homes built in London meeting level three or above of the Code for Sustainable Homes (CSH 3+)

(source: Homes and Communities Agency)

	2011/12	2012/13	2013/14
CSH 3+ affordable homes completed for rent	4,528	4,777	4,627
CSH 3+ affordable homes completed for sale	9,514	2,369	2,983

Comments

- The table above shows the number of homes completed for both social rent and the intermediate market that were certified as CSH 3+.
- 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.

Transport and environment

Congestion levels on roads in inner and outer London

(source: TfL, Travel in London Report 6)

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

Functional sector	Time period	2010/11	2011/12	2012/13
Central London	am peak	15.2	14.9	15.0
	inter-peak	14.0	13.6	13.6
	pm peak	14.0	13.8	14.1
Inner London	am peak	20.5	20.4	20.3
	inter-peak	21.6	21.4	21.2
	pm peak	18.5	18.4	18.3
Outer London	am peak	32.2	32.4	32.0
	inter-peak	34.7	34.7	35.0
	pm peak	29.8	29.8	29.8

Comments

- Data for average traffic speeds by functional sector of London is obtained from GPS devices within a sample of vehicles that are representative of those found on each network. This data is supplied to TfL under contract from the Department of Transport. It is only available six months in arrears, plus additional time is required to process the data to produce these figures. For this reason data for 2013/14 are not yet available.
- The table shows there are clear and expected differences in the prevailing average speeds for each of central, inner and outer London. However, within each sector the overall trend is one of marked stability in average speeds.
- 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.
- The Mayor's Lane Rental scheme was introduced in June 2012. Since its introduction, the amount of serious and severe disruption caused by planned roadworks has been cut by 46 per cent on the capital's busiest roads, reducing delays for all road users. The scheme is designed to encourage utility companies to avoid digging up the busiest roads at peak traffic times. Following the introduction of the scheme, about 90 per cent of utility works and 99 per cent of works carried out by TfL in the lane rental areas have avoided disrupting these busy roads at peak times.

- TfL's Signal Timing Reviews Programme carries out 1,000 reviews each year to balance the needs of the different modal groups.
- Split, Cycle, Offset Optimisation Technique (SCOOT) is a tool for managing and controlling traffic signals in urban areas. It is an adaptive system that responds automatically to fluctuations in traffic flow through the use of detectors embedded in the road. TfL has over 6,300 sets of traffic signals with some 3,800 currently under Urban Traffic and SCOOT control. TfL will roll out SCOOT to 1,500 additional sets of signals by September 2018 and will therefore have real-time adaptive control over 75 per cent of its traffic signal stock.

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

Functional sector	Time period	2010/11	2011/12	2012/13
Central London	am peak	1.3	1.4	1.4
	inter-peak	1.7	1.8	1.8
	pm peak	1.7	1.7	1.6
Inner London	am peak	1.2	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

Comment

- Note comments on measurement and trends above, which apply to this measure also.

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 6)

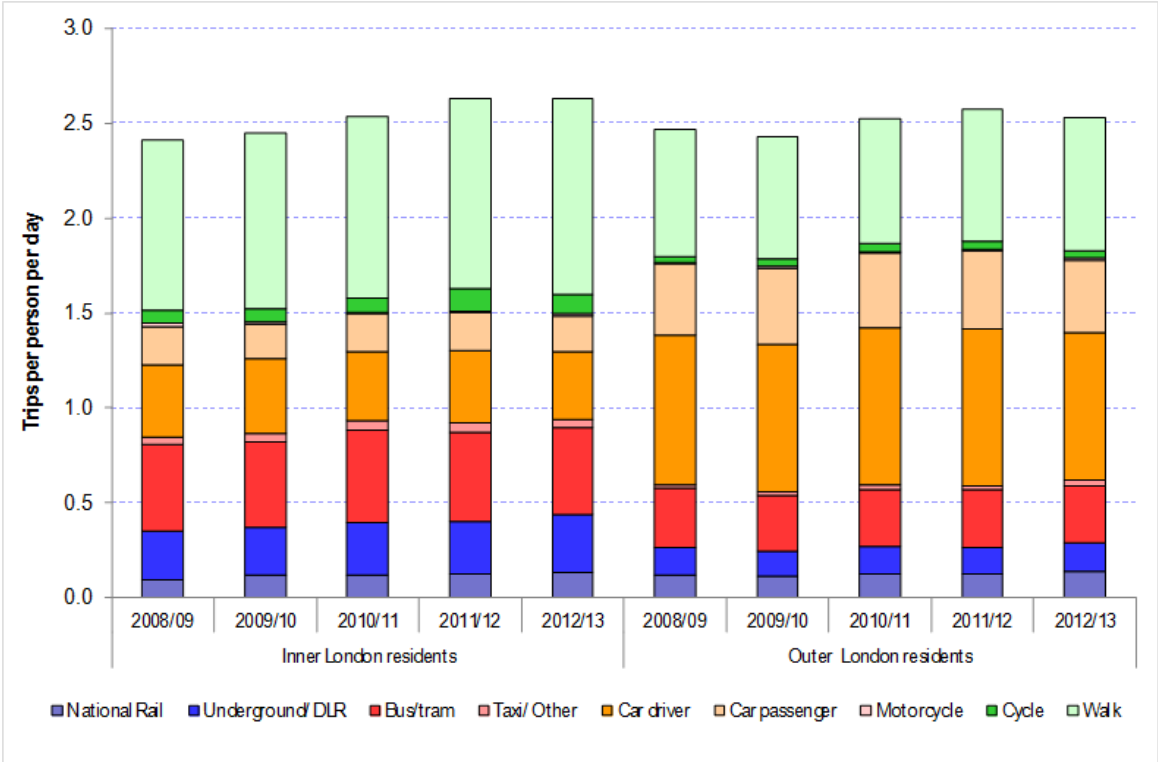
Percentage of journey stages by type of transport (all London)

	2010	2012	2013
Public transport	42%	43%	44%
Private transport	35%	34%	33%
Cycling	2%	2%	2%
Walking	21%	21%	21%

Comments

- Data is not collected on modal shift between outer London transport hubs.
- Public transport mode shares have continued to increase in London. Some 44 per cent of all journey stages made on public transport in 2014, up from 42 per cent in 2010. Private transport mode shares have decreased commensurately; from 35 per cent to 33 per cent over the same period. Since 2000 the public transport mode share has increased by just over ten percentage points.
- Cycle and walk mode shares remain at two per cent and 21 per cent respectively, although cycle stages have increased by 103 per cent since 2000.

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



Comments

- Trip rates have been increasing for inner London residents over the past five years, but have remained relatively stable in outer London; and inner London residents now make more trips on an average than outer London residents: 2.63 trips per person per day compared with 2.53 trips per person per day.
- Residents of inner London make more public transport, walking and cycling trips than outer London residents, who make over twice as many car driver trips on an average day.

Monthly Barclays Cycle Hires

(source: TfL, Travel in London Report 6)

	2011/12	2012/13	2013/14
April	673,639	649,473	658,230
May	722,072	926,952	749,934
June	638,717	858,805	813,631
July	708,454	1,014,174	998,755
August	642,440	1,163,171	904,155
September	684,780	1,015,145	701,724
October	708,802	856,866	674,154
November	597,191	726,893	514,146
December	408,729	513,444	443,942
January	494,325	565,589	493,870
February	481,826	516,588	522,940
March	818,209	504,611	757,864
Total	7,579,184	9,311,711	8,233,345

Comments

- The marked increase in cycle hires for 2012/13 – and the fall in hire numbers in 2013/14 – is directly related to the 2012 Olympic and Paralympic Games.
- In December 2013 the Mayor launched a significant expansion to the Barclays Hire Scheme into large parts of southwest London. The scheme now covers over 100km² of central and inner London – an increase of more than 50 per cent.

Monthly cycle journeys made on cycle super-highways

(source: TfL)

- TfL does not measure monthly cycle journeys on cycle super-highways.
- However, and more broadly, in the past decade cycling on the TfL road network has almost trebled. Cycling flows on main roads increased by seven per cent between 2012/13 and 2013/14. During quarter four of 2013/14, cycle flows on TfL's road network were 30 per cent higher than in the same quarter last year: the highest level of cycling seen since the index began in 2000/1.

- Cycle flows on TfL’s road network are not the only measure of cycling levels. The recent Central London Cycle Census recorded that in some locations, including many of the bridge crossings in central London, bicycles made up more than half of the vehicles in the morning peak.
- The Mayor published his Vision for Cycling in March 2013. In it he outlined plans to invest £913 million into cycling over the next ten years. This is delivering a step-change in cycling provision that will support the growing numbers of cyclists in London.
- The fully segregated extension of Cycle Superhighway 2 between Bow and Stratford was opened by the Mayor in November 2013. Cycle Superhighway 5 is being fully redesigned, including elements of full and semi-segregation.
- In March 2014, the Mayor announced the three boroughs that will receive up to £30 million to be transformed into cycle-friendly mini-Hollands. The Mayor also announced the routes of the first two new Quietways.

Lost customer hours on London Underground

(source: TfL – CuPID database)

	2011/12	2012/13	2013/14
Lost customer hours on London Underground (millions)	28.1m	21.7m	20.75m

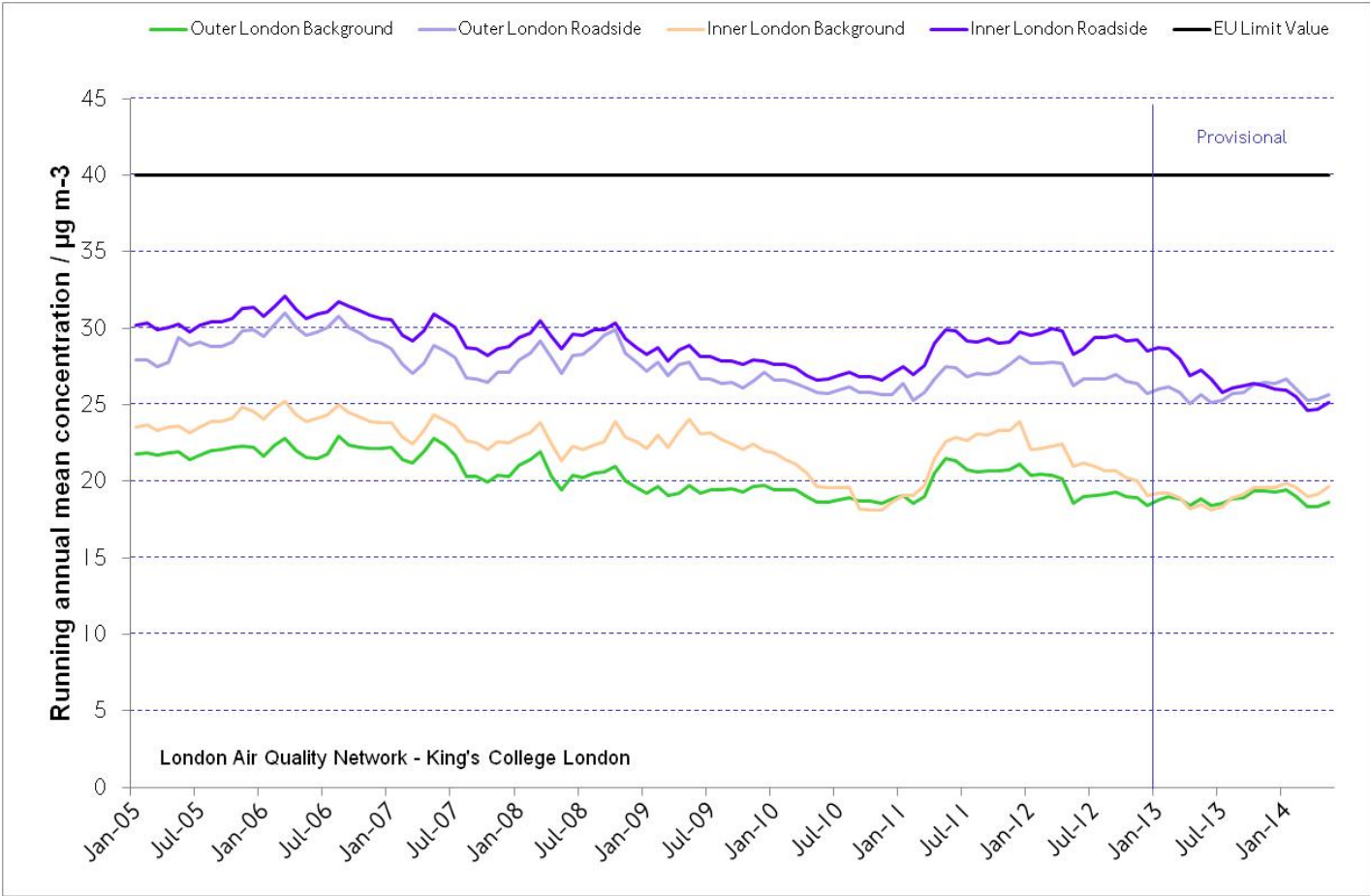
Comments

- This indicator is based on annual Lost Customer Hours (LCHs). This is the weighted system used to estimate the cumulative additional perceived journey time encountered by customers as a result of unplanned disruptions to customer services at both train and station level.
- LCHs measure the collective disruption to passengers resulting from delays. They cover all incidents resulting in customer delays on trains and stations from line suspensions to escalator non-availability. The numbers assigned to total LCHs take into account the time, location and passenger loading associated with each delay.
- Underlying reliability has improved over the last three years due to a focussed reliability improvement programme which runs across London Underground.
- Reported numbers are indicative and subject to change as incident investigation and attribution processes are completed.
- Note these figures are the underlying LCH count. They do not include industrial action, which accounted for 379,000 LCH in 2011/12, 1.2 million LCH in 2012/13 and 3.4 million LCH in 2013/14.

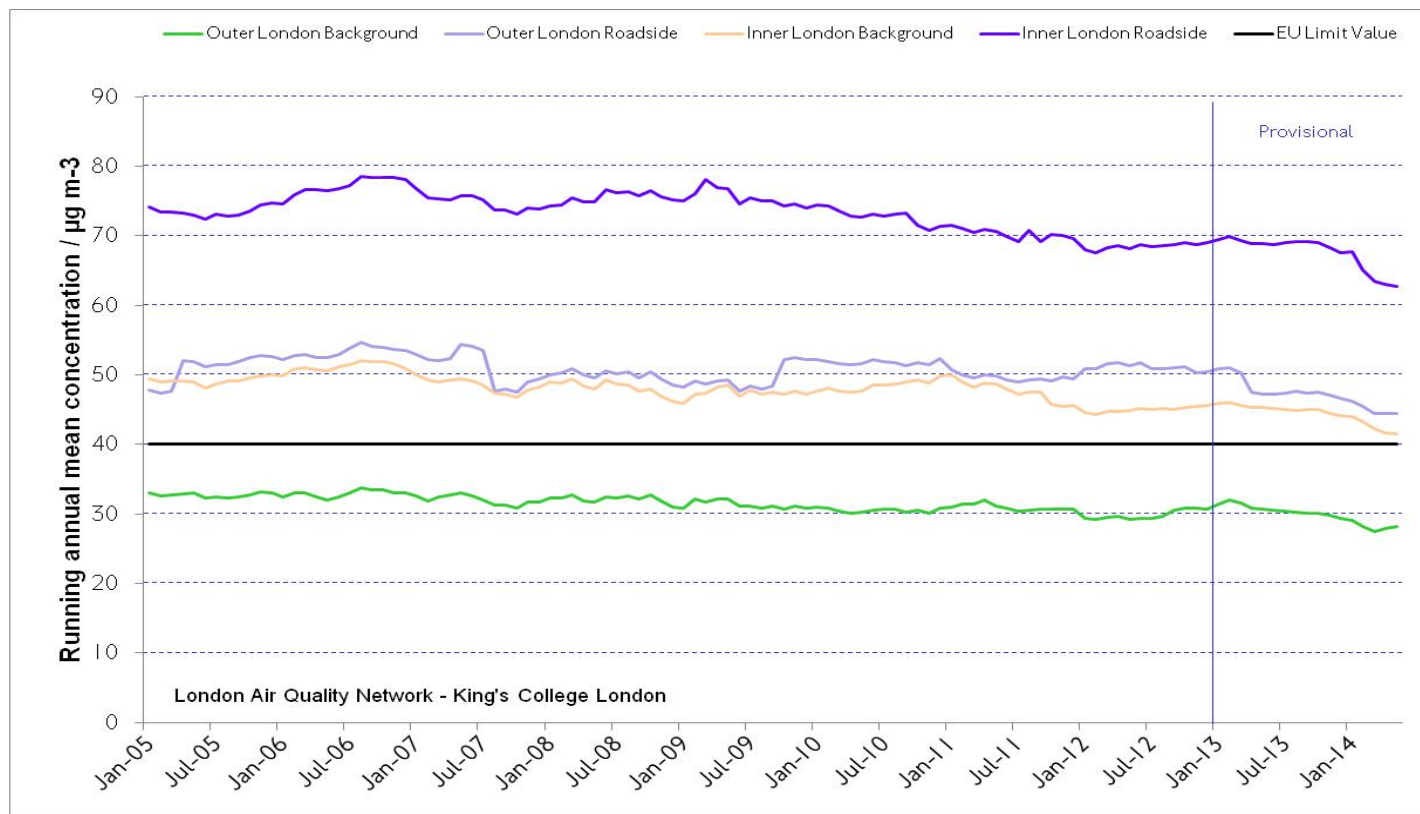
Air quality, carbon emissions and pollution levels (PM₁₀ and NO₂) in London

(source: King's College London and the London Air Quality Network (www.londonair.org.uk) via TfL)

PM₁₀ concentrations at background and roadside locations in inner and outer London



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



Comments

- Overall concentrations of PM₁₀ and NO₂ illustrated in the graphs above indicate a gradual reduction in concentrations at roadside and background sites in inner and outer London since 2005, despite significant fluctuations in the data.
- Pollutant concentrations in London are affected by emissions in London, pollution from outside London and the UK, and other factors such as weather.
- Concentrations are monitored at over 100 sites across London. Data from January 2013 onwards are provisional.
- Compliance with the European Union (EU) limit values is monitored and reported by Department for Environment, Food and Rural Affairs (Defra), using a monitoring network specified to meet the requirements of the Air Quality Directive.

- The 2008 ambient air quality directive (2008/50/EC) sets legally binding EU Limit Values for concentrations of major air pollutants such as PM10 and NO₂. London is currently reported as compliant with eight of these nine air Limit Values, with the NO₂ Limit Value yet to be achieved. Most other UK and European cities are in a similar position and this reflects the Europe-wide failure of Euro standards to reduce emissions of NO_x/ NO₂ as expected.
- The compliance date for the NO₂ Limit Values was 1 January 2010 with the possibility of an extension to 2015. The UK Government did not apply for a time extension for London. At the time of writing, London faces a considerable NO₂ compliance gap. Concentrations of pollutants

Road transport emissions

(source: TfL)

	2010	2011	2012
Average grams of CO ₂ emissions per road vehicle (excluding buses and taxis) per km	212	205	202
Average grams of CO ₂ emissions per public transport passenger (buses and taxis) per km	126	130	129

London-wide CO₂ emissions

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

MtCO ₂	1990	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Homes	15.84	17.79	17.95	18.11	16.85	17.28	17.17	16.80	16.87	15.21	16.35	14.28
Workplaces	19.74	21.76	21.10	20.45	20.05	19.36	20.69	19.93	19.91	17.44	18.64	17.06
Transport	9.47	9.31	9.88	10.45	9.65	9.86	9.79	9.79	9.90	9.90	9.28	8.58
Total	45.05	48.86	48.93	49.01	46.56	46.50	47.66	46.53	46.67	42.55	44.28	39.92
Reduction from 1990	N/A	8%	9%	9%	3%	3%	6%	3%	4%	-6%	-2%	-11%
Reduction from 2000	N/A	-3%	-3%	-3%	-7%	-8%	-5%	-8%	-7%	-15%	-12%	-21%
Population	6,798,800	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	8,204,100
CO ₂ per capita	6.63	6.67	6.63	6.63	6.26	6.18	6.27	6.05	5.97	5.36	5.49	4.87

Comments

- The Mayor has set a target that CO₂ levels are reduced sixty per cent by 2025 from a 1990 baseline.
- In 2011, the most recent year for which data are available, London's CO₂ emissions were down by eleven per cent on 1990 levels and 21 per cent on 2000 levels, despite a growing economy and increasing population. London's per capita emissions are the lowest of any region in the UK at 4.87 tonnes CO₂. The Mayor's programmes on retrofitting buildings, decentralised energy, and standards for new development have contributed to the reduction in London's CO₂ emissions.
- To align the reporting of London's CO₂ emissions with national reporting, figures for 2005-11 have been updated with DECC Local and Regional CO₂ Emissions Estimates for 2005-11; they therefore differ slightly from those reported in the previous Annual Report. Percentage reductions are unaffected.
- Emissions for 2000-9 are weather-corrected; those for 2010/11 are not as yet.

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

Scope 1 and 2 CO₂ emissions from GLA Group activities

(source: MPS, LFB, TfL and the GLA)

Body	2011/12 (kilotonnes)	2012/13 (kilotonnes)	2013/14 (kilotonnes)
GLA	2.0	2.2	2.3
LFB	17.3	17.6	15.9
MOPAC	139.1	140.7	135.7
TfL	27.8	27.6	28.9
LLDC	N/A	N/A	5.2
Total	186.2	188.1	188.1

Comments

- For LFB, please note the 2013/14 figure may be subject to minor change to rectify any billing errors identified. Confirmed figures will be published November 2014.
- Note also that LLDC figures are estimates. These figures are subject to revision as LLDC gains a more comprehensive picture of its greenhouse gas emissions.
- In line with guidance issued by Defra, carbon dioxide emissions from past years have been re-calculated using the most recently issued conversion factors (July 2013).

Take-up rates of home insulation schemes in London

(source: GLA)

	2011/12	2012/13	2013/14	Three Year Total
Homes marketed to	220,361	N/A	N/A	N/A
Homes retrofitted	57,396	24,891	16,142	98,429
Carbon savings (annual tCO ₂)	11,312	3,765	7,020	22,097

Comments

- Phase II of the RE:NEW programme continued to deliver measures in homes in London during the year, enabling householders to benefit from Energy Company Obligation (ECO) funding as well DECC local authority grants for fuel poor households for the installation of insulation and heating measures. In 2013/14, in excess of 10,100 homes were retrofitted under Phase II. The measures installed in these homes will save approximately 3,560 tonnes carbon per annum.
- To adapt to changing policy and financing conditions in 2013/14, Phase III of RE:NEW was launched in 2013/14. RE:NEW Phase III sees the programme moving from direct delivery through previous Phases I and II, to strategic delivery through a RE:NEW Support Team.
- An interim RE:NEW Support Team was established in 2013 to support social housing providers and local authorities to retrofit their stock. The team supports clients through the retrofit project lifecycle with a focus on identifying retrofit opportunity, identifying best fit funding solutions and the most appropriate procurement route. In 2013/14 the team assisted with projects to retrofit over 6,000 homes, saving approximately 3,400 tonnes carbon per annum.
- The GLA RE:NEW project has been awarded funding of €3,016,440, subject to contract, from the European Investment Bank European Local Energy Assistance facility. A ten per cent match has been provided by the GLA, taking total funding for the three year RE:NEW Support Team to €3,351,600 (£2,793,000). A procurement process for a service provider is nearing completion and subject to contract the team is anticipated to be in place from July 2014.
- The total number of homes retrofitted through RE:NEW to date is over 107,300, saving approximately 25,600 tonnes of carbon per annum, this includes delivery prior to 2011/12.
- Data on 'homes marketed to' for 2012/13 and 2013/14 will not be available until RE:NEW Phase II has been evaluated.

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

(source: GLA)

Trees planted through the Mayor's street trees programme

Borough	2012/13	2013/14
Barking and Dagenham	190	0
Barnet	0	20
Bexley	59	0
Brent	200	200
Bromley	0	50
Camden	145	100
City of London	0	0
Croydon	0	125

Borough	2012/13	2013/14
Ealing	210	1,250
Enfield	200	200
Greenwich	0	0
Hackney	12	50
Hammersmith & Fulham	99	95
Haringey	60	180
Harrow	80	0
Havering	100	50
Hillingdon	50	50
Hounslow	20	0
Islington	189	0
Kensington and Chelsea	0	0
Kingston	0	50
Lambeth	0	600
Lewisham	24	58
Merton	0	234
Newham	0	50
Redbridge	50	33
Richmond	0	0
Southwark	65	85
Sutton	0	395
Tower Hamlets	132	130
Waltham Forest	0	0
Wandsworth	0	100
Westminster	100	224
Total	1,985	4,329

Comments

- To date 6,314 trees have been planted under this the second of the Mayor's street trees initiatives. The target is to plant at least 3,700 street trees in 2014/15 to meet the Mayor's target of planting 10,000 new street trees across London in his second term. This is in addition to over 10,000 street trees funded by the Mayor during his first term.
- 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.

TfL tree planting and removal

(source: TfL)

	2011/12	2012/13	2013/14
TfL removed (TLRN)	1,349	300	665
TfL planted (TLRN)	1,355	1,350	1086
Net loss/gain	6	1,050	421
Trees planted by boroughs through LIPs	9,058	8,724	N/A

Comments

- This information covers all trees removed/planted by TfL – not just street trees – on the TfL Road Network (TLRN) as this breakdown is not available. The number of trees planted by boroughs through Local Implementation Plans (LIPs) will be available in July/August 2014.
- The majority of trees removed on the Transport for London road network during 2013/14 were for safety reasons.

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 (L&P)

(source: L&P)

Region	2011/12	2012/13	2013/14
Asia Pacific	87	99	93
Europe	70	70	91
North America	47	54	60
Total	204	223	244

Comments

- The number of projects through which L&P directly assisted client companies to locate in London rose by ten per cent. Looking specifically at foreign direct investment in 2013/14, promotional and economic development activities brought £100 million – up from £95 million in 2012/13 – of gross value added (GVA) to the London economy and 4,407 jobs.
- More broadly in 2013/14, promotional and economic development activities generated £280 million of GVA for London's economy – up from £250 million in 2012/13, created 4,407 jobs and supported a further 3,225 jobs.

Numbers of employers in London adopting the London Living Wage

(source: Living Wage Foundation)

- At the end of 2013/14 there were **293** accredited London Living Wage employers in London. The Mayor has therefore exceeded his commitment to increase the number of Living Wage employers in London to 250.
- 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 voluntary London Living Wage.

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 2013; 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	2011	2012	2013	CI (2013 data)
London	68.0%	68.9%	70.1%	0.7%
Rest of UK	70.3%	70.9%	71.5%	0.2%
Difference (London / rest UK)	-2.3	-2%	-1.4%	
UK as a whole	70.0%	70.6%	71.3%	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 2013 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 70.1 per cent.

Working age employment rates by gender for London and the UK

Gender	Region	2011	2012	2013	CI (2013 data)
Males	London	74.9%	76.2%	77.3%	0.9%
	Rest of UK	75.2%	75.7%	76.2%	0.3%
	Difference London / rest of UK	-0.3%	0.5%	1.1%	
Females	London	61.0%	61.4%	62.9%	1%
	Rest of UK	65.4%	66.1%	66.9%	0.3%
	Difference London / rest of UK	-4.4%	-4.7%	-4%	

Working age employment rates by ethnicity for London

Region	2011	2012	2013	CI (2013 data)
White groups	73.5%	74.2%	75.5%	1.3%
BAME groups	58.9%	60.2%	61.4%	1.8%
Difference white / BAME	14.6%	14%	14.1%	
All groups	68%	68.9%	70.1%	0.7%

Comments

- Due to changes in the ethnicity questions on the Annual Population Survey during 2011, these estimates 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.

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

(source: ONS Annual Population Survey, January to December 2012)

Region	Disabled / Not disabled	2010	2011	2012	CI (2012 data)
London	Disabled	45.9%	45.3%	47.5%	1.7%
	Not disabled	72.6%	72.7%	73.4%	0.7%
UK (including London)	Disabled	48.3%	47.8%	48.8%	0.5%
	Not disabled	75.8%	75.9%	76.5%	0.2%

Comment

- The Office for National Statistics adopted a new standardised question on individuals with health problems in April 2013. Data gathered using the new question is not yet available. Further information is available at www.nomisweb.co.uk/articles/783.aspx.

Employment rates by key age groups for London and UK

Age group	Region	2010	2011	2012	2013	CI (2013 data)
16-24	London	41.4%	40.5%	40.8%	42.4%	1.8%
	UK (including London)	50.5%	49.5%	49.7%	49.8%	0.6%
25-49	London	76.4%	76.3%	77.4%	78.5%	0.8%
	UK (including London)	79.7%	79.5%	80.3%	80.8%	0.2%
50-64	London	64.0%	64.8%	65.2%	66.6%	1.4%
	UK (including London)	64.7%	64.5%	65.6%	67.1%	0.4%

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

	2010	2011	2012
16-18 year old NEET proportion	5.0%	4.5%	4.7%

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

Percentage of goods and services procured from Small and Medium Sized (SME) suppliers

(sources: MPS, TfL, LFB, LLDC)

Body	2012/13			2013/14		
	Influenceable spend (£m)	SME spend (£m)	SME spend	Influenceable spend (£m)	SME spend (£m)	SME spend
MPS	1,516	171	11%	1,089	133	12%
TfL (including GLA)	2,552	277	11%	2,496	252	10%
LFB	102	11	11%	98	26	27%
LLDC	N/A	N/A	N/A	253	4	2%

Comments

- 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.
- In line with SME spend reporting by government departments, LFB now reports its SME spend as the combined figure of direct and indirect (supply chain) SME spend. This accounts for the large difference between 2012/13 and 2013/14.
- LLDC SME data capture commenced part way through the year. Figures exclude VAT.
- SME spend for the MPS is calculated as a percentage of total spend; that is because not all SME spend is classified as 'influenceable'. Using total spend therefore provides a better indication of spending on SME suppliers. The reduction in total spend for the MPS is due to budget saving and a lack of major events in 2013/14 compared with the previous year; and in particular London 2012.

List of the projects funded by the Mayor’s Regeneration Fund (MRF) and the number of people employed in its associated projects on 31 March 2014

List of projects funded by the MRF

(source: GLA)

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

Borough and name of project
Southwark – Peckham Rye Station
Woolwich – Woolwich Crossrail Station

Jobs created to date as a result of MRF investment

(source: GLA)

Jobs created	2013/14
Full time equivalents	182.5

Comments

- In response to the August 2011 riots the Mayor launched a Regeneration Fund backed by £50 million from City Hall and £20 million from Government. With match funding, the total amount being invested is just under £100 million. About £50 million is ring-fenced for Tottenham and Croydon.
- All of this funding has now been committed to projects in eight of the worst affected boroughs. Projects were selected based on the impact of the unrest on the area but also by taking into account each project's potential to create jobs and stimulate and secure economic growth well into the future. The projects are funded through a combination of grants to local authorities, grants to delivery partners and direct commissioning by the GLA.
- A number of MRF funded projects have targets for jobs and the 182.5 figure above represents jobs creation reported by delivery partners to date. Full validation of jobs creation figures is expected upon completion and evaluation of individual projects
- To count towards the figure, jobs must be new, not having existed in the London borough or with the employer before the intervention. The job must also have a life expectancy of at least 26 weeks. An full time equivalent is a defined as a post with 35 hours or more work per week.
- A small number of MRF projects are yet to enter into the delivery phase. A majority of projects will complete at the end of the 2014/15 financial year.

The GLA Group

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: LFEPA, TfL LLDC, MOPAC and the GLA)

Notes

- Data against these three indicators are arranged by GLA Group member.
- Due to different recording methods, systems and other factors, care should be taken when drawing comparisons between bodies.
- Unless otherwise stated, data is calculated on the following basis:
 - Reported statistics are based on counts of those staff directly employed on a permanent or fixed-term basis; they do not include apprentices.
 - Salaries for those who work part-time have been calculated on an annual equivalent basis.
 - Salaries are basic pay, exclusive of any additional pay elements for the GLA and LLDC. TfL figures include allowances allocated to that role.
 - LFEPA figures include London Weighting for those staff where it is not consolidated into basic pay and includes also the shift allowance(s) for operational uniformed staff. To not do so would significantly understate earnings.
 - Pay data for the MPS and MOPAC are based on the MPS's internal Ready Reckoner of costs. This takes average costs of all individuals at a certain band or rank across the MPS. Pay is pensionable pay for police staff but not for officers. For officers, salary figures also include London allowance and accommodation allowance.
 - Breakdowns by ethnicity, disability status and sex are based on headcounts, not proportions of full time equivalents.
 - All figures reflect the position at 31 March 2014 unless otherwise stated.
 - All members of the Group publish staffing and salary information in various statutory and other documents, such as in their annual accounts and in other locations (for example, the GLA publishes the salaries of senior staff on its website). This information reported elsewhere will not always be comparable to the information published in this report due to different methodologies.
- The GLA Group organisations (GLA, MOPAC, LLDC, LFEPA, TfL) are all fully accredited Living Wage employers. The GLA also pays the London Living Wage to its apprentices, beyond the requirements of Living Wage accreditation.
- In order not to increase the length of this document unduly, we have not included detailed information pertaining to the previous year. However, this is available in last year's version of the Annual Report Appendices.

GLA: Employees earning over £100,000

Department / Functional area	Job title
Assembly Secretariat	Executive Director Secretariat
Assembly Secretariat	Head of Scrutiny & Investigation
Assembly Secretariat	Head of Committee and Member Services
Communities & Intelligence	Assistant Director Health & Communities
Development & Environment	Executive Director Development & Environment
Development & Environment	Assistant Director Regeneration
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
Housing & Land	Assistant Director Strategic Projects & Property

* Actual salary is £20,200 for one day per week.

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

	2011/12	2012/13	2013/14
Total number of GLA employees earning over £100k	23	20	23

GLA: Pay ratio between lowest and highest paid

Category	2011/12	2012/13	2013/14
All permanent and fixed-term staff	7.95	7.31	7.49
Permanent staff only	7.95	7.31	7.49

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	1	7%	10	11%	13	7%	23	10%	6	5%	2	10%	2	6%	0	0	0	0	1	4%
Black or Black British	3	21%	26	28%	18	10%	20	8%	2	2%	2	10%	3	9%	0	0	0	0	1	4%
White	8	57%	52	56%	129	73%	179	75%	100	89%	16	76%	26	81%	14	100%	3	100%	18	78%
Dual-heritage	1	7%	3	3%	6	3%	6	3%	0	0	1	5%	1	3%	0	0	0	0	0	0
Other ethnic group	0	0	0	0	7	4%	11	5%	2	2%	0	0	0	0	0	0	0	0	2	9%
Not stated/provided	1	7%	2	2%	4	2%	1	0%	2	2%	0	0	0	0	0	0	0	0	1	4%
Total	14		93		177		240		112		21		32		14		3		23	

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	10	11%	8	5%	15	6%	4	4%	1	5%	3	9%	0	0	0	0	0	0
Not disabled	0	0	79	85%	161	91%	216	90%	104	93%	20	95%	29	91%	13	93%	3	100%	20	87%
Not stated/provided	14	100%	4	4%	8	5%	9	4%	4	4%	0	0	0	0	1	7%	0	0	3	13%
Total	14		93		177		240		112		21		32		14		3		23	

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	8	57%	52	56%	96	54%	135	56%	46	41%	11	52%	17	53%	3	21%	1	33%	7	30%
Male	6	43%	41	44%	81	46%	105	44%	66	59%	10	48%	15	47%	11	79%	2	67%	16	70%
Total	14		93		177		240		112		21		32		14		3		23	

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 Fire Safety Regulation*
Head of Human Resources & Development
Deputy Commissioner for Fire & Emergency Planning
Head of Information & Communications Technology

Job title
Head of Operational Assurance*
Head of Operational Resilience*
Head of Operations, Prevention & Response*
Head of Procurement
Head of Technical & Service Support*
Former Head of Technical & Service Support (seconded to another brigade during 2013/14)*+

*Operational post of Assistant Commissioner and above.

+ LFEPA will be reimbursed for costs of the seconded officer

	2011/12	2012/13	2013/14
Total number of LFEPA employees earning over £100k	12	14	13

LFEPA: Pay ratio between lowest and highest paid

Category	2011/12	2012/13	2013/14
All permanent and fixed-term staff	6.08	5.85	5.83
Permanent staff only	6.08	5.85	5.83

Comments

- The pay ratio is the ratio between the highest paid salary and the median of the whole of the authority's workforce. This is as per government guidance.
- The 2011/12 and 2012/13 pay ratios have been changed (compared to previous annual reports) so that the information presented is consistent in terms of the calculation used for all three years.

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	2	33%	35	7%	104	2%	10	1%	4	2%	2	2%	0	0%	0	0%	0	0%	0	0%
Black or Black British	2	33%	67	14%	293	6%	37	5%	11	4%	2	2%	0	0%	1	10%	0	0%	0	0%
White	2	33%	329	70%	3884	85%	698	87%	224	89%	80	89%	32	97%	9	90%	3	100%	13	100%
Dual-heritage	0	0%	26	6%	182	4%	20	3%	5	2%	5	6%	0	0%	0	0%	0	0%	0	0%
Other ethnic group	0	0%	7	1%	51	1%	6	1%	4	2%	0	0%	1	3%	0	0%	0	0%	0	0%
Not stated/provided	0	0%	5	1%	78	2%	29	4%	3	1%	1	1%	0	0%	0	0%	0	0%	0	0%
Total	6		469		4592		800		251		90		33		10		3		13	

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	1	17%	29	6%	127	3%	37	5%	14	6%	3	3%	1	3%	0	0%	0	0%	0	0%
Not disabled	5	83%	430	92%	4429	96%	762	95%	236	94%	86	96%	32	97%	10	100%	3	100%	13	100%
Not stated/provided	0	0%	10	2%	36	1%	1	0%	1	0%	1	1%	0	0%	0	0%	0	0%	0	0%
Total	6		469		4592		800		251		90		33		10		3		13	

Gender	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Female	4	67%	191	41%	423	9%	106	13%	37	15%	8	9%	1	3%	3	30%	1	25%	3	23%
Male	2	33%	278	59%	4169	91%	694	87%	214	85%	82	91%	32	97%	7	70%	2	75%	10	77%
Total	6		469		4592		800		251		90		33		10		2		13	

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

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

Department / Functional area	Job title
Real Estate	Executive Director of Development
Regeneration and Community Partnerships	Chief of Design
Finance and Corporate Services	Director of Strategy and Business Planning
Park Operations and Venues	Director of Visitor Services

	2012/13	2013/14
Total number of LLDC employees earning over £100k	11	9

LLDC: Pay ratio between lowest and highest paid

Category	2012/13	2013/14
All permanent and fixed-term staff	6	7.69
Permanent staff only	6	7.69

LLDC: Representation of equalities groups at different pay levels

Ethnicity	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000		
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	
Asian or Asian British	0	0	0	0	0	0	1	6%	0	0	0	0	0	0	0	0	0	0	0	0	0
Black or Black British	0	0	2	13%	3	12%	1	6%	1	5%	0	0	1	12%	0	0	0	0	0	0	0
White	5	83%	12	74%	22	88%	13	82%	18	90%	8	89%	7	88%	12	92%	4	100%	9	100%	
Dual-heritage	0	0	0	0	0	0	1	6%	1	5%	0	0	0	0	0	0	0	0	0	0	0
Other ethnic group	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not stated/provided	1	17%	2	13%	0	0	0	0	0	0	1	11%	0	0	1	8%	0	0	0	0	0
Total	6		16		25		16		20		9		8		13		4		9		

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	6%	0	0	0	0	1	12%	0	0	0	0	0	0	0
Not disabled	0	0	9	56%	19	76%	11	69%	16	80%	7	78%	7	88%	11	85%	2	50%	8	89%	
Not stated/provided	6	100%	7	44%	6	24%	4	25%	4	20%	2	22%	0	0	2	15%	2	50%	1	11%	
Total	6		16		25		16		20		9		8		13		4		9		

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	50%	13	81%	21	84%	11	69%	11	55%	4	44%	4	50%	6	46%	1	25%	3	33%	
Male	3	50%	3	19%	4	16%	5	31%	9	45%	5	56%	4	50%	7	54%	3	75%	6	67%	
Total	6		16		25		16		20		9		8		13		4		9		

MOPAC: Employees earning over £100,000

Department / Functional area	Job title
MOPAC	Deputy Mayor for Policing & Crime
MOPAC	Chief Operating Officer
MOPAC	Director of Police Resources and Performance

Department / Functional area	Job title
MOPAC	Director of Audit, Risk & Assurance
MOPAC	Director of Strategy
MOPAC	Director of Integrated Offender Management, Programmes & Neighbourhoods

	2011/12	2012/13	2013/14
Total number of MOPAC employees earning over £100k	4	4	6*

* The number has increased because in previous years MOPAC was still in the process of recruiting a team of directors.

MPS: Employees earning over £100,000

Department / Functional area	Job title
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	Commander
Directorate of Human Resources	Human Resources Director
Directorate of Human Resources	Human Resources Deputy Director
Seconded out of the MPS	Assistant Commissioner
Seconded out of the MPS	Assistant Commissioner
Seconded out of the MPS	Deputy Assistant Commissioner
Directorate of Information	Director of Information Services
Directorate of Resources	Director Property Services
Directorate of Resources	Director of Procurement Services

Department / Functional area	Job title
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 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

Department / Functional area	Job title
Directorate of Resources	Director of Customer & Commercial Services
Directorate of Media and Communications	Director of Media & Communication
Specialist Crime and Operations	Assistant Commissioner
Specialist Crime and Operations	Assistant Commissioner
Specialist Crime and Operations	Deputy Assistant Commissioner

Department / Functional area	Job title
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Commander
Territorial Policing	Medical Director - Criminal Justice

	2011/12	2012/13	2013/14
Total number MPS employees earning over £100k	50	54	42

MPS/MOPAC: Pay ratio between lowest and highest paid

Category	2011/12	2012/13	2013/14
All staff	17.13	14.14	16.69
Police Officers	7.21	9.08	9.49
Police Staff	11.09	9.95	8.49
MOPAC	5.48	6.12	5.38

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	30	23%	840	9%	1116	7%	502	3%	66	2%	26	2%	7	3%	2	1%	0	0%	2	4%
Black or Black British	44	33%	929	10%	958	6%	509	3%	51	2%	24	2%	7	3%	2	1%	0	0%	2	4%
White	47	35%	6434	71%	12507	80%	15103	91%	2506	93%	1020	92%	190	84%	129	92%	15	75%	35	73%
Dual-heritage	2	2%	243	3%	523	3%	251	2%	23	1%	19	2%	1	0%	1	1%	1	5%	1	2%
Other ethnic group	8	6%	274	3%	433	3%	214	1%	24	1%	6	1%	0	0%	0	0%	0	0%	0	0%
Not stated/provided	2	2%	281	3%	193	1%	108	1%	35	1%	16	1%	21	9%	6	4%	4	20%	8	17%
Total	133		9001		15730		16687		2705		1111		226		140		20		48	

Disabled / Not disabled	<= £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		> £100,000	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Disabled	3	2%	127	1%	139	1%	78	0%	10	0%	3	0%	0	0%	1	1%	0	0%	0	0%
Not disabled	88	66%	4518	50%	7635	49%	9030	54%	1430	53%	530	48%	122	54%	76	54%	14	70%	20	42%
Not stated/provided	42	32%	4356	48%	7956	51%	7579	45%	1265	47%	578	52%	104	46%	63	45%	6	30%	28	58%
Total	133		9001		15730		16687		2705		1111		226		140		20		48	

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	94	71%	5,110	57%	6,001	38%	4,089	25%	492	18%	222	20%	56	25%	24	17%	7	35%	16	33%
Male	39	29%	3,891	43%	9,729	62%	12,598	75%	2,213	82%	889	80%	170	75%	116	83%	13	65%	32	67%
Total	133		9001		15730		16687		2705		1111		226		140		20		48	

TfL: Employees earning over £100,000

Note

- 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 data.

Department / Functional area	Job title
Commissioner	Commissioner
Surface Transport	Managing Director - Surface Transport
Surface Transport	Chief Operating Officer - Surface Transport
Surface Transport	Director of Buses
Surface Transport	Director of Asset Management
Surface Transport	Director of Enforcement & On Street Operations
Surface Transport	Director of Projects & Programmes
Surface Transport	Director of Road Space Management

Department / Functional area	Job title
Planning	TfL HS2 Interface Lead Sponsor
General Counsel	General Counsel
General Counsel	Director of Legal
General Counsel	Head of Legal Specialism
General Counsel	Head of Legal Specialism
General Counsel	Head of Legal Specialism
General Counsel	Head of Legal Specialism
General Counsel	Head of Legal Specialism
General Counsel	Head of Legal Specialism

Department / Functional area	Job title
Surface Transport	Director of Finance - Surface Transport
Surface Transport	Director of Finance - Surface Transport
Surface Transport	Director of Strategy and Planning
Rail & Underground	Managing Director
Rail & Underground Operations	Director, London Rail
Rail & Underground Operations	Director of London Trams
Rail & Underground Operations	Director, London Overground
Rail & Underground Operations	Deputy Director Ops-Crossrail & Overground
Rail & Underground Operations	Head of Infrastructure Management
Rail & Underground Operations	Director of Docklands Light Railway
Rail & Underground Operations	Head of Engineering
Rail & Underground Operations	Asset and Operational Support Director
Rail & Underground Operations	Head of Network Operations and Controls
Rail & Underground	Director of Business Transformation
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 Commercial	Head of Commercial COO
Rail & Underground Commercial	Head of Commercial Procurement Capacity Enhancement
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	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

Department / Functional area	Job title
General Counsel	Head of Legal Specialism
General Counsel	Legal Manager
General Counsel	Legal Manager
General Counsel	Legal Manager
General Counsel	Legal Manager
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	IM Head of Performance and Compliance
Finance Directorate	IM Head of Business Relationship Management
Finance Directorate	IM Head of Integration
Finance Directorate	IM Head of Service Management
Finance Directorate	IM Head of Project Delivery
Finance Directorate	TIM Operating Model Design Authority
Finance Directorate	Head of TfL Programme Management Office
Finance Directorate	Head of Centre of Excellence for Project & Programme Management
Finance Directorate	Director of Group Treasury
Finance Directorate	Senior Treasury Manager
Finance Directorate	Senior Treasury Manager
Finance Directorate	Senior Treasury Manager
Finance Directorate	Director of Commercial Development

Department / Functional area	Job title
Rail & Underground Finance	Head of Operational Finance
Rail & Underground S&SD	Director of Strategy & Service Development
Rail & Underground S&SD	Head of Asset Strategy & Investment
Rail & Underground S&SD	Upgrades Sponsor
Rail & Underground S&SD	Head of Customer Service Transformation Programme
Rail & Underground S&SD	Head of Transport Planning
Rail & Underground S&SD	Head of Benchmarking Analysis & Reviews
Rail & Underground S&SD	Director of Major Programme Sponsorship
Rail & Underground S&SD	Director of Customer Strategy
Rail & Underground CPD	Director of Capital Programmes
Rail & Underground CPD	Programme Director Stations & Crossrail
Rail & Underground CPD	Programme Director - Infrastructure
Rail & Underground CPD	Acting Head of ICT Upgrades
Rail & Underground CPD	Programme Director SSR Upgrade Programme
Rail & Underground CPD	Programme Mgr SSL/BCV Stations and L&E
Rail & Underground CPD	Head of Northern Line Extension Programme
Rail & Underground CPD	Programme Manager - Track
Rail & Underground CPD	Professional Head of Permanent Way
Rail & Underground CPD	Head of Trains and Permanent Way
Rail & Underground CPD	Head of Engineering (Capital Programmes)
Rail & Underground CPD	Programme Engineering Manager
Rail & Underground CPD	Engineering and Efficiency Manager

Department / Functional area	Job title
Finance Directorate	Head of Business Development
Finance Directorate	Head of Operational Property
Finance Directorate	Head of Property
Finance Directorate	Head of Retail
Finance Directorate	Head of Station Development
Finance Directorate	Director of Commercial
Finance Directorate	Senior Principal - Commercial Finance
Finance Directorate	Senior Principal - Commercial Finance
Finance Directorate	Head of Commercial - Centre of Excellence
Finance Directorate	Head of Commercial - Services
Finance Directorate	Head of Projects & Accommodation
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	Director of Corporate Affairs
Customer Experience, Marketing & Communications	Marketing Director
Customer Experience, Marketing & Communications	Director of News
Customer Experience, Marketing & Communications	Major Projects Manager
Customer Experience, Marketing & Communications	Head of Marketing Services
Customer Experience, Marketing & Communications	TDM Programme Director
Group HR	Director of Human Resources

Department / Functional area	Job title
Rail & Underground CPD	Head of Stations and Infrastructure
Rail & Underground CPD	Head of Infrastructure Access
Rail & Underground CPD	Programme Director- Deep Tube Programme
Rail & Underground CPD	Programme Delivery Manager
Rail & Underground CPD	Senior Project Manager - Operations
Rail & Underground CPD	Head of Programme - Delivery & Integration
Rail & Underground CPD	Head of Programme - ATC
Rail & Underground CPD	Head of Programme - Engineering
Rail & Underground CPD	Head of Programme - Delivery & Integration
Rail & Underground APD	Chief Operating Officer
Rail & Underground APD	Head of Engineering
Rail & Underground APD	Area Infrastructure Manager SSL
Rail & Underground APD	Head of Asset Performance SSL
Rail & Underground APD	Head of Asset Performance BCV
Rail & Underground APD	Asset and Operational Support Director
Rail & Underground APD	Head of Planning and Performance
Rail & Underground APD	Asset and Operational Support Director
Planning	Managing Director of Planning
Planning	Director Borough Planning
Planning	Director of Transport Strategy & Planning

Department / Functional area	Job title
Group HR	Director of HR - LU OPS
Group HR	Director of Pensions & Reward
Group HR	Pensions Investment Officer
Group HR	Head of Organisation Development
Group HR	Head of HR Services
Group HR	Head of HR - Change Programmes
Tube Lines - Projects Directorate	Head of Infrastructure
Tube Lines - Projects Directorate	Head of Upgrades
Tube Lines - Commercial, Finance & Services Directorate	Head of Commercial
Tube Lines - Operations Directorate	General Manager Infrastructure
Tube Lines - Projects Directorate	Programme Director
Tube Lines - Commercial, Finance & Services Directorate	Head of Assurance
Tube Lines - Operations Directorate	General Manager Stations & Specialist Services
Tube Lines - Commercial, Finance & Services Directorate	Head of Risk Management
Tube Lines - Commercial, Finance & Services Directorate	Head of Procurement & Contracts
Tube Lines - Projects Directorate	Engineering Manager
Tube Lines - Operations Directorate	Operations Manager
Tube Lines - Operations Directorate	Transplant Rail Group Manager
Tube Lines - Projects Directorate	Lead Testing & Commissioning Engineer

	2011/12	2012/13	2013/14
Total number of TfL employees earning over £100k	137	153	153

Comment

- Totals for 2011/12 and 2012/13 have been restated, compared to those reported in this document in previous years, to reflect the inclusion of certain allowances allocated to particular roles but not consolidated into basic pay.

TfL: Pay ratio between lowest and highest paid

Category	2011/12	2012/13	2013/14
All permanent and fixed-term staff	26.02	23.23	22.32
Permanent staff only	17.42	15.58	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	5	6%	424	11%	519	9%	878	10%	361	9%	156	8%	33	5%	2	1%	5	5%	2	1%
Black or Black British	3	4%	710	18%	1042	19%	1269	15%	551	13%	151	8%	22	3%	4	2%	1	1%	2	1%
White	34	43%	1805	45%	2815	51%	5101	58%	2642	62%	1337	69%	504	73%	173	75%	89	83%	126	82%
Dual heritage	2	3%	94	2%	91	2%	121	1%	47	1%	21	1%	8	1%	0	0%	0	0%	1	1%
Other ethnic group	1	1%	58	1%	113	2%	178	2%	105	2%	33	2%	7	1%	8	3%	0	0%	1	1%
Not stated/provided	34	43%	921	23%	898	16%	1175	13%	541	13%	233	12%	115	17%	43	19%	12	11%	21	14%
Total	79		4012		5478		8722		4247		1931		689		230		107		153	

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%	106	3%	134	2%	141	2%	108	3%	37	2%	11	2%	5	2%	1	1%	0	0%
Not disabled	27	34%	2316	58%	2310	42%	3660	42%	1971	46%	762	39%	311	45%	110	48%	64	60%	101	66%
Not stated/provided	52	66%	1590	40%	3034	55%	4921	56%	2168	51%	1132	59%	367	53%	115	50%	42	39%	52	34%
Total	79		4012		5478		8722		4247		1931		689		230		107		153	

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	12	15%	1264	0.32	1685	0.31	1441	0.17	705	0.17	246	0.13	91	0.13	37	0.16	18	0.17	36	0.24
Male	67	85%	2748	0.68	3793	0.69	7281	0.83	3542	0.83	1685	0.87	598	0.87	193	0.84	89	0.83	117	0.76
Total	79		4012		5478		8722		4247		1931		689		230		107		153	

Crossrail: Employees earning over £100,000

Department / Functional area	Job title
Crossrail	Chief Executive
Crossrail Commercial	Head of Commercial Services
Crossrail Commercial	Commercial Director
Crossrail Commercial	Head of Contracts
Crossrail Commercial	Legal Services Director & Company Secretary
Crossrail Commercial	Project Solicitor
Crossrail Commercial	Project Solicitor
Crossrail Commercial	Project Solicitor
Crossrail Commercial	Procurement Director
Crossrail Commercial	Head of Rolling Stock & Depot
Crossrail Programme Delivery	Area Director East
Crossrail Programme Delivery	Interface Manager Utilities
Crossrail Programme Delivery	Assistant Project Manager
Crossrail Programme Delivery	Operation Business Manager
Crossrail Programme Delivery	Area Controls & Commercial Director
Crossrail Programme Delivery	Head of Change Control & Cost Assurance
Crossrail Programme Delivery	Programme Controls Director
Crossrail Programme Delivery	Programme Director
Crossrail Programme Delivery	Technical Director
Crossrail Programme Delivery	Chief Engineer

Department / Functional area	Job title
Crossrail External Affairs	External Affairs Director
Crossrail Finance	Finance Director
Crossrail Finance	Finance Operations Director
Crossrail Health and Safety	Health and Safety Director
Crossrail IT	Head of Business Systems & Planning
Crossrail Land and Property	Land & Property Director
Crossrail Land and Property	Head of Over Site Development
Crossrail Land and Property	Head of Urban Integration
Crossrail Non-Executive Chairman's Office	Non-Executive Chairman
Crossrail Programme Delivery	Surface Director
Crossrail Programme Delivery	Head of Architecture
Crossrail Programme Delivery	Head of Integration
Crossrail Programme Delivery	Head of Quality
Crossrail Programme Delivery	Head of Technical Information
Crossrail Talent & Resources	Head of Organisational Effectiveness
Crossrail Programme Delivery	Operations Director – Crossrail
Crossrail Talent & Resources	Talent & Resources Director

	2011/12	2012/13	2013/14
Total number of Crossrail employees earning over £100k	20	31	37