

**MAYOR OF LONDON**

# The Mayor of London's Annual Report

2013/14

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18 June 2014

# Contents

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<b>Foreword from the Mayor of London</b>	<b>3</b>
<b>Jobs and growth</b>	<b>6</b>
Growing London's economy	8
Securing London's future	10
Vital high streets, vibrant economies	12
Investing in young Londoners	15
<b>Housing and land</b>	<b>18</b>
Homes for London	19
Releasing land, releasing economic energy	21
<b>Transport</b>	<b>24</b>
A 21 <sup>st</sup> century rail network	25
Growing London's connections	27
A plan for London's roads	29
A cycling city	31
<b>Quality of life</b>	<b>32</b>
A green, resilient city	33
A smart, resource efficient city	35
A healthier city	37
A cultural metropolis	39
A team for London	40
<b>A lasting legacy for London</b>	<b>42</b>
Queen Elizabeth Olympic Park: A new district for London	43
A legacy for the whole of London	45
<b>A safer London</b>	<b>48</b>
Preventing crime and protecting Londoners	49
Your police, your neighbourhood	51
Preventing and responding to fires and emergencies	53
<b>An efficient and responsive City Hall</b>	<b>55</b>
Value for money for the London taxpayer	55
Leading the way on transparency	55

# Foreword from the Mayor of London

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I am delighted and proud that this year has been one of progress for London – with the data showing that more jobs were created last year and that there are more jobs overall than at any time since records began. Annual growth was most recently estimated to be 3.2 per cent. Shooting up amongst a forest of cranes, the Cheesegrater and Walkie Talkie, and – at last – Battersea Power Station, send strong confidence signals that London continues to grow.

Of course we cannot be complacent. We are emerging – certainly strongly – but from a very serious recession. Not everyone is feeling the benefit of the economic uplift. And London faces some big and important challenges. Most obviously the number of people calling London home is surging. We will be a metropolis of ten million people by 2030; up from 8.5 million today and 6.7 million in the mid-1980s. London is a global capital; perhaps the global capital. Yet the key word here is global. Yes, London is the powerhouse of the UK pulling the country to and now through recovery. But we must recognise that London is competing in a fiercely competitive world, with dynamic and covetous cities right across the globe.

However, it is precisely for these reasons that it is vital we are ambitious. That today we build the platform for tomorrow's growth – an Age of Enterprise. This is the driving theme behind my 2020 Vision, published last summer, and it is the mantra that animates my work and the work of all of us here at City Hall.

It is why we are helping to cultivate an environment that will suck investment into London and regenerate vast swathes of the capital. We are blasting ahead with a plan that will regenerate a 195-acre semi-industrial site at Old Oak Common in west London. That will unlock 24,000 new homes, 55,000 jobs. At the Royal Docks, where we are more advanced, we are releasing underused public land we persuaded government to put in our hands and working with Newham and partners in the private sector to create a thriving new riverside quarter.

It is both an economic and social imperative that we rise to perhaps the most serious challenge our city faces: the shortage of homes Londoners can afford. During my time at City Hall we have overseen record levels of affordable homes being built; and we are on track to deliver 100,000 over the eight years to 2016. About 46,000 Londoners on low and middle incomes have been helped into home ownership through my First Steps scheme. Eighty-five per cent of our GLA land is now developed, being developed or marketed; with the potential to accommodate 30,000 homes – and over 115,000 jobs.

But there is a reality we must face and that is that London simply has not built enough homes for 30 years. Since 2008, we have made progress, with over 75,000 new affordable homes. To build on this, this year we have worked to develop the framework and policies that will bring a step-change in house building in the capital: at least 42,000 new homes each year, double what has been achieved over the past 20 years. We are determined to innovate and pull every lever at our disposal; as exemplified by our recent announcement to create 20 Housing Zones to accelerate delivery of 50,000 new homes and support 250,000 Londoners into low cost home ownership over the next decade.

We are delivering on our promise to use the catalyst of London 2012 to bring new opportunity to east London. Queen Elizabeth Olympic Park has been transformed and reopened. Londoners are swimming lengths where world records were smashed at the London Aquatics Centre. The Stadium is being converted into a multi-use, year-round venue and will host Rugby World Cup games in 2015; one of a series of global sporting events London will host over the coming years. Already the first tenants are working out of the former Press and Broadcast Centres, where a new digital and tech hub is taking shape that will extend London's lead as the digital capital of Europe and create 7,500 jobs.

And the Olympic Village is now East Village, a new London neighbourhood with 2,800 homes, a new school and health centre.

What we are doing is creating a new district for London; accelerating plans to provide up to 10,000 homes and create 20,000 jobs up to 2019. To help us do that, in December I announced with government plans to create a centre of educational and cultural excellence emulating the legacy of the 1851 Great Exhibition in South Kensington.

We are helping to usher in new eras of prosperity at Croydon and Tottenham, investing through my regeneration fund to create new public realm, support embryonic and small businesses and reenergise high streets. And 23 boroughs and 53 places are benefitting from our Outer London Fund, with redesigned and revitalised public places; new jobs and economic opportunity; and support for thousands of small businesses.

We are fortunate in London to have a strong partnership of business, boroughs and City Hall – the London Enterprise Panel. The Panel has carefully assessed bids and now allocated over 95 per cent of the £110 million Growing Places Fund. The projects we are backing will create jobs, drive growth, enhance transport links to unlock potential, support SMEs and strengthen London's knowledge economy. Take MedCity, which I launched in April. We are using the tremendously successfully model adopted for Tech City as a template to give the world-leading medical and life science institutions in London and the greater southeast a platform from which they can collaborate, compete, attract finance and make the breakthroughs of tomorrow.

To ensure London can compete across the globe, we need London's school, college and university leavers to be smart, knowledgeable, innovative and determined. So we are using City Hall's influence to raise standards in London's schools. My London Schools Excellence Fund is already supporting 106 projects across 830 schools – involving 13,000 teachers – to lift further the quality of teaching, alongside our London Schools Gold Club and London Curriculum initiatives.

We are overseeing a neo-Victorian surge of investment into our transport networks; which are being upgraded, reshaped, expanded for the 21st Century. The Tube is carrying more people more reliably than ever before. From next year we will also see certain sections of the network running right through the night on the weekends. With the foundation of an unprecedented long-term funding settlement from government, we are steaming ahead with the next stage of the Tube improvement programme too.

Above ground, we have pieced together a new orbital railway for London. The London Overground regularly tops satisfaction and reliability league tables and we are expanding it again, having persuaded government to give us control of new routes between Liverpool Street, Enfield Town, Cheshunt and Chingford. Crossrail – Europe's biggest infrastructure project – is on time and on budget. One-thousand tonne tunnelling behemoths have bored out 80 per cent of the tunnels through which trains will speed from west to east from 2018. Meanwhile we are making the case forcefully for a Crossrail 2 to transport Londoners from Hackney to Chelsea.

Our Roads Plan is investing £4 billion in London's streets and public spaces to make them fit for a growing London. We will rip out relics from the 1960s at Archway, Aldgate, Swiss Cottage and Wandsworth – among others – and put in their place rethought and redesigned layouts, reducing congestion, but also making these junctions more civilised spaces for all road users with segregated cycle track and new traffic free public space.

Our £1 billion Cycling Vision is taking shape. We have chosen the three outer London boroughs that will each receive up to £30 million to create mini-Hollands, and the first two of six new Quietways – back street routes for cyclists who would like to cycle but are discouraged by London's busy roads. In November I launched the first fully-segregated section of Barclays Cycle Superhighway.

By making cycling safer, more civilised and a more integral element of London life we will do much to make London more liveable. As will the first of my 100 pocket parks – green oases the size of a tennis

court –now appearing across the city. Over the past two years we have planted 6,300 street trees; putting us on track to plant 20,000 over two Mayoral terms. We have chosen six big, strategic projects that will help ensure we hit our target to transform 300 acres of London’s green space between 2012 and 2016. Meanwhile we are making London’s air cleaner with ambitious plans to cut further emissions from homes, offices and vehicles in place.

Crime continues to fall. We are cracking down on gangs; and offences involving weapons and youth violence were both down significantly too. We have put more officers into London’s neighbourhoods through the enhanced Safer Neighbourhood Teams rolled out to every borough over the year. I have also asked the Metropolitan Police Service to focus on improving confidence; and that is why we have announced a new London Policing Ethics Panel. By 2016 there will be more police constables – 26,000 – than ever before.

And we are doing all this while cutting council tax – for the third year in a row, with a 24 per cent fall in real terms since I was elected – and bearing down on fares, which rose by less than inflation this year. Being ambitious does not mean we are blind to the financial realities facing the public sector. I have put value for money at the heart of my administration and am determined to see that every penny of taxpayer money is put to work. The first two budgets of my second term are delivering ongoing annual efficiency savings across the GLA Group of just under £0.8 billion, with further savings of nearly £0.3 billion planned for 2015/16.

Finally, it is self-evident but worth stressing that lengthening London’s lead as the best city in the world is a shared endeavour. I have a dedicated, expert team behind me and committed staff who have worked full tilt throughout the year and I would like to register my thanks to them. We will continue to work flat out for London and Londoners.

A handwritten signature in black ink, appearing to read 'Boris Johnson', with a long horizontal flourish extending to the right.

**Boris Johnson**  
Mayor of London

# Jobs and growth

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## Highlights

- The Mayor's investment in housing and infrastructure is not just fitting London for the future. It is directly creating and supporting jobs here and now: nearly 84,000 in the 18 months to December 2013. Progress is on-track to create 200,000 direct jobs over this Mayoral term.
- The London Enterprise Panel has now allocated over 95 per cent of the £110 million Growing Places Fund it has at its disposal to projects that will support jobs and growth.
- That includes £1 million for MedCity, launched in April 2014, which will help the world-class medical and life science institutions in London and the greater southeast collaborate, compete internationally and attract investment. This is one way the Mayor is helping to strength the knowledge economy vital to tomorrow's growth.
- The Mayor is helping London's SMEs grow and thrive. A new £25 million voucher scheme will bring superfast broadband to 12,000 small businesses. Another £25 million – drawing in significant private funding too – will shortly begin providing equity finance to young firms. And the Mayor's export programme is helping small firms trade internationally.
- The Mayor is working to an ambitious target to get 250,000 apprentices into London's businesses by 2016. He has given SMEs additional help to take on apprentices and in March announced a partnership that will see London's hospitality sector provide 7,000 apprenticeships. The GLA Group is taking on over 1,000 apprentices each and every year.
- The Mayor's target to increase the number of London employers paying the London Living Wage has been met – and exceeded – two years early and there are now 347 accredited employers. Now he is ambitious to make the London Living Wage the norm.
- In June 2013 the Mayor published his 2020 Vision. It is a plan to secure London's future; and in particular to renew and rebuild London's infrastructure to support London's growing population and economy. He also launched a new campaign to press for powers that would give London greater control over taxation and spending – and its future destiny.
- The Mayor is drawing up plans for a new Mayoral Development Corporation at Old Oak Common to unlock the area's potential and create a new district for London, with up to 24,000 new homes and 55,000 jobs.
- The £70 million Mayor's Regeneration Fund is strengthening local economies and bringing jobs to areas affected by the August 2011 riots. This year schemes to transform public spaces in Croydon and Tottenham got underway. In Hackney, £1.5 million is helping deliver a visionary new fashion development in the heart of the town centre.
- The Outer London Fund is investing £50 million to bring vibrancy and vitality to high streets across London. Twenty-three boroughs received funding to redesign and revitalise public places; to create jobs and economic opportunity; and to support thousands of small businesses.
- The Mayor's £24 million London Schools Excellence Fund has so far funded 106 projects that are already working across 830 schools to support world-class teaching and boost pupil attainment.
- To help address the shortage of good school places, the Mayor is identifying GLA Group sites for new schools. Progress is on track to meet his target of ten sites by 2016.
- The Mayor's YOU Matter project has strengthened London's uniformed groups and allowed 18,375 additional young people to take part in their weekly activities.

## Collaborating for growth: The London Enterprise Panel

The London Enterprise Panel (LEP) is a partnership bringing together the Mayor, business and boroughs to take a strategic view of regeneration, employment and skills in the capital. The LEP's Jobs and Growth Plan, published at the start of 2013/14, lays out its four priority areas: skills and employment; SMEs; science and technology; and infrastructure.

The key resource at the LEP's disposal is the £110 million Growing Places Fund (GPF). After inviting bids and making a detailed assessment, the LEP has now allocated 97 per cent of the fund; two-thirds of which will be paid back and then re-invested.

The allocations are supporting projects that flow from the LEP's four priorities. Many are touched on across these pages; from the £25 million that is helping to establish an SME finance scheme, to £2.5 million to increase the number of businesses offering apprenticeships; and from £1 million seed funding MedCity, to another £1 million to help install superfast broadband. Other projects being supported are London Works, an employment programme in east London which is on track to support 1,200 Londoners to find jobs or progress in their career; and the Central Research Laboratory at Hayes which has been awarded a £7.7 million loan to provide an affordable place for entrepreneurs and small businesses to develop, prototype and commercialise product ideas.

A £40 million slice of GPF is funding four transport schemes: improved rail links between Tottenham Hale and the Upper Lea Valley – through track improvements and by reconfiguring Angel Road Station; major road improvements in Bexley; and projects to help Ealing make the most of the economic dividend that will come from Crossrail. Design work is underway and the projects will begin in 2014/15. In all, they will safeguard or create 45,000 jobs.

The LEP has also been busy in the year setting the strategic framework for the €791 million of European Structural Investment Funds it will direct over 2014-20; and in developing and submitting a Growth Deal to central government so that London can draw on the £2 billion national Local Growth Fund. But the Growth Deal is not just about funding. It is an opportunity too for the LEP to press its case for additional levers and freedoms that would put it in a stronger position to drive growth in the capital. Government is expected to announce its decisions in July 2014.

London is the powerhouse of the UK economy, accounting for 22 per cent of national output. So it is not surprising that ever since the financial crisis of 2008 and the ensuing recession, London has been leading the UK to – and now through – recovery.

In the past year the needle on London's economic barometer has continued its clockwise turn: unemployment is down to its lowest rate since 2008; more jobs were created and there are more jobs overall than at any time since records began in 1996; business confidence is high; and annual growth was most recently estimated at 3.2 per cent, outstripping the two per cent growth for UK as a whole.

But in a fiercely competitive global world and with many still finding the economic climate challenging, there is absolutely no room for complacency. So jobs and growth is, together with homes for Londoners, the Mayor's top priority.

The Mayor is using the resources and policy levers at his disposal to nurture new and burgeoning sectors of our economy and to help Small and Medium-sized Enterprises (SMEs) grow and thrive. He is pressing for and channelling billions of investment into the infrastructure and housing London needs now and for the future. He is investing in London's green spaces, places and high streets not only to improve London's quality of life. But because doing so will strengthen local economies and ensure this city remains the best place in the world to live and do business in. He is investing in young Londoners and championing excellence in London's schools because it will secure the jobs and growth of tomorrow.

He is doing all this around a new Vision for London up to 2020; a document that sets out how London can meet the challenge of a rapidly growing population and compete in a global economy. It is a Vision around which all those with an interest in London's future can unite.

## Growing London's economy

London's is an economy that does not stay in stasis. It is dynamic, adaptable and inventive; and though it is the world's pre-eminent financial centre, this is London's real strength. Yet as other cities seek to challenge London, its ability to innovate will be more important than ever. This is why ensuring the capital is recognised as a world leading hub for science, research and technology is one of the LEP's four priority areas. These are the sectors that will not only create jobs, but which collectively form the knowledge-economy upon which future productivity gains and growth will be founded.

On 8 April 2014 the Mayor launched MedCity to raise the profile of the world-leading medical and life science institutions within the triangle formed by London, Oxford and Cambridge. With £1 million from the LEP, nearly £3 million from the Higher Education Funding Council for England over five years and backing from renowned academics and business people, MedCity will provide a platform for this unique cluster of excellence to collaborate, compete internationally and attract investment. It will promote risk taking and entrepreneurship, bring together researchers and investors, and help turn ideas into commercial success stories. MedCity will be where the scientific breakthroughs of the future emerge – to the benefit of our economy and society at large.

With 34,400 digital technology businesses in London, and despite fierce international competition, London is by some distance Europe's digital capital. The cluster of digital firms in and now radiating far out from Old Street – known as Tech City – is at the heart of London's success and allure to the world's creative innovators.

It is entrepreneurs and innovators, not government, that are the driver behind Tech City's success. But where we can take steps to support start-ups and nurture young companies, it is important we do so.

The GLA is therefore leading a visionary project to establish a base in Old Street where start-ups can come together to share data, get advice and test out ideas. The centre will bring investment, talent and jobs to Tech City and enhance international perceptions of this digital cluster and its future potential – while also serving as a space for everyone and anyone to come and develop their digital literacy.

Old Street roundabout itself suffers from poor design and a long-standing lack of investment. The Mayor has therefore asked Transport for London (TfL) to develop plans that will transform the area – including possibly removing the roundabout – so that it better meets the needs of everyone working, living in or visiting Old Street. Proposals include new pedestrian crossings and segregated cycle lanes and construction will begin in 2015. Meanwhile, the GLA is working with TfL, local boroughs and the tech community to prepare a masterplan for improving the wider locality.

While Tech City is synonymous with Silicon Roundabout it has in fact helped seed the growth of tech firms right across the capital. There is fertile ground for further growth too, in particular at Queen Elizabeth Olympic Park. To champion London as the global home for ambitious tech firms and attract inward investment, the Mayor has pressed for and secured from central government a greater role in promoting Tech City. And to help him in this task, he has brought together leading tech innovators and entrepreneurs within a new London Tech Ambassador Group.

In March 2013 the Mayor launched a Smart London Board to galvanise cross-working between academics, innovators and industry sectors; and to develop and deliver a vision of what a Smart London should look like. That vision is taking shape.

In December the Mayor published his Smart London Plan. It speaks to his ambition to use the creative power of new technologies to improve the web of systems and links that underpin the functioning of our city; to address the challenges of city life; and to keep London ahead in the global race for jobs



and investment. Later this year the Mayor will launch the Smart London Innovation Network to reach out and challenge entrepreneurs and then demonstrate and pilot smart technologies.

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

London's small business owners can find accessing finance challenging, putting a break on their growth. So the Mayor will use up to £25 million of GPF, bolstered by nearly £3 of private funding for every £1 of public funding, to invest in early-stage growth SMEs. The mechanics of the fund have been designed over the year and we expect to begin providing equity finance by the end of 2014. The scheme is in addition to an equity finance fund for small firms launched in April 2013, drawing on European Regional Development Funding (ERDF). Up to March 2014 the fund had invested £4.1 million, leveraging in £17.4 million of private funding and creating and safeguarding over 300 jobs. The fund will continue to invest up to December 2015.

The Mayor's Export Programme helps small firms trade internationally. Five trade missions – to Turkey, Brazil, India, Mexico and Austria – have already taken place since September, generating £650,000 in sales. By 2016 the programme will engage over 2,000 businesses and provide more intensive export support to over 240 small firms.

Businesses anywhere in Greater London can now apply to the Mayor for a voucher of up to £3,000 towards the costs of setting up a superfast broadband connection. The £25 million scheme will bring cutting-edge digital infrastructure to up to 12,000 small businesses, helping them to compete in global markets and cementing London's reputation as the digital capital of Europe.

The scheme is part of the Mayor's Superconnected Cities Plan, which is also funding free Wi-Fi in public sector buildings and especially free-entry museums and art galleries. It aims to improve the visitor experience, grow visitor numbers and revenue, and create new employment opportunities.

A Business Improvement District (BID) is a business-led and business-funded body formed to improve a particular commercial area. Through a BID, businesses get a bigger say and stake in their locality, identifying and then funding additional or improved services. That could be cleaner streets, extra community safety or environmental measures or enhanced infrastructure.

The Mayor is ambitious to support an increase in the number of BIDs such that there are 50 London BIDs by the end of this Mayoral term – from today's 38. Research commissioned by the GLA has informed a new package of support, including a handbook of practical advice and a small grants fund for organisations looking to set-up a BID.

Apprenticeships are good for London: for businesses, which benefit from the talent and enthusiasm an apprentice brings, from reduced recruitment costs and from increased productivity; for young people, who are given a doorway into the workplace and a pathway into a diverse and fulfilling career; and for London's economy, which is boosted by a committed and skilled workforce.

The Mayor's Apprenticeship Campaign, a partnership with the National Apprenticeship Service, is building on the momentum achieved over his first-term, during which time apprenticeship starts more

### Putting European funding to work

The GLA is responsible for managing London's European Structural Funds programmes, which are the main instrument for supporting social and economic cohesion across the European Union.

The 2007-13 programmes are on course to achieve or exceed the targets agreed with the European Commission, including 40,000 people into work; 20,000 small businesses helped to access funding, markets or environmental advice; 6,000 jobs created and safeguarded; and 245,000 tonnes of waste diverted from landfill per annum. Over 200,000 individuals furthest from the labour market have been helped, including over 60,000 young people not in education, employment or training (NEET). Another 170,000 workers have been helped to improve their skills.

than doubled. To support the campaign, the LEP invested £2.5 million last year to double the national SME Grant Incentive to £3,000 in London. The scheme was significantly over-subscribed and we expect a forthcoming evaluation to show that it has had a considerable impact.

In March the Mayor announced a partnership between his Good Jobs in Food programme and the British Hospitality Association to provide 7,000 apprenticeships in the hospitality sector in London by the end of 2016 – taking him a step closer to achieving his ambitious target of 250,000 apprenticeship starts in the capital by 2016.

The Mayor is ensuring that the GLA family plays its part too. Each year over 1,000 apprentices work within its constituent bodies and supply chain in roles ranging from engineering to marketing and to project management. Over and above the 1,000 GLA apprentices, Crossrail is currently supporting 283 apprentices, exceeding its target of 260 for the year

A new apprenticeship marketing campaign got underway this spring, supported by £1 million of GPF, which will articulate widely and compellingly the business benefit of recruiting an apprentice. In addition the Mayor will continue to lobby companies to take on more apprentices.

The London Living Wage (LLW) is an hourly rate of pay – currently £8.80 – that gives a worker the means to provide themselves and their family with the essentials of life, including a cushion against unforeseen events. The Mayor is a firm supporter and vocal advocate of the voluntary LLW, participating in November's Living Wage Week, writing directly to companies and stressing its value in speaking engagements and face-to-face meetings with business.

The Mayor set a target in his manifesto to work with the Living Wage Foundation to increase the number of accredited employers to 250 by the end of this Mayoral term. At the end of 2013/14 there were 293 accredited employers – with 187 employers newly accredited in the year; and at the time of writing, there were 347 accredited employers. The Mayor has now set a challenging goal to make the LLW the norm by the end of the decade. In the coming year, foci will include ensuring even greater take-up in the public sector and increasing the number of accredited businesses in the retail and hospitality sectors.

## Securing London's future

One thing above all characterises the start of the 21st century: change. And more specifically, the sheer speed, scale and restlessness of this change – both at home and across the globe.

The shape and locus of the global economic order is shifting dramatically and at an increasing pace. New sectors and networks are emerging. In step with these changes, competition between big cities – agglomerations of talent and innovation – is becoming fiercer. Meanwhile, London's population is growing rapidly. Following a decline after the Second World War, it started to grow again in the mid-1980s and between 1986 and 2013 grew from 6.7 to 8.4 million. The capital is now projected to grow faster than we had previously thought, surpassing its previous peak (8.6 million in 1939) as early as 2015, reaching 9.1 million by 2020 and then nearly ten million in 2030.

This churn – of economic forces, of ideas and of people – presents challenges and opportunities. The Mayor's 2020 Vision, published in June 2013, puts forward the case for change so that we can meet these challenges and seize the opportunities.

The Vision articulates London's strengths as a world-class city emerging strongly from recession and describes the Mayor's existing programmes and proposals for London's infrastructure. These are touched on across these pages and include unprecedented investment in London's transport network, building record numbers of affordable homes and improving the capital's public realm. But it also sets out a coherent plan to go further and faster. A plan to reshape and renew London's transport, housing and community infrastructure; a plan to ensure our international offer remains unsurpassed in an increasingly competitive world while providing opportunities for a growing population to thrive.

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

The answer is to devolve power from the centre and give London fuller control over the mechanisms and balance of taxation and spending. This would give London the means to take greater control of its destiny, to plan for growth and to invest in its future – while liberating the capital from hand-to-mouth annual funding negotiations with central government. And it would make London government more responsive and accountable to the people it serves.

This is the conclusion of the independent London Finance Commission which was led by Professor Tony Travers and reported early in 2013/14. It is a view the Mayor fully supports and he is pressing for the Commission's recommendations to be implemented.

To this end, in October 2013 the Mayor launched the City Centred campaign with London Councils and the Core Cities Group representing Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield. Its aim is for the main political parties to include a commitment to fiscal devolution – specifically the devolution of property taxes – in their 2015 General Election manifestos.

The Mayor's Vision committed the GLA to developing a Long Term Infrastructure Investment Plan. This year we began the preparatory work for the plan, consulting widely and calling for evidence. The feedback is informing a strategic overview of the capital's

## Planning for growth

To address the challenge posed by London's surging population growth and to reinforce his 2020 Vision, the Mayor has prepared draft Further Alterations to the London Plan; the document and policies that guide what, where and how we build and develop – and what we protect and conserve – over the next 20 to 25 years. The alterations were consulted on earlier in the year and the aim is to publish the final plan in the first part of 2015.

The altered plan identifies capacity for 42,000 new homes each year and sets out rigorous policies to increase housing supply through building at higher density in town centres, on under-used and former industrial sites and within Opportunity Areas. These measures mean London can accommodate its housing needs without impinging on its Green Belt or relaxing policies that protect open space.

A second key change concerns the Opportunity Areas themselves – London's reservoirs of brownfield land. The draft further alterations propose four new areas, which in turn would bring additional impetus, focus and coordination to development and help realise their combined potential to deliver 11,100 new homes and 8,000 jobs. That is on top of the 250,000 homes and 500,000 jobs the pre-existing 33 opportunity areas could accommodate.

As well as the four new areas, Old Oak in Park Royal would become an Opportunity Area in its own right. It is a place set to be transformed by a new super-hub High Speed 2 and Crossrail Station to be built by 2026; a place that will become a new city quarter with up to 24,000 new homes and more than 55,000 jobs and where regeneration could be worth up to £6.2 billion for the London economy. To seize this opportunity, the Mayor is also seeking, in discussion with the three neighbouring boroughs, to establish a new Mayoral Development Corporation. It is hoped that the MDC will be established by summer 2015, becoming the second MDC after the London Legacy Development Corporation (LLDC) that continues to lead the post-London 2012 regeneration of Stratford and east London.

infrastructure requirements to 2050 across public transport, roads, energy, water, waste, ICT, and to a lesser extent, social infrastructure. Uniquely the plan will also provide a bottom up assessment of London's infrastructure requirements and the funding and financing options to pay for them.

Meanwhile the Mayor continues to press for immediate and significant funding within the current grant regime. In the 2013 Spending Round, government listened to the voice of London and committed to stable, long-term funding to invest in London's transport network through to the early years of the next decade. For housing, there was a £1.25 billion funding package to deliver 42,000 affordable homes between 2015 and 2018. The Mayor is also ensuring that a significant proportion of GPF is going towards infrastructure projects.

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

London & Partners (L&P) is the Mayor's agency for leading these efforts. In 2013/14 its promotional and economic development activities generated £280 million for London's economy, created 4,400 jobs and supported a further 3,225. This represented a return on public investment of 15 to one. L&P also has broad private sector support, with over 1,000 commercial partners from across London.

In October the Mayor led a delegation on an official visit to China to promote London as the best destination for Chinese tourists, students and investment. The six day visit took in the country's three primary cities – Beijing, Shanghai and Hong Kong – and involved over 30 meetings and engagements with government officials, business people and students.

The Mayor also met with business leaders at the World Economic Forum in Davos in January 2014 and welcomed the Annual World Islamic Economic Forum (WIEF) to London in October 2013, the first time the event has been held outside the Islamic World. London is both the largest Islamic financial centre in the West and the ninth-largest in the world and staging the WIEF provided a platform to promote further the capital's credentials as a leading hub for Islamic finance.

London's prosperity depends on its ability to attract the brightest and best from right across the globe – while keeping out those who have no intention of contributing to our city's success. The Mayor has therefore worked with government to put in place a London Visa so those with exceptional talent can come to the capital to work in the technology and fashion sectors. In the autumn the visa will be expanded to cover design as well. We have also worked with SMEs to help them secure visas for talented people.

## Vital high streets, vibrant economies

By many metrics London is the most global city in the world. But its success and prosperity lies also in the local: in Greater London's town centres and its high streets, of which there are about 1,200. They are part of the cultural and social kaleidoscope that sets London apart from other world cities. And

### Creating and supporting jobs

The Mayor's investment in infrastructure is not just an investment in London's medium and long-term future. It is creating jobs here and now.

The Mayor has set a target to create 200,000 direct jobs over the four years to 2016. An estimated 84,000 jobs were created and supported in the 18 months to December 2013; and our forecasts show he is on course to achieve his target.

The main generators of jobs 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.

they are important economies in their own right: outside of the centre, more than half of London's jobs are spread across the capital's high streets.

Proactively managed high streets are an anchor for and generator of jobs, growth and housing. Badly managed they can mangle, dragging down the wider area, limiting entrepreneurial opportunities and compounding issues of housing supply. Moreover, today's high street must contend with structural changes within the retail sector and the increasing complexity and cost of doing business; changes that are having a very visible impact on our high streets. Now and increasingly, a thriving high street is about more-than-retail: to succeed, tomorrow's high street must enhance and meld the social, civic and broader economic aspects of city life.

With the right help, and building on what is already good, London's high streets can find new strengths, draw in new people and business and create virtuous cycles of economic activity and growth. The Mayor is working with London's boroughs, traders and community organisations across a panoply of different schemes that share this common thread. The biggest two programmes are the Outer London Fund (OLF) and the Mayor's Regeneration Fund (MRF).

Round Two of the OLF has delivered apace over the past year. Many of the projects are long term, redesigning the public realm to attract visitors and encourage them to stay longer. Equally, we are funding and supporting smaller but nonetheless transformative projects too, such as shop front improvements.

In total there are 23 Round Two projects across 17 boroughs – all of which are attracting match funding to bring the total investment in the future prosperity of these places to over £50 million.

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.

In the past year projects have begun to make a real

## Strengthening outer London's economies

2013/14 was the year in which the majority of the Outer London Fund Round Two projects came to fruition. The projects have been as varied as the places in which they were delivered and include:

### *Bromley*

- Funding has focussed on improving the public realm, signage and way finding and uplifting town centre shop fronts – all driving higher levels of footfall.

### *Harrow*

- A new town centre management team and BID are energising businesses and helping them think about their role in developing and promoting the place they trade from. Greater confidence has fed through into a fall in vacant commercial floor space.

### *Hillingdon*

- Some £1.4 million from the OLF together with funding from the borough and TfL has transformed Ruslip Manor town centre into an accessible and attractive high street, helping it compete with nearby centres.

### *Waltham Forrest*

- Blackhorse Workshop is a new public building, part funded by £90,000 from the OLF, where local people can learn the arts, crafts and trade skills the area is famous for. The Workshop is equipped with woodwork and metalwork facilities and a team of skilled technicians is on-hand to offer help and advice. Affordable workspace for businesses sits alongside a free public space where local people can come together. The scheme has created four new jobs to date and given 42 young people business support and training. In all, the Mayor is investing £1.1 million in regenerating the Blackhorse Lane area; funding that has also improved shop-fronts and revitalised the local shopping parade. Over £330,000 is helping to create one of the largest urban nature reserve in Europe at Walthamstow Wetlands.

All of the OLF schemes that have not yet been completed are on site and almost all will be finished by the midpoint of 2014/15.

difference within local communities. In May 2013 the Mayor opened 639 High Road in Tottenham, offering: affordable business space, support and training; volunteering and apprenticeship opportunities; and community spaces. Over its first three years the Enterprise Centre aims to support a minimum of 85 new businesses and help 225 people get businesses off the ground.

The MRF projects in Tottenham are resonating with other publicly and privately funded schemes that together are beginning a resurgence for the area. They include also TfL's unravelling of the Tottenham Hale gyratory, now finished, a major project to transform Tottenham Hale station and significant upgrades for the railway on which the station sits; as well as Tottenham Hotspur FC's approved £430 million scheme to redevelop White Hart Lane.

Investment is also continuing in Croydon, with a focus on supporting local businesses and entrepreneurs through initiatives such as the Enterprise Hub, which opened in July 2013. The Hub has provided practical support to more than 200 Croydon-based businesses and services – creating 26 new jobs so far.

The MRF is also funding rate relief for ready to grow businesses moving into premises in Croydon town centre. The scheme aims to reinvigorate the commercial office market and enable businesses to grow and create jobs by incentivising SMEs to locate to the town centre. The scheme has attracted 14 businesses, creating 70 jobs and safeguarding a further 300 in the process. Furthermore, it has had a positive impact on perceptions of Croydon as a place to do business.

Business support is being complemented by schemes to uplift key gateways into Croydon and make them more welcoming; to repair and strengthen Croydon's high street; and to make Croydon better connected by removing barriers and improving walking routes. Intensive consultation and planning work took place in the year and works have now begun in the town centre to enhance the public realm in the restaurant quarter at South End. The number of projects being delivered on site will increase in the next year.

The Mayor is keen to capitalise on the community spirit in west Croydon and has worked with the borough to recruit 76 Community Connectors within Broad Green, Selhurst and Thornton Heath. The Connectors have encouraged groups of likeminded individuals to run and get involved in 75 citizen-led projects for the benefit of the local community. Examples include mother and baby groups and a breakfast club for vulnerable people.

As in Tottenham, the MRF's investment in high streets, public realm, infrastructure and business support is working alongside wider regeneration efforts. In particular, the Mayor in his role as London's Strategic Planning Authority has worked closely with two developers – Westfield and Hammerson Plc – to bring forward a scheme to transform Croydon's Whitgift and Centrale shopping centres. The scheme, which received outline planning permission in November 2013, will create over 5,000 jobs and represents an additional investment of £1 billion in the area.

The MRF is investing over £2 million to help Camden stay at the forefront of the creative economy. Some of that funding has been channelled into C/159, part of the Camden Collective initiative run by the local BID, Camden Town Unlimited. Once a derelict pound shop but now a bustling retail and business hub, C/159 has in its first year supported 90 business start-ups, created 56 jobs, provided 151 young people with support and training and hosted 95 events. Camden Town Limited has also used £50,000 of GPF to run an innovative Collective Accelerator programme, which has provided loan finance to five SMEs and wrap around three-week business support to another nine.

Elsewhere, a new fashion hub is taking shape in Hackney; the Market Gardening project is up and running in Enfield and aims to create a centre of food growing excellence; and work to revitalise Southall's High Streets, including its public spaces and shop fronts is underway. In December Ealing Council and the Mayor launched a blueprint to regenerate the wider Southall area, capturing the benefits of Crossrail and bringing 6,000 new homes and up to 3,000 jobs to the area.

While a number of projects are still being delivered, and full evaluations are pending, the following numbers serve to highlight the impact the OLF and MRF are having:

- over 400 sustained job opportunities have been created;
- 380 existing jobs have been safeguarded;
- 50 people have been supported into self-employment;
- 400 young people have received training and short-term support;
- eight new trader associations have been formed, 11 existing associations have been supported and five have been revived;
- more than 50 empty shops or units have been brought back into use or animated; and
- over 30,000 square metres of public realm – the equivalent of 115 tennis courts – has been created or improved.

Work is also focussing on the longer-term, developing plans that will ensure a sustainable legacy long after projects have been completed.

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

Two of the projects concluded successfully in the past year. The Tower Hamlets project will finish in summer 2014. All of the projects have received advice and support from the GLA and will continue to do so as the effectiveness of the pilots is evaluated and learning captured.

## Investing in young Londoners

Today's young Londoners are our city's future. They are the future workers, business leaders and entrepreneurs on whose skills and capabilities future economic growth depends. To ensure London can compete across the globe, we need London's school, college and university leavers to be smart, knowledgeable, innovative and determined.

To this end, the Mayor is focussing on three themes:

- promoting excellent teaching in all London schools;
- helping to ensure a good school place for every London child; and
- preparing young Londoners for life and work in a global city.

The Mayor's £24 million London Schools Excellence Fund was launched in March 2013. It helps students achieve better results through expert teaching, improved subject knowledge and subject specific learning methods. The GLA's funding prospectus invited applications for projects which would: invest in knowledge-led teaching; support self-sustaining school-to-school and peer-led activity; take and expand proven teaching innovations; and/or create cultural change and raise expectations in the London school system. In 2013/14, 106 projects – about half of which are school-led – were chosen from three rounding rounds. About 830 schools will benefit this year with more schools joining in the next academic year.

In November the Mayor hosted his inaugural annual education conference, bringing together over 300 London school leaders with international educational experts. There were keynote speeches from the Secretary of State for Education, the Mayor and a host of top international speakers. The event – at which the Mayor's first London Annual Education Report was also launched – provided a forum to debate, challenge and celebrate London education.



Also part of the agenda at the November conference was the formal launch, and first awards, of the Mayor's London Schools Gold Club. The Gold Club is an annual scheme to identify schools that are bucking the trend by achieving exceptional outcomes – particularly for their most disadvantaged pupils. Later in the year the Gold Club's school-to-school seminar programme began, giving other schools the opportunity to learn from Gold Club schools.

It is London itself, and more specifically its history and cultural and scientific heritage, that is the richest asset available to our schools. The GLA has therefore collaborated with subject experts, cultural organisations and especially the Museum of London over the year to develop a London Curriculum. The result is a rich suite of resources and activities that bring the new Key Stage 3 national curriculum to life, injecting it with the excitement of the capital. Pilot schools are currently testing the lesson plans and teaching resources across the first five subject areas, ahead of their formal launch in July 2014.

To complement the London Curriculum, this summer schools are competing to be crowned London Knowledge Champions as part of a new quiz led by Team London, the Mayor's volunteering programme. Example questions include 'what edible item did Samuel Pepys bury in his garden during the Great Fire of London?' and 'what caused cholera outbreaks in London?'

London's schools reflect the international make-up of the capital, with people coming to live here from all over the world. For many pupils therefore – 42 per cent across London – English is an Additional Language (EAL). That proportion is much higher for some boroughs. In Newham and Tower Hamlets, for example, it is over 70 per cent. While London's schools have the best educational attainment record for EAL pupils, there are still challenges and particularly for families who have recently arrived in the UK.

The Mayor has therefore launched English: The Key to Integration in London. Drawing on £1.5 million of European funding and £500,000 from the London Schools Excellence Fund, the project will work with at least 70 schools across ten London boroughs to train 540 teachers. The teachers will then in turn be better placed to increase the literacy and academic English results of over 16,000 EAL pupils. A number of schools will also run English language classes for parents. We aim to improve the English of over 600 non-EU mothers so they can support their child outside of the classroom. The training, materials and resources developed through the project, which formally runs to June 2015, will have a lasting impact on EAL teaching in London schools.

Alongside work to encourage excellence in teaching, the Mayor recognises the growing crisis in school places in London and the negative consequences this has for families across the city. The GLA is therefore encouraging and supporting new schools in the capital – including a new generation of Free Schools – to help address the shortage of school places, to give parents greater choice and to encourage innovation. The Mayor pledged to identify ten GLA Group sites that can be used by new schools over the course of this Mayoral term. He has already identified several such sites and is on track to meet his target.

In November 2013 the Mayor launched the London Schools Atlas, an innovative and interactive online map providing a detailed picture of London schools. The Atlas uses data to illustrate current patterns of demand for school places at a pan-London level for the first time, rather than just within individual boroughs. It also indicates where pressure on places might be in the future by projecting changes in demand up to 2017/18.

To prepare young Londoners for life and work in a global city we must build and enhance pathways between schools, higher education and business, supporting every young person to make their next step.

Championing Careers Guidance in London Schools is piloting a programme to help school leavers move successfully into further education, training or employment. Students attending London Academies Enterprise Trust (LAET) academies benefit from high quality careers guidance focussed on



supporting students into the full range of post-16 options. Of those who left LAET academies in July 2012, 1,266 were in sustained education, employment or training 12 months later. In addition, 420 parents benefitted through the community learning hub programme.

The GLA has also begun discussions with some Russell Group universities to establish whether there is more that can be done to increase the number of young Londoners from disadvantaged backgrounds entering research intensive universities. We will develop the London Schools Atlas to inform these programmes and explore ways of linking students and alumni of such institutions with school and college pupils in disadvantaged areas.

For too many young people a difficult start in life leads to a lifetime of underachievement. For example, we know that both children who are excluded from school and, most starkly, children who have learning difficulties or disabilities achieve significantly worse outcomes than their peers in education and beyond.

Our European Social Fund (ESF) Youth Programme is providing tailored support, including mentoring, for these particularly disadvantaged groups. The projects began in autumn 2012 and in the past year they have worked with 1,359 young people who were NEET or were at risk of becoming NEET. More than 700 young people have so far gone onto employment or training or back into education. Our aim is to help at least 1,000 vulnerable young people move into sustained education, training or employment by September 2015.

2013/14 was the first full year of the Mayor's Leadership Clubs programme. The £1.6 million scheme was launched to address underlying problems that contributed to the August 2011 riots and help struggling schoolchildren aged ten to 14 reach their full potential. The clubs work within schools to improve behaviour, self-discipline and attainment via avenues ranging from Saturday schools that will boost confidence through creativity to boot camp style strict regimes. All of the projects focus on literacy and numeracy to help children excel.

To date 27 schools and over 1,200 pupils have been engaged. The clubs will continue to be rolled out up to September 2015, reaching a further 12 schools and over 500 pupils.

The Mayor is also overseeing a mentoring programme now operating in eight London boroughs – Brent, Croydon, Hackney, Haringey, Lambeth, Southwark, Waltham Forest and Westminster. One thousand black boys aged ten to 16 at risk of offending, or of dropping out of education, employment or training, have been paired with inspiring and supportive adult mentors. The mentoring relationship will continue for up to 12 months.

#### **Supporting London's uniformed groups**

Over two years the Mayor's YOU Matter project worked closely with his Team London volunteering programme to recruit nearly 2,500 adult volunteers to work with London's uniformed groups. As a result, over 100 new units were created and 18,375 additional young people were able to take part in the regular activities provided by the Voluntary Police Cadets, St John's Ambulance, Army Cadets, Air Cadets, Sea Cadets, Girlguiding, Boys' and Girls' Brigades, and Community Fire Cadets.

The project has also helped build capacity for the long term. The groups have benefitted significantly by working together and sharing resources. To continue this important coordination, the GLA will provide support to the YOU London Board and secretariat for a further year.

# Housing and land

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## Highlights

- **The Mayor is on track to deliver 100,000 low cost homes over two Mayoral terms, with more than 75,000 already built. This is not only providing high quality homes for working Londoners. It is creating up to 200,000 jobs and driving economic growth.**
- **So far, over 45,000 Londoners on low and middle incomes have been helped into home ownership through the Mayor's First Steps scheme.**
- **The Mayor has secured significant funds for London, not least a new £1.25 billion affordable homes programme which we began to roll out in 2014.**
- **Announcements on other funding packages – including the London Housing Bank to accelerate the delivery of new homes and funding to improve conditions of borough-owned housing – are expected this year.**
- **The Mayor is seeing that every approach possible is pursued to address London's housing challenges. His draft London Housing Strategy has at its core an ambition and policies to double the supply of new homes to at least 42,000 a year.**
- **In June 2014 the Mayor and the Chancellor revealed plans to create 20 new Housing Zones to boost housing supply across the capital. Backed by £400 million from government and City Hall, they will deliver 50,000 new homes, supporting the Mayor's aim to help 250,000 Londoners into low cost home ownership over the next decade.**
- **To improve standards for Londoners living in private rented homes, the Mayor has launched a new London Rental Standard.**
- **The Mayor has again expanded his No Second Night Out project. More than eight out of ten rough sleepers seen by the service did not spend a second night out in 2013/14.**
- **Over 85 per cent of the Mayor's 660 hectares of land is now developed, being developed or actively marketed. This previously latent resource has the potential to accommodate 30,000 homes and over 115,000 jobs.**
- **Sites including Trenchard House in Soho, Lymington Fields in Dagenham, Queen Elizabeth Hospital in Tower Hamlets, Catford Greyhound Stadium, and Greenwich Square are already boosting the London economy by £3.6 billion.**
- **The Mayor is helping transform the Royal Docks into a thriving riverside quarter. In May 2013 he announced a deal worth £6 billion to the UK economy to transform Royal Albert Dock into the capital's next business district. A developer for the UK's largest floating village will be announced this summer.**

London's housing challenges are deep rooted. The imbalance between supply and demand is chronic, with house building having flatlined and fallen short of demand for 30 years. Added to that, London's population is growing fast. By 2030 ten million people will call London home, equivalent to adding twice the population of Birmingham to the capital.

There is already an affordability crisis and house prices and rents are rising at a pace Londoners cannot hope to keep up with. Those on modest and middle incomes – the very people who underpin London's prosperity – are being hit especially hard. And if the workers that are essential to London's

success cannot afford to live in London, it impacts not just on the capital. It shackles the wider nation's economic growth and competitiveness too.

That is why – alongside jobs and growth – homes for Londoners is the Mayor's top priority.

In his six years in office the Mayor has overseen record levels of affordable homes building. He has also pressed for and secured significant additional resources for London from government, most recently:

- £1.25 billion to deliver 42,000 affordable homes between 2015 and 2018;
- £125 million to kick-start house building on 22 sites and delivering 2,800 homes up until 2015; and
- a minimum of £750 million from government's Build to Rent and Help to Buy equity loan programmes.

Since 2012 the Mayor has been custodian of one of London's largest holdings of underused public land. This is a powerful resource in its own right: a store of economic energy that the Mayor is releasing to drive house building, create jobs and spur growth.

We must do more to ensure there are homes for all those struggling to find somewhere decent and affordable to live in the capital. We need a renewed and ambitious programme. Not just for City Hall. But for everyone who has a role to play in addressing London's housing challenge. This is the purpose of the Mayor's Housing Strategy, which was published in draft in November 2013 and which will be finalised later in 2014. At its core is an ambition to increase supply to at least 42,000 new homes each year – double what has been achieved over the past 20 years.

## Homes for London

In 2013/14 over 8,700 low cost homes were built in London and construction began on another 8,800. In all, 75,800 affordable homes have been completed since 2008. This puts the Mayor on track to hit his target of delivering 100,000 homes over the eight years to 2016.

Building homes is not just vital for London's long-term economic prosperity. It is making an immediate and powerful contribution to growth and jobs: the Mayor's house building programme has created 150,000 jobs in construction and related industries.

In December 2013 the Mayor launched the fourth and largest funding programme under his Housing Covenant. The Covenant is founded on the simple principle that those who contribute to London's success should benefit with a decent housing offer, and this latest round of well over a billion pounds of funding will deliver 42,000 low cost homes. Forty per cent of the homes will be for low cost ownership, helping London's workforce get a foot on the property ladder; and that is on top of more than 30,000 homes made available through the Mayor's First Steps scheme to date.

### The Mayor's Housing Strategy – Homes for London

The overriding aim of Homes for London is to increase the supply of housing of all tenures and ensure these homes better support London's continued economic success. This aim underpins each of the strategy's five key priorities:

- increasing housing supply to levels not seen since the 1930s;
- better supporting working Londoners and helping more of them into home ownership;
- improving the private rented sector and promoting new purpose-built and well-managed private rented housing;
- pushing for a new, long-term financial settlement for London government to drive housing delivery; and
- bringing forward land for development and accelerating the pace of housing delivery through new innovations such as Housing Zones and a London Housing Bank.

But the strategy is not just about supply. Policies range from improving the existing stock to tackling rough sleeping; and from protecting leaseholders to responding better to the housing need of older people.

Also as part of the Housing Covenant, the Mayor announced £30 million to build more homes for older and disabled people, including people with mental health problems. Already the Mayor has delivered 2,000 supported homes – meeting his manifesto pledge – and this new tranche of funding will deliver another 700 specialist, high quality homes. In total the fund will provide up to £60 million and help 1,500 older and disabled Londoners.

Developers are not building homes as quickly as might be expected given the colossal appetite for housing in London. So in April 2014 the Mayor set out proposals for a London Housing Bank to provide loans to developers to accelerate house building, particularly on large sites where delivery is constrained by the traditional house-builder business model. These homes would be let to Londoners at below market rent for a ten-year period, before being sold on. The loan would then be repaid to City Hall.

The Mayor hopes to announce shortly that up to £200 million of funding will be directed into the Housing Bank, delivering 3,000 homes.

The Mayor wants to accelerate housing delivery in specific geographic areas with a high development potential so as to bring home ownership into the reach of more working Londoners. This June he invited London boroughs to propose such areas; and 20 proposals that can be delivered and are strongly backed by the borough will be designated as Housing Zones. Delivery in these areas will be supported by a menu of options, including government and GLA funding - totalling £400 million - and by removing planning obstacles.

To ensure that Londoners looking to purchase new homes on the open market are not disadvantaged compared with overseas investors, the Mayor launched a Mayoral Concordat – a voluntary pledge for developers to market new homes first or first equal to Londoners. The Concordat is already supported by London First, London Chamber of Commerce and the Home Builders Federation and is signed by 60 large and small developers in London.

It is not just the number of homes that are delivered that matters. London also needs high quality homes that perform well for their occupants, that stand the test of time and that complement London's rich architectural history. To this end, the Mayor's London Housing Design Guide is having a major influence on new building in London.

The design standards, the first to apply to new homes across all tenures, have been successfully adopted as planning policy through the London Plan and incorporated into the specification of all major house builders and registered providers operating in the capital. Bids from providers for the 2015-18 affordable homes programme must comply with the standards.

London's private rented sector has grown markedly in recent years and is now home to 25 per cent of households. With its flexibility and ease of access, it is a vital ingredient in London's housing mix. The Mayor is working to make the private sector work better for Londoners and at the end of 2012 published his Housing Covenant for private renters.

The centrepiece was an ambitious proposal for a London Rental Standard (LRS), which the Mayor published in July 2013. By establishing robust and realistic minimum standards that all private landlords

### **Making council homes decent**

Alongside some of the country's finest housing, London has some of the UK's worst housing conditions. This directly impacts on health, educational attainment and quality of life.

To tackle the backlog of works for sub-standard council homes, the Mayor secured £821 million for the period 2011 to 2015 – half the government's national Decent Homes budget. Up to December 2013, 30,700 homes had been made decent, putting the Mayor on track to hit his 45,000 target. The GLA is likely to receive about 90 per cent of newly available government funding and will invest up to £145 million to bring another 9,500 homes up to the Decent Homes standard.

The Mayor is also helping social renters move about the capital for work or other reasons. So far 300 London households have been able to move thanks to the GLA's Housing Moves scheme.

and letting or managing agents in London should adhere to, it will create a more professional, responsible private rented sector and help tenants get a better deal.

The Mayor has been working with London's existing landlord and letting agent accreditation schemes to bring them under the LRS's umbrella. A major publicity campaign began in May 2014 to drive take-up. The Mayor has already more than doubled the number of accredited landlords since 2008, to about 14,000. He is now aiming to increase that number to 100,000 by 2016.

Increasing the availability of larger properties to relieve overcrowding remains a high priority for the Mayor. But overcrowding cannot be addressed solely by building larger homes. New homes and existing social homes also need to be used as effectively as possible. This is why the Mayor has a three pronged approach: making funding available for substantially larger homes in the 2015-18 programme; committing to a long-term aim to deliver larger family sized homes; and supporting mobility so that people who are under-occupying can downsize and free up properties for households who are over-crowded. In 2013/14 the Mayor's Seaside and Country Homes scheme, supported by all 33 London local authorities, helped more than 150 older social tenants fulfil their wish to move out of London to seaside and rural locations.

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

No Second Night Out is a ground-breaking project that directly targets the second part of that ambition. The project, which was expanded during 2013/14 with a third hub, provides quick and coordinated support to people arriving on the street. It is having a considerable impact: 85 per cent of rough sleepers seen by the service in 2013/14 did not sleep rough again during the year.

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

There are increasing demands on rough sleeping services and the Mayor is determined to seek out innovative approaches to address this challenge. Through a £5 million Social Impact Bond – a new and pioneering way of bolstering taxpayer money with funding from social investors – the Mayor is funding a three-year project working with a cohort of 830 frequent rough sleepers. In the last quarter of 2013/14, only 15 per cent of the cohort was recorded as sleeping on London's streets.

## Releasing land, releasing economic energy

With 660 hectares of land – an area more than twice the size of the City of London – the GLA is one of the largest owners of public land in London. Since April 2012, the Mayor has entered into contractual commitments for 145 hectares of that land, with an estimated gross development value in excess of £3.6 billion. And over 85 per cent of the portfolio has been or is currently being developed, or is being actively marketed. The Mayor will implement an exit strategy for all land holdings by 2016.

In the Royal Docks, contracts have been exchanged for Silvertown Quays and the Royal Albert Dock with a combined gross development value in excess of £2 billion, delivering over six million square feet of commercial space, 1,500 homes and 29,000 jobs.

Other major GLA sites already under contract include Catford greyhound stadium, St Clement's – including the first urban Community Land Trust – and Queen Elizabeth hospitals in Tower Hamlets, Cane Hill in Croydon, Greenwich Square, Trenchard House in Westminster and Lymington Fields in Barking. The sites will deliver over 3,000 new homes.

The Mayor is also driving major regeneration schemes at Greenwich Peninsula, where the next phase of 700 homes are under construction within an area that has planning consent for 10,000 homes in total; at Barking Riverside in a joint venture to create a 21st century garden suburb; at Kidbrooke in Greenwich; and at Woodberry Down in Hackney through grant funding and infrastructure investments. These four developments will provide in excess of 30,000 homes, as well as major employment, education and leisure facilities.

The Mayor is determined to make the process of releasing public land faster and simpler so that it is put to work to bring homes, jobs and growth to the capital.

All GLA Group land holdings are now transparently listed on the GLA website in a Land Assets Database, making it far easier for anyone with an interest in our land to find out more. Meanwhile, a single property unit operates across the GLA Group coordinating our approach to surplus land and other assets. In 2013/14 the GLA worked with TfL to identify development opportunities around Underground stations and with the Department for Education to find sites for new schools.

The Mayor is also now directing most of his land disposals through his London Development Panel, set up in May 2013. He has ensured the panel is open to London boroughs and other public sector organisations too, fast-tracking the release of land by avoiding lengthy and expensive procurement processes. The Metropolitan Police Service's (MPS) training centre site at Hendon was the first to be successfully released through the panel, in October 2013. The deal will create a new neighbourhood with more than 1,650 new homes and enable the MPS to invest in a brand new, world-class training and operational facility located on a smaller part of the site.

Two GLA sites in Newham in the vicinity of the Royal Docks were brought to the market via the Panel in March 2014. These sites are significant because the developer must build homes for the private rented sector. Similarly, a deal struck in July 2013 at Newington Butt will include 200 well-designed, purpose-built homes for rent with reduced maintenance costs and longer tenancy agreements. The scheme – which overall will deliver 460 homes, a 45-storey tower and a new theatre – is building on and amplifying the wider regeneration of the Elephant and Castle.

The schemes speak to the Mayor's ambition to attract new sources of investment, particularly from long-term financial institutions, so the private rented sector can contribute more to new housing supply.

There is also vast development potential in London's existing affordable housing estates. There are over 100 estate regeneration projects underway at various stages across the capital: a pipeline of over 35,000 new and re-provided homes over the next ten to 15 years. However, projects of this scale are susceptible to delays or may be stalled. To unblock these sites, the Mayor and partners have been working with government on a proposal for a major new estate regeneration fund of about £200 million for London.

## The Royal Docks

Some 270 hectares of the Mayor's land is within the Royal Docks, including Silvertown Quays, Royal Albert Dock and Royal Albert Basin; three regeneration sites with a development value in excess of £3 billion.

Once a gateway to Britain's mercantile empire, the docks are now being reimagined and transformed into a centre of international commerce for the 21st century. The arrival of Emirates Air Line and the Siemens Crystal have already brought new focus and energy to the area. Planning applications for the Royal Albert Dock and Gallions Quarter were submitted in March 2014 and a development partner for a new floating village will be announced in the summer.

The Royal Docks enterprise zone supports business ventures and will help to create an estimated 29,000 jobs; and there will be up to 11,000 new homes. The area is one of the best connected in the capital – with Crossrail on the way in 2018.

In May 2013 the Mayor announced a £1 billion private investment which will create London's first Asian business park. It will be worth £6 billion to the UK economy, generating £23 million in business rates annually and acting as a catalyst for further development in the area.

The Mayor's strategic planning powers are another lever he is using to ensure homes are built and jobs created for Londoners. After careful consideration, the Mayor called in five of the 314 strategic planning applications referred to him in 2013/14. The biggest was at Convoys Wharf in Lewisham. Following the Mayor's intervention, the scheme will now go ahead delivering 3,500 homes and 20,000 square metres of commercial space. Another three schemes were granted planning permission which between them will provide a new school, 1,200 homes and additional commercial floor space. The fifth planning application will be decided on later in 2014.



# Transport

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## Highlights

- **The Tube is carrying more people than ever before – and with dramatically improved reliability. The Mayor is firmly on track to deliver his pledge to reduce delays by 30 per cent from 2011 levels.**
- **Upgrades to the Victoria and Jubilee have delivered services that are among the most frequent in Europe. Ultra-modern trains are running across much of the sub-surface network. And now TfL has launched the next, £16 billion phase of Tube upgrades – which will see walk-through, air-cooled trains on the deep-level lines.**
- **The Mayor announced that core sections of the Underground will run all night at weekends from 2015.**
- **Transport investment is catalysing and reinforcing the Mayor’s plans to bring new homes, jobs and energy to areas of London that need help to realise their potential. That includes £110 million of investment in Tottenham, where plans have been approved for a total redesign of Tottenham Hale station.**
- **The London Enterprise Panel, chaired by the Mayor, is investing £25 million in the Upper Lea Valley to provide extra rail services to Stratford, supporting plans that will bring 15,000 new homes and 21,000 new jobs to the area. In all, it is investing £40 million in transport schemes that will safeguard or create 45,000 jobs.**
- **London Overground is frequently rated London’s most punctual and popular railway. And from 2015, the Mayor will gain control of routes between Liverpool Street, Enfield Town, Cheshunt and Chingford. New trains and station upgrades will follow.**
- **Crossrail is on time and on budget and 80 per cent of its tunnels have been dug out. Ten-thousand people are working on the project. Meanwhile, the Mayor has begun planning for Crossrail 2.**
- **The Mayor’s Roads Task Force published its report in July 2013. A £4 billion Roads Plan will deliver the vision over the next decade – meeting a key election pledge. Dozens of junctions and gyratories including at Elephant and Castle will be redesigned from first principles so they are smarter, safer, more civilised places for all road users.**
- **From targeting London’s most notorious junctions to introducing innovative technology and infrastructure and new measures to reduce collisions, the Mayor is making London’s streets safer. His new Road Safety Action Plan and six safety commitments will help TfL work to his target of reducing the number of people killed or seriously injured by 40 percent by 2020.**
- **The Mayor’s £1 billion Cycling Vision is taking shape. Enfield, Kingston and Waltham Forest will each receive up to £30 million from the Mayor to create mini-Hollands. With segregated roundabouts, a cycle boardwalk along the Thames and additional Cycle Superhighway, cycling in the suburbs will be transformed.**
- **The Barclays Cycle Hire scheme expanded to southwest London in December with more than 2,000 new bikes and 150 docking stations for Wandsworth, Lambeth, Hammersmith & Fulham and Kensington and Chelsea.**
- **The Mayor is bearing down on fares. In 2014 fares increased by less than inflation. Concessionary travel for young people, older and disabled Londoners, veterans – and now members of the Armed Forces – have all been protected in full.**



The Mayor is overseeing a new-Victorian surge of investment in London's transport network. Our 150 year-old Underground network is being propelled into the 21st century. Crossrail's tunnels are nearly complete. Above ground there is a new, expanding orbital railway. And with renewed focus, London's streets are being rethought and redesigned for cars, cyclists and pedestrians; and as public spaces not just thoroughfares.

Yet London's population is booming. It will hit 10 million by 2030. The pressure on our transport network will only increase. So the Mayor is also looking beyond the immediate horizon. New and planned transport connections are supporting the future jobs, growth and homes London needs to retain its position as the best city in the world. He has also pressed for and secured an unprecedented long-term capital funding settlement for London from government.

With public finances tight, the Mayor is overseeing a £16 billion efficiency programme at TfL – helping to keep fares low and ensure every penny raised is invested in maintaining and improving London's transport network.

## A 21<sup>st</sup> century rail network

4,557,074. That is the number of people the Tube carried in a single day in November 2013 – a new record. And this was no one off. Week after week, year after year, passenger numbers are surpassing previous records. But it is not just that the Tube is carrying more people than ever before. It is also doing so more reliably. Across the network, delays to customers' journeys have been reduced by more than 40 per cent since 2008/9.

Making these improvements possible is the biggest programme on the Underground for sixty years. Trains; track; signalling; stations: all are being renewed, rebuilt and refreshed for the 21st century.

Following a dramatic overhaul, trains on the Jubilee and Victoria lines are carrying many more passengers, more reliably and the service is among the most frequent in Europe. A fleet of ultra-modern trains is now operating on the Metropolitan, Hammersmith & City and Circle lines; and the rollout of these longer, walk-through, air-conditioned trains began on the District line in 2014.

The Northern line is the busiest and most complex on the network, carrying more than 900,000 passengers a day. Work to replace signalling dating back to the 1950s has been completed early with minimal disruption to Londoners and will from late 2014 allow more trains to run more often and with fewer delays. Capacity will be increased by one fifth. A second phase of works will then increase frequency further still. By 2020 there will be nearly 50 per cent more capacity than today.

In November the Mayor announced a 24-hour weekend service on core parts of the Tube from 2015. Only possible because extensive sections of the network have been modernised, this night-time Tube network will be expanded to include more lines in subsequent years. Buses and the Tube will integrate to give passengers an extensive service throughout the night – and further energise London's already vibrant night time economy.

The Night Tube is one part of a wider vision for the future of London Underground set out by the Mayor.

The trend of ticket sales away from the ticket office has surged over recent years. Today, less than three per cent of all Tube journeys involve a visit to a ticket office. So in future, Tube station staff will not sit behind closed doors or glass windows. Instead staff will be where customers need them – on gate lines and on platforms, supported by new mobile devices with up-to-the-minute information on ticketing and services so they can give the best possible face-to-face advice. As now, all Tube stations will continue to be staffed and controlled. And more efficient working means lower costs, helping the Mayor continue to bear down on fares and to reinvest in improving the Tube.

Union leaders continue to oppose these changes – which involve no compulsory redundancies and will see savings of £50 million a year – and despite only 30 per cent of RMT members voting, strike action went ahead in April in an attempt to halt the modernisation. During the 48 hour strike, London Underground ran 50 per cent of Tube services and carried up to 57 per cent of the usual number of passengers. Up to 80 per cent of stations were open and the highest number of buses ever seen on London’s streets carried over a million extra passengers. Barclays Cycle Hire had its busiest day so far with over 49,000 trips on the Wednesday. About 90 per cent of Oyster cards usually used on the TfL network were used over the 48 hours – showing that Londoners continued to get about the city using public transport.

TfL continues to engage with staff and the Mayor is pressing government to change the law to make strikes unlawful unless there is a minimum of 50 per cent turnout on the ballot.

Technology is transforming the customer experience in other ways too. Contactless bank card payment is being piloted ready for roll-out on the network from later this year. Once live, customers will no longer need to queue to convert their currency (pounds and pence) into the Tube’s currency (Oyster and tickets). So that customers can more easily access digital content on the move, Wi-Fi coverage will be expanded to cover nearly all remaining below-ground Tube stations by the end of 2014.

In the spring TfL’s new website went live. It puts customers firmly in control, with more live travel information and options making it easier than ever to plan and make journeys in London and to claim refunds.

With London’s population growing at the rate of a Tube train full of people every week, it is essential we push on with the next phase of the Tube upgrade.

In February TfL began the search for a supplier for a New Tube for London. The new trains will provide a first for the deep-level lines: air-cooling. The 250 walk-through trains will also be supremely energy efficient and, in line with the Mayor’s manifesto pledge, capable of full automation. Running more frequently, more quickly and closer together, the trains – together with new signals – will dramatically increase the capacity of the Central, Bakerloo, Waterloo & City and Piccadilly lines; the latter by 60 per cent.

Above and below ground the Tube’s stations are being rebuilt. Already King’s Cross, Green Park, Blackfriars and other major stations have been transformed. At Victoria, preparatory work to double the size of the congested south ticket hall was completed in February. Meanwhile at Bond Street, tunnelling is taking place 24 hours a day, seven days a week to link the new Marylebone Lane ticket hall with the existing station. And four stories below Oxford Street, Tottenham Court

### **A legacy of accessibility**

The 2012 Games were the most accessible ever. It is a legacy the Mayor is determined to build on. Already 140 Tube, Overground and Docklands Light Railway stations are step free and over the next ten years TfL will provide step-free access to at least 50 more stations across the Underground, Overground and Crossrail networks.

In September boarding ramps were installed at 19 stations – in addition to the 16 that had ramps introduced ahead of the 2012 Games. TfL has also developed the UK’s first bridge-style ramp to close the gap between platform and train where traditional ramps cannot be used. The new ramps will be rolled out shortly. This will support a trebling of step-free journeys from 77 million at present to 227 million in 2023.

In March a new turn up and go service was launched on the Overground. Disabled people needing assistance are no longer being asked to book in advance. Instead they can simply arrive at stations where staff will provide the necessary help.

On the bus network, all 8,600 buses are fitted with ramps that are checked each day and 72 per cent of bus stops are now accessible. TfL remains on target to make 95 per cent of bus stops accessible by 2016.

As well as improving the physical infrastructure, changes to technology and better information will make the network easier to navigate. Recently TfL created a team of accessibility champions within its contact centres to provide high quality information. A world-leading customer information system on Victoria line trains is giving visual, real-time disruption information to help hearing-impaired people who may miss announcements from the driver.

Road station is also being remodelled to significantly increase its size and also to be ready for Crossrail. The work includes a new ticket hall six times larger than the current one, additional escalators to the Northern line and step-free access to all services. One of four new entrances to the station is now visible from Oxford Street. At Embankment station, new escalators are currently being installed and the Northern line signalling upgrade was completed several months early – meaning no more weekend closures for signalling work.

## Growing London's connections

The essential role of transport is to connect: to draw people, businesses and jobs closer together. New and radically improved transport links bring new connections, unlocking growth and spreading prosperity; particularly when transport investment works in tandem with wider regeneration efforts.

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

An extended Northern line with stations at Nine Elms and Battersea is the key to unlocking this potential. To fund the scheme, the Mayor has successfully lobbied government to create an Enterprise Zone that will repay a £1 billion loan. Important milestones in the planning process were reached in April when TfL formally applied for powers to build and run the extension and then later in 2013 when a public inquiry, normal for such projects, took place. Construction could begin in 2015 with the two new stations opening in 2020.

Tottenham provides a case-study for how the Mayor is working across his delivery bodies and with partners to bring regeneration to areas falling short of their potential. Alongside projects on the ground that are working with local communities and entrepreneurs and revivifying the public realm, transport investment is transforming local and regional connections.

Part of a £34 million scheme, work to replace the Tottenham Hale gyratory with a two-way traffic layout was completed in April 2014, improving traffic flows and making the area easier to navigate for pedestrians and cyclists. Work to expand the bus station by Tottenham Hale station – improving the interchange between bus, Underground and train services – is now underway and will be completed in the autumn.

At Tottenham Hale station itself, TfL was granted planning permission in March for a transformational project that will deliver a new landmark entrance, greater capacity and step-free access for interchanging passengers. Work will begin in late 2015 and the improved station will be a focal point of a new district centre and an iconic gateway to Tottenham and the wider Upper Lea Valley. The area – where there are plans to create 15,000 new jobs and 20,100 new homes – will also now benefit from extra services on the Lea Valley main line as a result of a planned £72 million upgrade, including £25 million secured from the LEP in June 2013.

The upgrade of the Lea Valley main line is one of four major transport infrastructures in which the LEP is investing a total of £40 million (see page 7).

Over its six years the London Overground has metamorphosed into an orbital railway for London bringing previously under-served and growing areas firmly into the web of London's transport links. And it now regularly tops league tables for both punctuality and customer satisfaction.

The success of London Overground has seen passenger numbers quadruple and there is now overcrowding at peak times. So the Mayor is funding an extra carriage on all Overground trains. The longer trains will run on the East London line from the end of 2014, followed by the South London line by the end of 2015. And in October some £8.5 million of funding was secured from the LEP to improve Hackney Wick station.

The success of the Overground allowed the Mayor to successfully press the case that the West Anglia rail franchise should be devolved to TfL. In May 2015 routes from Liverpool Street station to Enfield, Chesnut and Chingford will be subsumed into the Overground network. Thirty new trains will come into service from 2017, replacing the 30 year-old rolling stock. All 24 stations falling under TfL's control will get a deep clean, new signage and improved CCTV and passenger information systems.

The Mayor has also secured £90 million from government to electrify the Gospel Oak to Barking Overground route; which will benefit from new higher capacity, energy efficient trains too. Electrification will be a first step towards extending the line to Barking Riverside, where a new neighbourhood is emerging.

Crossrail is a new high-capacity and high-frequency rail service linking west to east through the heart of the capital. It has a vital role to play in accommodating and supporting London's future growth. And it is being delivered on time and on budget.

In April 2014 the thousand tonne, 150 metre long boring machine Victoria – named after Queen Victoria – broke into the huge underground space at Whitechapel where work is taking place 35 metres below the surface to create over a kilometre of new platform and passenger tunnels for the new Crossrail station. Eighty per cent – 35 kilometres – of Crossrail's tunnels have now been bored and 2.5 million tonnes of earth removed; much of it to a new nature reserve at Wallasea Island in Essex.

During the second half of 2014 the project's focus will begin to shift to the job of fitting out the stations and tunnels.

In February a contract was signed with Bombardier for 65 new trains. The trains will be manufactured and assembled in Derby, supporting 760 jobs. Once operational, Crossrail will have added £42 billion to the UK economy, created at least 75,000 opportunities for businesses and generated enough work to support 55,000 full time jobs. These are not just jobs for big London firms. Almost two-thirds of the jobs are based outside the capital and nearly 60 per cent are within SMEs.

The first section of Crossrail from Liverpool Street to Shenfield will come under TfL's control from May 2015, with the new operating company in place to deliver improved, reliable services.

Crossrail will expand London's rail capacity by a full ten per cent – the largest single increase in the capital's transport capacity since 1945. Yet it will be full as soon as it opens. That is why the Mayor is actively pressing for a Crossrail 2, which would run from London's southwest to northeast corner. Crossrail 2 would add another ten per cent to rail capacity in London and open up significant new areas for housing growth, particularly in the Upper Lea Valley and Chessington South.

### Thinking long term: A new hub airport for the UK

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

Space and environmental constraints dictate that Heathrow cannot be the effective hub airport London needs. In December 2013 the Mayor therefore welcomed the news that the Davies Commission, charged with refereeing the continuing debate about where to provide new aviation capacity, had agreed to explore the option of a new hub airport in the Thames Estuary. And in May, the Mayor provided the Commission with a new dossier of evidence. Underpinning the submission is the axiom that airport policy has a huge impact on the entire fabric of society. The decision must focus not just on where to lay tarmac for another runway. Rather it should be seen as a chance to reshape the national economy and meet the challenge posed by a rapidly growing population in the southeast. The evidence also shows how a new airport in the inner estuary is technically, commercially and environmentally feasible.

Earlier in the year the Mayor released a major new report setting out several options for redeveloping the Heathrow airport site if a new hub airport in the southeast is eventually agreed by the government and Heathrow airport relocates. The report concludes that the redeveloped site could support 90,000 new jobs and provide homes for 190,000 people.

A public consultation this summer showed overwhelming support for the new railway and TfL, with £2 million from central government, is exploring the scheme further and developing a business case that will show how at least half of the new scheme's costs could be met through private sources.

## A plan for London's roads

London's 13,600 kilometres of road are the vital arteries and capillaries of the London and UK economies. Eighty per cent of journeys and 90 per cent of freight trips take place on our roads. That is journeys not just by car; but also by bus, bike and foot. Roads are also much more than a way of getting from A to B. They are the thread that stitches London and its communities together; and they are places in themselves, accounting for eight out of ten of London's public spaces.

Yet despite all this, our roads have long been the neglected cousin of the Tube and rail, suffering from a lack of investment.

In July 2013 the Mayor's Roads Task Force reported back with a bold new vision to radically improve London's roads, streets and public spaces and make them fit for a growing, 21<sup>st</sup> century London. Now a £4 billion Roads Plan is underway to turn that vision into reality. The largest investment in the capital's road network for a generation will make use of smarter design to reengineer dozens of locations across the city. Relics from the 1960s at Archway, Aldgate, Swiss Cottage and Wandsworth – among others – will be ripped out and replaced with two-way roads, segregated cycle track and new traffic free public space. These places will become more civilised for all road users, with integrated and innovative safety features – such as the low level traffic signals specifically for cyclists installed at Bow Roundabout earlier in the year. Kings Cross will be redesigned from the bottom up. And at Elephant and Castle, London's least loved road layout will be turned into a two-way road. The whole area, currently blighted by fast moving traffic, will be green, pleasant and more liveable.

The first major project to put the Road Task Force's blueprint into practice was completed in March at Euston Square, one of London's busiest and biggest road junctions. The overhaul has made the junction safer for cyclists and pedestrians and significantly increased space for public realm.

London's streets have become significantly safer over the past decade. Last year the number of people killed and seriously injured on London's roads was 36 per cent lower than the 2005-2009 baseline. For cyclists specifically, the number of serious injuries fell by 28 per cent. One journey in

### 2014: The Year of the Bus

In 2013/14 London's buses carried more passengers than in any year since 1959: over 2.4 billion. That is more than double the number of Tube passengers. So it is fitting that 2014 is the year of the bus.

2014 is also the 60th anniversary of the much loved and iconic Routemaster. Its successor – the world's greenest diesel electric hybrid bus – is now operating on six routes. Three doors, two staircases and a step-free lower-deck gangway from front to back mean the New Routemaster sets standards not just for environmental performance, but for accessibility too. By 2016 there will be 600 New Routemasters on London's streets.

The Mayor's commitment to modernisation means that buses will go cash-free this summer. The number of journeys paid for by cash has fallen from 20 per cent a decade ago to one per cent this year. And over five million journeys have been made via contactless bank cards since the option was introduced, with take-up building steadily week by week. Oyster Cards will include a one journey feature so that passengers with less credit than a single bus fare, but still some positive balance, will be able to make one more bus journey before they have to top up. Looking further into the future, TfL has begun trialling payment by mobile phones.

Bus stations are also being modernised. Large digital screens providing countdown real-time bus arrival information are being installed at three busy hubs: Vauxhall, Hammersmith and Harrow. New state-of-the-art interactive digital screens on Regent Street and on Eden Street in Kingston will provide live bus arrival information alongside real-time updates on other forms of public transport.

every 434,000 ended in death or serious injury – the lowest figure ever, apart from 2006.

But London's growing population and the success of Mayoral programmes to increase the numbers of people cycling and walking means we need to work even harder. We must work towards ridding London of the collisions that blight our streets. And we know that making our streets safer goes hand in hand with making our streets liveable; that is, making them places people want to visit and linger rather than simply places to pass through.

In June 2013 TfL launched its Safe Streets for London plan. It outlines more than 50 key actions to meet the Mayor's target of reducing the number of people killed or seriously injured by 40 percent by 2020 – 10,000 fewer casualties over the life of the plan – and sets a long-term ambition of freeing London's roads from death and serious injury. Then in February the Mayor set out six safety commitments; including a key commitment to prioritise the safety of the most vulnerable road users – pedestrians, cyclists and motorcyclists – which make up 80 per cent of serious and fatal collision.

In March TfL published a draft Pedestrian Safety Action Plan. Actions include doubling the number of crossings operating pedestrian countdown to 400; developing a new gold standard for all new and upgraded pedestrian crossings; and producing the first London Pedestrian Design Guidance to plan and design for safe and comfortable walking environments. The Mayor also outlined plans to trial video camera technology to automatically detect how many pedestrians are waiting at crossings and adjust traffic signal timings. A world-first, the technology will extend the green-man phase when large numbers of pedestrians are waiting to cross.

In the same month, TfL published London's first Motorcycle Safety Action Plan. It will deliver more enforcement, innovative safety trials and new design guidance for junctions to help reduce collisions

Cycle safety is a top priority for the Mayor and a central theme of the Mayor's Vision for Cycling. From expanding and improving the network of Cycle Superhighways, completed to consistently exacting standards to a Crossrail for the bike comprising two segregated routes through the heart of central London; and from back-street Quietways to mini-Hollands in outer London – all of these initiatives will make cycling safer and make cyclists feel safer.

There is also a strong cross-over between the Vision for Cycling and the Roads Plan. Most serious bike and pedestrian injuries and fatalities occur at junctions. Hence the focus of resources – some £300 million – on redesigning 33 of London's busiest and most intimidating road junctions and gyratories.

Roughly half of all fatalities involve heavy goods vehicles (HGVs) – though HGVs make up only four per cent of London's traffic. A new Industrial HGV Task Force is now operating in the capital to crack down on vehicles that do not meet current standards. The Mayor has also brought together TfL and London's boroughs to announce plans for a Safer Lorries Scheme which will require every vehicle in London over 3.5 tonnes to be fitted with sideguards and mirrors giving the driver a better view of cyclists and pedestrians. It will be enforced by CCTV cameras and on-street checks. A new project funded by TfL will independently test new blind spot safety technology. In addition, the Mayor has campaigned forcefully for changes in European Union law and in March hailed a vote in the European Parliament to allow mandatory safety requirements for new lorries.

Meanwhile, trials of optical and radar-based detection software for buses will begin this summer.

In November and December 2013 the MPS's Operation Safeway put hundreds of officers at junctions to target dangerous and unlawful behaviour by lorry drivers, motorists and cyclists. The Mayor has now confirmed that similar operations will run twice a month, on unannounced days, with up to 1,000 police officers and staff stationed simultaneously at around 100 junctions in inner London.

## A cycling city

In the past decade cycling on London's main roads has almost trebled and there are now 570,000 cycle trips a day. Indeed, there are more cyclists in London than at any time since the arrival of mass motoring.

Yet we need to do much more to support and further encourage the growth in cycling. To make cycling safer; but also to make it a normal, even integral part of everyday life. So over the next ten years almost a billion pounds will be spent to deliver the Mayor's Vision for Cycling.

Central elements of the vision are already taking shape.

In March the Mayor announced that three outer-London boroughs will receive up to £30 million each to achieve dramatic pro-cycling change – and become mini-Hollands. The benefits will expand beyond cycling, transforming significant parts of each borough's public realm, cutting overcrowding on public transport and reducing traffic congestion, pollution and parking pressures.

Kingston will create a major cycle hub and the plaza outside Kingston station will be transformed. New high-quality cycling routes will be introduced together with a Thames Riverside Boardway. In Enfield, the town centre will be completely redesigned, with segregated superhighways linking key destinations, three cycle hubs across the borough and new greenway routes. The third successful borough, Waltham Forest, will build a semi-segregated Cycle Superhighway route along Lea Bridge Road and introduce measures to improve cycling in residential areas and create cycle-friendly low-traffic neighbourhoods.

Bexley, Ealing, Merton and Richmond, which also submitted strong funding proposals, will receive money to implement substantial parts of their bids.

Alongside the mini-Holland announcement, the Mayor also announced the routes of the first two new Quietways – quiet, back street routes for cyclists who would like to cycle but are discouraged by London's busy roads. The two routes, from Waterloo to Greenwich and from Bloomsbury to Walthamstow, will open later this year. Six additional routes covering all points of the compass have been selected for accelerated delivery next year. The Quietways will come together to form an easily navigable Central London Grid.

In November the first fully-segregated section of Barclays Cycle Superhighway was launched by the Mayor. This new section of Barclays Cycle Superhighway 2, between Bow and Stratford, has just under two miles of new cycle track, almost entirely physically separated from traffic. Bus stop bypasses have also been installed.

The Mayor has committed to a major upgrade of all existing Cycle Superhighway routes and already Cycle Superhighway 5 is being fully redesigned, including elements of full and semi-segregation.

The Barclay's Cycle Hire scheme has done much to underpin the growth of cycling in London. In 2013/14 the bikes were hired more than eight million times. And in December Barclays Cycle Hire came to southwest London. More than 2,000 new bikes and 150 docking stations now serve Wandsworth, Lambeth, Hammersmith & Fulham and Kensington and Chelsea; this increased the area covered by the scheme by 50 per cent. More than 90 London Underground stations, including the entire Circle line, and a number of major rail stations such as Clapham Junction, Liverpool Street, Paddington and Putney are now all within a short walk of a docking station, enabling more people to make cycling part of their daily commute.

# Quality of life

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## Highlights

- The Mayor is making London greener, leafier and more liveable. Over his two terms he has so far planted well over 16,000 street trees – with 4,000 more to be planted this year.
- The Mayor's 100 pocket parks are now beginning to emerge across the capital; and we are supporting six strategic projects that between them will receive £2 million to link and uplift London's green spaces and waterways.
- A planning application has been submitted for a Garden Bridge spanning the Thames from South Bank to Temple. The bridge, which the Mayor is strongly backing and will part fund, will both connect north and south and provide a new kind of green and tranquil space for Londoners to enjoy.
- During London's wettest winter for 250 years, the Mayor worked with London's emergency services and other public agencies, which provided fast and expert help to those affected by flooding.
- Strenuous and ambitious action across a broad front is making London's air cleaner. In January the Mayor announced that all taxis must be zero-emission capable from 2018 – one of a number of steps paving the way for the world's first Ultra Low Emission Zone in central London by 2020.
- Over 100,000 homes have been retrofitted directly through the Mayor's RE:NEW scheme, saving over 24,800 tonnes of carbon per year and cutting household bills. Now retrofit is being delivered on an even bigger scale.
- The Mayor is leading the investment in London's energy infrastructure that will boost our green economy and see that London's future energy systems are built today. His support has so far helped deliver five local energy projects that will produce enough green energy to power 6,000 homes.
- Gigs has established itself as London's biggest free music festival. Every summer it fills London's public spaces with three weeks of live music showcasing the capital's most talented 11 to 25 year-olds. Last year, Gigs had 1,800 applications and presented 1,100 hours of live music to 1.5 million people.
- In September the Mayor established the independent London Health Commission. It will report back in the autumn with recommendations to improve further London's health services and the health of Londoners themselves.
- Already over a third of the capital's schools are taking part in Healthy Schools London, the Mayor's awards scheme launched in April 2013.
- More than 760 organisations and 34,000 volunteers have registered on the Mayor's Team London website since it was launched last year – and close to 19,000 volunteering opportunities within London's communities were taken up in 2013/14.
- Team London Young Ambassadors is a new project working within London's schools to inspire the next generation of volunteers. Four-hundred schools are involved so far and by 2016 every one of London's state schools will have been given the opportunity to take part.



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

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

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

## A green, resilient city

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

In his first term the Mayor provided funding that transformed 11 neglected parks and led to the planting of 10,000 street trees across 29 London boroughs. Now he is overseeing a £6 million programme to plant 10,000 more street trees, create 100 pocket parks and improve 300 acres of green space.

So far 6,300 of the second tranche of the Mayor's street trees have been planted, bringing more greenery to London's streets; but also helping us mitigate and adapt to climate change, improve air quality and provide habitats for wildlife.

Last term the Mayor's RE:LEAF partnership supported the planting of over 100,000 trees. This term, thousands more trees have already been planted. That includes nearly 4,000 trees planted across the capital thanks to the Mayor's community grants scheme. And as part of November 2013's National Tree Week, the Mayor worked with partners to help volunteers plant 12,000 trees across the capital.

London is scattered with underused and forgotten small spaces; or to look at it another way, with spaces rich in potential to become green oases that give respite from the hustle and bustle of the city. To realise this potential, the Mayor is funding projects that by March 2015 will create or enhance 100 pocket parks: places about the size of a tennis court with trees and greenery in which Londoners can relax and come together. Already boroughs and community groups are busy creating and beautifying 60 green spaces, from a rooftop garden to a tropical retreat, and the

### Crystal Palace Park

Although a much loved and well used green space in south London, Crystal Palace has for some decades been in need of significant investment. Following an announcement by the Mayor in October 2013, the GLA is working with the London Borough of Bromley and the four neighbouring boroughs to support and steer new and exciting proposals for the park.

The ambition is to rebuild Sir Joseph Paxton's Crystal Palace on the site of the original Victorian building which burned down in 1936. The Palace will once again form an iconic focal point for the park, which will also be returned to its former glory through new landscaping, planting and a central tree-lined boulevard. Improved access, lighting and a new café, visitor centre and restored concert bowl are also included in the proposals.

The project is expected to create more than 2,000 permanent and temporary jobs and attract investment into local high streets and the wider economy.

The Mayor has established the Crystal Palace Advisory Board to ensure that the forthcoming plans for the park, National Sports Centre and the Palace are of the highest quality and sympathetic to this much-loved heritage site – whilst also being fit for the 21st century; and that they support the vision for the wider Crystal Palace area.

The Mayor, through his oversight role, will help deliver a cultural attraction of national significance.

first three were completed earlier this year. The very first pocket park to open was the Edible Bus Stop in Stockwell. A previously empty piece of land behind a bus stop on Landor Road is now a blossoming community garden where vegetables, herbs and fruit trees grow.

The remaining 40 pocket park projects will get underway later this year.

As well as revitalising forgotten pockets, we want to make a difference to bigger expanses of green space. In July 2013 the Mayor announced the six projects that together have been awarded £2 million from his Big Green Fund. They will help develop the All London Green Grid, London's multi-purpose network of connected green infrastructure that encourages walking and cycling, helps the city adapt to climate change and conserves our wild spaces.

The Mayor is giving strong backing to a Garden Bridge for London linking the South Bank to Temple station and beyond. Widening and narrowing across its span, this elevated garden and pedestrian crossing will integrate a new kind of public space into the fabric of the city adding to London's rich and diverse horticultural heritage.

The Chancellor confirmed in his 2013 Autumn Statement that government would contribute £30 million towards the project, which the Mayor has committed to match fund. The Garden Bridge Trust, set up earlier in the year to lead the project, is fundraising to meet the balance. A planning application has been lodged with Westminster and Lambeth councils and the bridge is scheduled to open in 2018.

We have recently endured the wettest winter for 250 years. High river levels in the Thames led to significant flooding upstream of London and the Thames Barrier was closed a record 50 times to limit further flooding. In December a number of properties were flooded in Greenwich and the persistent winter rainfall led to high groundwater levels increasing flood risk in the southern London boroughs. Seasonal rivers such as the Caterham Bourne flowed unusually strongly in February, flooding areas around Purley and threatening the water treatment works at Kenley in Croydon. During this period the London Resilience Partnership coordinated on behalf of the Mayor response efforts across different agencies including the London Fire Brigade (LFB), Environment Agency, TfL, the MPS, local authorities and the Armed Forces.

London coped well with the unprecedented deluge. Yet London's urban landscape means it is particularly at risk of surface water flooding. While trees and green spaces have an important role to play in reducing the likelihood of flooding, there are other fronts on which we need to take action. The Mayor therefore leads a programme called Drain London to help boroughs map and manage surface water flood risk. In previous years the programme has funded the production of a flood map and flood risk management plans for every borough in London. This year it is working to identify London's critical infrastructure – schools, hospitals and emergency services – most at risk from flooding. We are also working with boroughs to assess flood risk in 20 high priority areas. Meanwhile, the Mayor has asked officers to begin work on a London Sustainable Drainage Action Plan to deliver a step change in the way London manages rainwater.

We are working with London's businesses too. We have collaborated with 15 BIDs and employer partnerships to identify opportunities for increasing green cover; with the potential for over 300 rain gardens, 200 green walls and over 100 hectares of green roofs identified so far. Now we are helping businesses deliver some of these measures, which range from green roofs in Soho to rain gardens in London Bridge.

Through Capital Clean-up, supported by McDonald's and Team London, the Mayor is helping Londoners green and clean their city. In 2013/14 over 2,700 volunteers participated in 102 events across 30 boroughs to spruce-up local areas covering an expanse of land equivalent to 21 Wembley Stadiums. A further round of grants and kits was announced recently to support hundreds more events this summer.

The tie-up with McDonald's is part of a drive at City Hall to work in partnership with business to enhance and expand Mayoral initiatives, making public money go further. In 2013/14 we secured sponsorship and support equivalent to £3.5 million.

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

The Mayor is determined to do more to clean London's air. He has therefore announced a programme of additional measures to be implemented throughout his second term and up to 2020, by which time he will establish in central London the world's first Ultra Low Emission Zone (ULEZ). The ULEZ will deliver dramatic benefits in air quality and spur the take-up of zero and low emission vehicles and a new green economy sector in the city.

In the meantime the Mayor will see that there are 1,700 hybrid buses on London's streets by 2016; and in January 2014 he announced that all new taxis licensed from 2018 must be zero emission capable. We have worked with manufacturers so that five zero emission models are available from 2015 and we are now identifying financing options that will help taxi drivers move to the new vehicles. The Mayor is also ambitious to make London the electric vehicle capital of Europe. Source London – the capital's vehicle charge point network and membership scheme – has now met the Mayor's target of 1,400 publicly accessible charge points. Not only has this supported an increase in the number of clean, electric vehicles used by Londoners; it has created a base from which the market can flourish. Source London has committed to installing another 1,500 charging points across London, with up to 6,000 by 2018.

The first grants from the Mayor's £20 million Air Quality Fund are now supporting efforts within boroughs to tackle local air pollution hotspots. They include innovative schemes to coordinate and consolidate freight deliveries; to work with schools to reduce exposure to air pollution and tackle engine idling; and to expand the Shoreditch Zero Emission Network.

We are currently consulting on proposals to address dust and emissions from construction and demolition sites, including introducing London's first comprehensive emission standards for construction machinery.

Everyone has a part to play in making London's air cleaner. So in November the Mayor launched [cleanerairforlondon.org.uk](http://cleanerairforlondon.org.uk), a new website with tools to help Londoners and businesses reduce emissions and their exposure to air pollution.

## A smart, resource efficient city

The Mayor is committed to reducing London's CO<sub>2</sub> emissions by 60 per cent of 1990 levels by 2025. This is a big challenge; but tackling it presents big opportunities. The Mayor's programmes are stimulating the green economy, already worth £25 billion a year to London, attracting investment, creating jobs and reducing pressure on household budgets.

Nearly 80 per cent of carbon emissions come from London's buildings. With more than three-quarters of London's existing homes likely to still be standing by 2050, retrofitting buildings to make them more energy efficient has to be a priority if we are to make a big impact on London's emissions. And retrofitting not only reduces CO<sub>2</sub> emissions. It keeps fuel and water bills down for London's families and businesses.

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

By the end of March 2014, over 107,000 homes had been retrofitted through RE:NEW. Many of these homes are saving up to 0.79 tonnes of carbon and 35,000 litres of water a year through straightforward measures like loft and cavity wall insulation and eco-showerheads. There are big savings for family budgets too: up to £180 for each home.

The Mayor is now adapting and extending the programme by establishing the RE:NEW Support Team which will help social housing providers and local authorities retrofit their stock. The aim is that by 2017 RE:NEW will have retrofitted over 280,000 homes, saving 130,000 tonnes of carbon each year – the equivalent of taking more than 145,000 cars off the road.

One-hundred and twenty-five London public sector organisations are participating in RE:FIT. That includes 28 of the 33 London boroughs. So far RE:FIT has retrofitted over 330 of London's public sector buildings, generating estimated CO<sub>2</sub> savings of 31,600 tonnes per year from investment of £41 million. The GLA is aiming to retrofit 600 buildings and generate savings of 45,000 tonnes of CO<sub>2</sub> by 2015. The success of RE:FIT in developing a market to help reduce emissions and energy costs has been such that government is now funding a nationwide rollout.

A highlight in the past year was the launch in June 2013 of the Mayor's RE:FIT schools programme, which aims to retrofit 200 schools by 2015. It is the first major UK programme to address energy efficiency in schools with guaranteed savings. The Mayor is also now working with small and medium-sized organisations in London, including private sector workplaces, to promote the use of the RE:FIT framework to retrofit their buildings. Separately, the Mayor's Business Energy Challenge is stimulating efforts to make private sector buildings more energy efficient. An awards ceremony will take place in November and by then we hope to have engaged 50 firms.

Between them, we expect RE:FIT and RE:NEW to bring £460 million of investment into London and to sustain nearly 10,000 jobs.

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

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

The Mayor's Decentralised Energy programme is drawing on funding from the European Investment Bank to provide London boroughs and partners in the private sector with technical, financial and commercial expertise to develop decentralised energy projects. Five local energy projects are already up and running – including a scheme overseen by Islington Council that will soon draw on waste heat from the London Underground to warm many more local homes. Once at peak capacity they will produce enough energy to

### Encouraging the next generation of green business leaders

It is through human ingenuity that we will do the most to address climate change. The Mayor's annual Low Carbon Entrepreneur Award therefore aims to stimulate innovative thinking and encourage the green entrepreneurs of tomorrow. The prize, which offers the capital's students the opportunity to win a share of £20,000 to turn their ideas into reality, has just completed its third year.

The 2014 winners from Imperial College London, Crowd Power Plant, proposed an alternative system for buying and selling electricity. The runners up from the London School of Economics, solarbox, are looking to launch their first mobile phone charging point in a decommissioned red telephone box this summer.

In addition to the top prize, competition applicants can choose to be considered for a paid internship with Siemens, which sponsors the prize. Five students who applied to the 2013 competition have completed or are in the process of completing their internships. More than 200 students showed an interest from the 2014 applicants and recruitment is underway.

heat and power 6,000 homes and save up to 12,800 tonnes of CO<sub>2</sub> each year. Another 18 schemes are in the pipeline and the Mayor aims to bring £60 million of projects to the market by 2015.

Earlier this year the Mayor launched a new and improved London Heat Network Manual. The manual provides a framework and practical guidance for those developers, network designers and planners delivering efficient heat networks in the capital.

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

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

London will be one of the key markets for the commercial roll-out of hydrogen fuel cell electric vehicles, which begins in 2015. The Mayor has helped lay the foundations for a future refuelling network – and to initiate £50 million of investment over the past five years – and is now positioning London as the leading international centre for hydrogen vehicles, infrastructure and services. In April 2014 the Mayor began coordinating a £31 million European project – HyFIVE – to demonstrate the commercial viability of hydrogen vehicles. The majority of the investment will come to London, funding about 50 vehicles and three refuelling stations.

The Mayor is ambitious for London to be self-sufficient in waste management by 2026 – at present we send over half our rubbish to counties outside the capital.

The London Waste and Recycling Board (LWARB), which works within a strategic framework set by the Mayor, is investing in waste infrastructure in London to help meet this ambition. It has reached financial close on five projects, three of which are now operating. A sixth project is developing a waste-to-energy facility. Taken together, it is estimated LWARB's investments will attract £210 million of additional external investment and create 100 training opportunities and 300 permanent jobs. And its projects are expected to divert about 300,000 tonnes of waste from landfill and incineration each year – six million tonnes over their lifetime.

One of LWARB's projects – a closed loop plastic recycling plant – is part funded by the London Green Fund. Drawing on £100 million of public money, this revolving fund has so far invested in 12 projects and leveraged £540 million of private money. The fund has two foci: waste management; and energy efficiency in existing buildings and social housing.

LWARB is also supporting smaller projects within boroughs to increase recycling rates. Some £1.2 million of funding has gone to 13 projects across 19 boroughs, including flat and kerbside recycling collection services and local reuse and recycling centres.

The Mayor also wants London's waste management activity to be net carbon positive; and for the first time, London's municipal waste management activities now offset more CO<sub>2</sub> emissions than they produce. This has been achieved by diverting more waste from landfill to recycling and energy generation, thereby avoiding emissions that would otherwise have occurred from manufacturing virgin materials and through fossil fuel energy generation.

## A healthier city

London can and should be a place where everyone has the chance to lead a healthy and fulfilling life. However, Londoners experience stark and unacceptable differences in their wellbeing and life expectancy. The Mayor is working through his Health Inequalities Strategy and across all his

strategies to make London a city where everyone can thrive regardless of who they are or where they live.

The London Health Board is a partnership between the Mayor, the NHS and boroughs to provide leadership on health issues of pan-London significance. Established in May 2013, the board has met four times over the year to explore how best to bring about change in its priority areas – which include mental health, data transparency and primary care – and to make the case for more resources for London.

More than a third of London's 11 year-olds are overweight; about one in five is obese. For adults the situation is even more worrying – more than half are overweight. Since its launch in April 2013 over 1,000 schools have registered with Healthy Schools London, the Mayor's initiative to help pupils eat healthily and be more active. Nearly 300 schools have so far received a bronze, silver or gold award.

For working Londoners, the London Healthy Workplace Charter encourages employers to foster a working environment that supports and enhances healthy living. Twenty-nine London employers have received a Charter award to date, benefitting approximately 90,000 employees. Another 24 employers are actively working against the standards.

The GLA received Achievement status in March this year and is now working towards Excellence. Our Wellbeing Network, made up of staff representatives from across the GLA, has been coordinating a range of health initiatives run by and for staff; most recently an eight-week challenge to encourage staff to make and then realise personal pledges to improve their wellbeing. The challenge has involved a wide range of activity, including a City Hall weigh-in; nutrition talks; exercise classes; and taster sessions for tai chi, yoga and Nordic walking.

The Mayor's Health Team has embedded a public health specialist in TfL to provide expert advice and support; and in February 2014, TfL published its first transport health improvement action plan, committing itself to ten actions and a Whole Streets approach to Healthy Streets. There is scope to replicate this approach, working with other teams in the GLA Group.

Poor mental health is a cause of distress and health inequalities and places huge demands on health services. There are significant wider economic and social impacts too, costing London an estimated £26 billion each year. These are the findings of London Mental Health: The Invisible Costs of Mental Ill Health, a report published by the Mayor in January. The Mayor will continue to promote a more comprehensive, community-based approach to addressing mental ill health in the capital.

Well London is a ground breaking programme drawing on funding from boroughs, the NHS and the Big Lottery which helps communities to join together to improve their own health and wellbeing. Currently in its second phase, the programme has received an additional award of £1.8 million from the Big Lottery. Over the past year two new programmes started in Newham, one of which is based in the Stratford Village GP Surgery looking at how Well London can be implemented in a primary care setting. The second is in East Village, the former Olympic Village, and London's newest neighbourhood.

Well London's achievements over the past year include developing a bespoke training course for Well London volunteers; high rates of participation, with 8,472 attendances at Well London projects and events; fourteen new apprenticeships; and 110 volunteers getting involved. There is increasing

### The London Health Commission

In September 2013 the Mayor set up the London Health Commission. An independent inquiry chaired by Professor the Lord Darzi, it is examining and providing a fresh perspective on health and healthcare in the capital, which faces challenges of a scale and type distinct from the rest of the UK. The LHC's wide call for evidence secured over 250 written responses from local, London, national and international organisations and members of the public. Its recommendations for improving Londoner's health and healthcare services will be reported to the Mayor in the autumn.

interest in Well London's community-led approach. For example, King's College Dental Institute is using the model to improve child dental health on the Vauxhall Gardens Estate in Lambeth.

## A cultural metropolis

In November 2013 the Mayor published an update to the World Cities Culture Report on behalf of the World Cities Culture Forum, founded by the Mayor in 2012. There is a big appetite from global cities to be part of this leadership forum and membership has now doubled in size to 25 cities, from Amsterdam, to Buenos Aires; from Shanghai to Toronto.

The report shows that culture is the lifeblood of this great city – as important to its success as finance and trade. London's rich cultural heritage and world famous galleries, museums and monuments draw in tourists. Its cultural industries and artists export music, books, art, film, theatre, fashion and design across the globe, sucking in investment and talent and creating jobs. In short, nothing shouts louder for London than culture.

Overseas visitors – eight out of ten of whom say culture is a major reason for coming here – were up nearly 20 per cent on summer 2012, setting a new record making London one of the world's most popular destinations. But we cannot be complacent. Other cities covet London's position. So the Mayor is helping to bolster and amplify the message of London's cultural pre-eminence. He is directly investing almost £15 million into culture and creativity. It means we can help London's cultural industries thrive; commission world-class sculptures for the Fourth Plinth; give young people the chance to master musical instruments; bring London's heritage and public spaces to life with free festivals and events; and support the world's largest urban history museum, Museum of London. The Mayor also takes a strategic lead, working with the Cultural Strategy Group to see that London's cultural milieu helps creativity flourish.

The creative economy is responsible for one in six jobs in London. Creative industries generate £21 billion for the economy and the Mayor invests strategically to ensure their potential growth is realised. His annual investment of £2.5 million has delivered: nearly £100 million in orders for designers each year at London Fashion Week and London Collections: Men; £26 million of new business for over 1,200 design companies at the London Design Festival each September; and £125 million in inward investment from commercials, TV and film through Film London.

With further investment of £250,000 in Film London from the LEP, there will be an additional focus on television and animation over the next two years. The Mayor is also looking at ways of supporting London's burgeoning computer games industry, which will benefit from recently announced tax relief. He has commissioned a new study to map its size and shape and identify how it can grow and excel globally.

In July 2013 Trafalgar Square's Fourth Plinth became home to an incongruous giant blue cockerel (Hahn/Cock) by Katherina Fritsch; the ninth artist's commission in what is now the world's leading public art commissioning programme. Two more internationally renowned artists have also been announced, with Hans Haacke's Gift Horse and David Shrigley's Really Good to follow in 2015 and 2016 respectively. Meanwhile, the annual Fourth Plinth School Awards is ensuring the sculptures inspire a younger generation of budding artists. Nearly 1,700 young Londoners entered the competition in 2014.

The Mayor continues to support an annual programme that brings free events to Trafalgar Square and other venues across the city. From Chinese New Year to the Feast of St. George, Liberty to Diwali, Prudential RideLondon to the New Year's Eve Fireworks, the events bring colour and energy and add to London's joie de vivre. They draw on, celebrate and showcase London's diversity and dynamism, bringing together people groups to share memorable experiences. And they play an important role in our economy, by attracting visitors, investors and local spend. Last year's New Year's Eve Fireworks

topped television ratings with viewing figures of 13.7 million. It was also seen by millions more around the globe: a tremendous advert for London.

Gigs has established itself as London's biggest free music festival. Every summer it fills London's public spaces with three weeks of live music showcasing the capital's most talented 11 to 25-year-olds. Last year, Gigs had 1,800 applications (up 300 per cent on 2012) and presented 1,100 hours of live music to 1.5 million people.

To help London maintain its international reputation as the home of live music and support musicians playing in high streets, town centres and other public spaces across the capital, the Mayor launched #BackBusking in 2014. And he has now set up a taskforce drawing together key figures from the music industry and public agencies to ensure busking is not stymied by red tape and to make London the most busker friendly city in the world.

These programmes help talented young musicians develop their skills, which is also the driver behind the Mayor's Music Fund. The Fund has now raised nearly £2 million and benefitted 14,500 young people across every London borough. Intensive support has been provided to 230 children in financial need through four-year music scholarships.

Culture is at the heart of London's high streets and they are in turn at the heart of the capital's economy. In July 2013 the Mayor published Culture on the High Street. It powerfully demonstrates to local authorities, developers and BIDs the social and economic arguments for putting culture and creativity at the centre of high street revitalisation. The guide has been well-received and cited as a beacon of best practice by the Town and City Planning Association.

The Mayor's culture strategy – Cultural Metropolis, published in 2010 – has played a vital role in corralling, focusing and deploying the resources available to support culture in London. In March 2014 the Mayor published an update, highlighting key achievements against the original 2010 policies and setting out a programme for remainder of the Mayoral term. It is a programme that will reinforce London's cultural strengths, building on the cultural jamboree of summer 2012, and help mark in new destinations in London's cultural map; for example, Queen Elizabeth Olympic Park, Crystal Palace and the Royal Docks.

## A team for London

London is full of committed volunteers. Who can forget the starring role Games Makers and Team London Ambassadors played in the success of the 2012 Games? And right across the capital, day in and day out, people are giving up their time to do something great for their city and their communities. This is a powerful force for good. But we also know there is tremendous untapped potential. Many others are keen to find out about and get involved in volunteering. The Mayor's Team London campaign is helping people do just that.

The Mayor launched Team London's website in May 2013 to connect volunteers to volunteering opportunities; its focus is local: to help Londoners volunteer in their own community. To date there have been 166,000 unique users of the website and two million page views. Over 760 organisations are signed-up to offer opportunities to 34,000 registered volunteers. Nearly 19,000 opportunities were taken up in 2013/14. And these numbers are growing all the time.

Earlier in the year Team London began working with Free the Children UK and Borough Ambassador – adult volunteers – to nurture a new generation of Young Ambassadors by encouraging social action among young people on the issues that matter to them. The project will work within London's schools, connecting Young Ambassadors to volunteering activities. Not only will this help the local community. It will help the young people build confidence and skills that can be transferred to the world of work.



Already over 400 schools have signed up and 250 school visits have taken place. By 2016 every one of London's state schools will have been offered the opportunity to get involved.

Meanwhile Team London Ambassadors continue to provide a Visitor Welcome. In summer 2013, 750 Ambassadors were deployed at 11 locations; and at Gatwick, St. Pancras and Covent Garden over Christmas. Visitor feedback is overwhelmingly positive. Over 90 per cent of people told us that they found the Ambassadors friendly and useful. The Ambassadors are supporting major events too. Over 2,000 were stationed at 30 events across London in 2013/14. This includes unemployed volunteers, helping them develop skills that can be applied in the workplace. In 2013/14 Team London announced a new European Union funded initiatives to provide training specifically for these volunteers, as well as a programme to provide guaranteed jobs for other young volunteers.

# A lasting legacy for London

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## Highlights

- **Queen Elizabeth Olympic Park has been transformed and reopened. The Stadium is being converted into a multi-use, year-round venue.**
- **A summer series of events including world-class sport and sold out concerts brought three-quarters of a million people to the Park.**
- **A new digital and tech hub is taking shape in what was once the Press and Broadcast Centres. It will create over 7,500 jobs and bolster London's position as Europe's leading digital destination.**
- **The Olympic Village is now East Village; a new neighbourhood with 2,800 homes, a school and health centre and parkland connecting the Village and the Park.**
- **Planning has been approved for the first of up to 850 homes at Chobham Manor and the Mayor has accelerated plans for the next 1,500 homes, with developers already shortlisted.**
- **The Mayor has secured the backing of government and is working with the Victoria and Albert Museum and University College London to create a major new cultural and higher education district on the Park. It is projected the plans could generate 10,000 jobs and an extra £5.2 billion of economic value.**
- **Nearly 40 per cent of the 5,600 workforce transforming the Park are from the six east London Growth Boroughs.**
- **Almost 3,500 jobs have so far been created from 34 investments as a result of the Mayor's Games-time Hospitality Programme. The Games have also helped investment flow into major regeneration areas like the Royal Albert Dock, Nine Elms and Croydon.**
- **London welcomed 16.8 million international visitors in 2013, making it one of the world's most popular visitor destinations. In large part that is due to London's reputation as a world centre for culture which the Mayor continues to invest in and underline.**
- **The second phase of the Mayor's Sports Legacy Programme is now up and running. It will build on the success of phase one which provided opportunities for 330,000 Londoners to participate in sport and built or refurbished 76 community sports facilities.**
- **The £6.5 billion invested in the capital's transport network ahead of the Games is helping our public transport move more people, more reliably than ever before.**

It is now over 18 months since the Paralympic Games closing ceremony brought an end to a summer like no other. But this was not the end of the London 2012 story. Rather it marked the beginning of a new chapter.

The Mayor is ensuring that the benefits of the Games are captured for London and Londoners, leaving a lasting and powerful legacy.

At the start of the year, Queen Elizabeth Olympic Park and its venues re-opened to the public with a diverse events programme, accelerated plans to deliver up to 1,500 homes, and a new vision to create a centre of educational and cultural excellence emulating the legacy of the 1851 Great Exhibition in South Kensington.

From the Stadium to the London Aquatics Centre, from the Copper Box Arena to the ArcelorMittal Orbit to the Velodrome – all the Games-time venues have long-term, private sector or community-led futures.

Queen Elizabeth Olympic Park will be at the heart of a new urban district in east London. It will be a place to live, work and visit, with five new neighbourhoods providing up to 10,000 new homes, a leading digital and tech hub and nine million visitors each year. More than 20,000 jobs will be created on the Park by 2019; and, more widely, there is potential for 32,000 new homes and 50,000 jobs across the Lower Lea Valley and Stratford.

The impact and legacy of London 2012 continues to ripple out from Stratford. London's transport network is moving more people, more reliably than ever before – thanks in no small part to a £6.5 billion investment in the run up to the games. London is drawing unprecedented numbers of visitors. Investment too is being sucked into the capital and bringing regeneration to areas from Croydon to Battersea to the Royal Albert Dock. Culture, grassroots sport and volunteering are all blooming.

## Queen Elizabeth Olympic Park: A new district for London

In July 2013 the North Park, Copper Box Arena, Timber Lodge Café, and Tumbling Bay playground were all re-opened, converted to their legacy configuration a year after the opening ceremony of the Olympic Games. The reopening was the centrepiece of a programme of events stretching through the summer. More than 750,000 people visited the park to see world-class athletics return to the Stadium for the Anniversary Games; to watch Jay Z, Mumford and Sons, Bruce Springsteen and Justin Timberlake performing; and to join in the Electric Daisy Carnival, Open East Festival, Lollibop, Ride London and National Paralympic Day.

Meanwhile, work continued to transform the South Park, construct a visitor centre alongside the ArcelorMittal Orbit and reconfigure the Aquatics Centre – all of which had reopened by April 2014. Work continues on the Canal Park alongside Lea Navigation.

Planning permission was received to reconfigure the Stadium and work has now begun on the seating, roof and spectator facilities. The Stadium will host Rugby World Cup games in autumn 2015 and then reopen permanently from summer 2016.

The Mayor's Legacy Corporation signed up iCITY (now renamed Here East) to operate the London 2012 Press and Broadcast Centre as a new hub for digital and tech businesses. The unique location will bring together global companies and east London's most innovative start-ups. With over one million square foot of space, it will offer some of the most advanced digital infrastructure in the world, including almost unlimited bandwidth connectivity. Here East will create over 7,500 jobs; 5,300 directly on-site and a further 2,200 in the local community by using local supply chains and through new business generation.

Here East's first tenants – BT Sport – began broadcasting two new sports channels from the hub in August 2013. Other tenants have been confirmed and work to convert and fit-out the remaining buildings is underway so that they can be occupied from 2015.

Plans for the first phase of Legacy Communities Scheme housing at Chobham Manor were prepared and approved and work began on site following the removal of temporary Games-time venues. There will be up to 850 homes, 75 per cent of which will be family housing.

The Mayor will accelerate the second phase of delivery – comprising 1,500 homes at East Wick and Sweetwater in the west of the Park – to bring these to market from 2016. That is six years earlier than previously planned. Fifty per cent of the private housing in this phase will be rented out rather than sold, in line with the Mayor's ambitions to increase choice in London's private rented sector. A planning application for this second phase was approved in April 2014.

Beyond the Park boundary, planning work continued at Hackney Wick and funding was secured from the LEP to upgrade and expand the station and make it more easily accessible from the Park and for Hackney Wick residents and workers. South of the Park, a series of projects along the River Lea – funded by the Mayor's Big Green Fund – are connecting Queen Elizabeth Olympic Park to the Royal Docks, the Emirates Airline and the River Thames with a series of continuous landscaped walking and cycling routes.

In December 2013 the Chancellor confirmed his support for the Mayor's plans for a new educational and cultural quarter in the south of Queen Elizabeth Olympic Park which LLDC has been developing with the Victoria and Albert Museum (V&A) and University College London (UCL). The plans echo the creation of the world-class cluster of museums, colleges and concert halls in South Kensington after the Great Exhibition of 1851. They will create thousands more jobs in and around the Park.

At the end of the year, nearly 40 per cent of construction workers helping to transform the Park were from the six east London Growth Boroughs – well above the 25 per cent target. Targets for employing previously unemployed, black and minority ethnic workers, women, disabled people and apprentices were all also met or exceeded. At the recently reopened Copper Box Arena and London Aquatics Centre, targets for recruiting local people are being exceeded too with local employment in excess of 70 per cent.

The outstanding work of more than 60 construction apprentices was celebrated at an awards ceremony at City Hall and programmes with local schools have continued.

The GLA overseen Constructor Employer Accord project is working with site contractors – on Queen Elizabeth Olympic Park and across London – to engage with long-term economically inactive people, supporting them into construction jobs and to sustain their employment for 12 months. Over 80 per cent of people supported into work through the programme so far have stayed in employment for six months or more; and to date, 2,350 people have been working for 12 months or more. Meanwhile our Employment and Skills Legacy project continues to support the 4,000 long-term unemployed people it helped into work up to 2012, with the aim of keeping them in jobs.

The Mayor is working with the east London Growth Boroughs towards an ambition that within 20 years the communities which hosted the 2012 Games will have the same social and economic chances as their neighbours across London. Most measures tracking this convergence ambition continue to show improvement, although in some cases progress has been faster in other parts of London. The

### **East Village: A new London neighbourhood**

What was once the Olympic Village is now East Village, a brand new London neighbourhood. Already thousands of people call East Village home and eventually as many as 9,000 residents will live in the village's 2,800 new homes.

Just over half the homes are available for private rent while the remainder are affordable homes for those on low and middle incomes. That includes just over 700 homes which were made available for purchase on a shared ownership basis through the Mayor's First Steps scheme.

The new Chobham Academy, an all-ages school which will accommodate 2,000 students, opened in September 2013 alongside the Sir Ludwig Guttmann Health and Wellbeing Centre that serves East Village and the wider local community. There are also 25 acres of new parkland and open space, children's play areas and a large wetland area that links directly to Queen Elizabeth Olympic Park. At the height of the work to transform the Village, 2,400 workers were on site; almost a quarter were from the local area.

In February 2014, East Village was recognised as the Best New Place to Live at the London Planning Awards.

employment rate in the Growth Boroughs increased from 63 per cent in 2010 to 65 per cent in 2013. Attainment at Key Stage 2 is improving faster than in the rest of London.

The Mayor continues to champion and lead regeneration across east and southeast London; not least on GLA land holdings at Canning Town, the Royal Docks, Barking Riverside and Greenwich Peninsula. These developments will deliver tens of thousands of new homes and significant commercial, retail, leisure, education and community amenities.

In 2013/14, 45 per cent of homes delivered by GLA's affordable homes programme were built in the six boroughs – nearly 4,000 in total

We are working with the boroughs to design programmes and agree partnership arrangements for the next phase of convergence work. Our focus is on ensuring residents benefit as much as possible from the investment generated on the back of the Games and through wider regeneration in east London.

## A legacy for the whole of London

The 2012 Games burnished London's reputation as a dynamic world city, a cultural powerhouse, a global host for sport, and a cosmopolitan and compelling visitor destination. In short, London showed the world why it is the greatest city on earth.

The Mayor is ensuring that London continues to make the most of its time in the world's spotlight, bringing jobs and growth to the capital.

The Mayor's Games Time Hospitality Programme has so far created 3,400 jobs from 34 investment projects in London – and with a further 1,340 jobs in the pipeline. He has also worked with investors and developers to support a number of major regeneration deals for London since the Games, including:

- a £1.2 billion investment in Royal Albert Dock by Chinese developer ABP;
- a £700 million investment into Battersea Nine Elms by Chinese developer Dalian Wanda Group;
- a £1 billion investment into Croydon through a joint venture between Australian retail developer Westfield and UK property developer Hammerson.
- significant Singaporean investment in the Royal Wharf development as a result of the Mayoral visit to China; and
- investment by Greenland on the historic RAM brewery site in Wandsworth.

For the UK as a whole, the economic dividend from the Games is expected to be between £28 billion and £41 billion by 2020.

London welcomed 16.8 million international visitors in 2013 – a year in which it was also rated best visitor destination in the world by Tripadvisor – smashing all previous records. These international visitors were joined by a further 12.3 million domestic visitors, together spending over £14 billion. Many leading institutions, including the British Museum, Natural History Museum and National Gallery, experienced big increases in visitor numbers.

L&P, the Mayor's agency promoting London, undertakes a broad range of activity designed to boost visitor numbers and spending in London. In 2013/14, this activity generated £118 million for London's economy and supported 2,115 jobs.

To help convert a worldwide audience of 3.6 billion into visitors, L&P ran a marketing campaign called London: Now See It For Yourself. This campaign alone generated over £5 million for London, returning almost £8 for every £1 invested.

Not only did the Games add to London's stock of world-class sporting facilities; it cemented London's position as the world's leading destination for sporting events – as measured by three major independent league tables. London was also recently crowned the world's Ultimate Sports City by SportsBusiness International for the second year in a row.

The Mayor has leveraged this reputation to establish an unparalleled annual programme of world-class sport and bring major championships and sporting events to London, including the Tour de France Stage 3 in 2014; the 2015 Rugby Union World Cup; the 2016 World Track Cycling Championships; the 2016 European Swimming Championships; the 2017 IAAF and IPC World Championships; and the 2018 Women's Hockey World Cup. With bids for other international events in the pipeline, London will continue to both grow and capitalise on its international sporting reputation.

Meanwhile, the Mayor continues to nurture a grassroots sporting legacy in London.

Thanks to £15.5 million investment through phase 1 of the Mayor's Sports Legacy Programme, together with over £25 million of match funding:

- 76 community sports facilities – from multi-million pound sports halls to changing rooms in small community sports clubs – were built or refurbished, spanning every London borough and increasing capacity by more than 69,000 users per week;
- over 13,000 people have been trained as coaches, volunteers or officials in a range of sports across London – with 200,000 volunteer hours pledged to community sports throughout London in return; and
- hundreds of grassroots participation projects have been supported, giving 330,000 Londoners the opportunity to get involved.

Phase 2 of the programme is now underway and will invest £7 million in London's grassroots sporting infrastructure over the coming three years.

During 2013/14 competitive bidding rounds took place and established a new portfolio of participation projects and facilities upgrades. Thirty more sports facilities will be renewed and improved and in excess of 30,000 Londoners will get the chance to participate in sporting activities.

The Mayor will also continue to fund his FreeSport programme and in 2014/15 this will give up to 8,000 Londoners the opportunity to try a new sport or go back to one they used to enjoy.

To date more than 22,000 Londoners have been taught to swim in temporary pools at 24 locations through the Mayor's Make a Splash initiative. A further three pools are set to be deployed across London over the course of the next year.

Culture and volunteering were both integral parts of the success of London 2012. Cultural programmes that brought colour and excitement to the summer of 2012 continue to grow and flourish, from Gigs to Big Dance. Sacrilege, the life-size bouncy castle Stonehenge by award winning artist Jeremy Deller originally commissioned for the 2012 Festival, has since the Games toured internationally to Hong Kong, Sydney and Perth; promoting the UK and bringing the global bounce figure to 330,000. But perhaps the main legacy is that the cultural map of London is being redrawn, with Queen Elizabeth Olympic Park set to establish itself as a cultural heartland.

Since the Games, it has been a Mayoral priority to build on the groundswell of enthusiasm for volunteering. As well as continuing the Visitor Welcome programme, the Mayor has launched a new website to bring together volunteers and volunteering organisations and a Young Ambassadors programme to encourage the next generation of volunteers.

A key legacy of the Games is that it has left London a more accessible city. That is most evident in the additional impetus the Games gave to efforts to open up London's transport network to those who find it more difficult to get about. We are continuing the Paralympic legacy in other ways too.

In December 2013 the Built Environment Professional Education Project (BEPE) was launched. Inspired by the Paralympic Legacy Advisory Group, the project aims to make inclusive design a key part of education and training for all built environment professionals. This will help ensure our buildings, places and spaces can be easily and comfortably accessed and used by everyone.

BEPE is a joint project between the Mayor and central government and ten leading built environment professional institutions have now committed to work with us on the project.

LLDC has also continued to deliver its Paralympic legacy programme; including Motivate East which, with match funding from Sport England and others, is providing 26,000 new opportunities to participate in disability sport in the Growth Boroughs by March 2016.

# A safer London

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- **The Mayor is working hard to deliver his mission to make London the safest big city on earth. Crime continues to fall – by six per cent overall in 2013/14 – and is now declining at a faster rate than in the rest of England and Wales.**
- **In the past year offences involving weapons were also down markedly. So was youth violence. And robust action against London’s gangs led to the arrest of 1,400 gang members. Gang crime fell 23 per cent during 2013/14**
- **The year saw strong progress by the MPS against the Mayor’s 20:20:20 Challenge. Key victim-based neighbourhood crimes fell by 13 per cent – meaning over 100 fewer victims every day. Burglary is now at a 40 year low.**
- **Costs are being cut to support frontline policing with savings from estate changes being reinvested in modern infrastructure and more mobile and digital police services.**
- **The new Local Policing Model means officers are working when and where the public needs them the most and 2,300 officers have been redeployed from the back office into visible front-line roles in neighbourhoods.**
- **Enhanced Safer Neighbourhood Teams that are more visible, flexible and accountable are now operating in every borough; one of a series of reforms under the new Local Policing Model that is placing a renewed focus on street policing.**
- **There are now 115 new contact points; together with 73 traditional front counters and at least one police station in every borough open 24/7.**
- **To bear down on crime further, the Mayor launched a new Crime Prevention Strategy. It supports more innovative schemes like the traceable liquids pilot in five boroughs that cut burglary by 50 per cent over a six month pilot period. The scheme is now being rolled out to 440,000 homes across London.**
- **More is being done to boost public confidence in the MPS. New initiatives include an independent London Policing Ethics Panel to advise on ethical conduct and new Safer Neighbourhood Boards which are being established in all London boroughs.**
- **A refreshed strategy was launched to build on the progress made under the Mayor’s first Violence Against Women and Girls Strategy. That includes a quadrupling of London’s Rape Crisis Centres – funded to the end of this Mayoral term – and a new Harmful Practices Taskforce.**
- **Serious fires and related injuries and deaths continue to fall. Serious fires in London are now at their lowest level since records began in 1965.**

The Mayor, through the Mayor’s Office for Policing And Crime (MOPAC), is overseeing a bold and comprehensive plan to deliver his mission for London to be the safest big city on earth. More officers are being deployed on London’s streets. Decades of declining police contact is being reversed. And police and public are being reconnected where this relationship is strongest – at the heart of London’s local communities and neighbourhood.

The Police and Crime Plan set a 20:20:20 challenge for the MPS:

- Reduce key neighbourhood crimes by 20 per cent.



The basket of seven crimes has already fallen by more than 13 per cent. Crimes like theft from the person – affected by a spike in mobile phone thefts – are now falling.

- Boost public confidence by 20 per cent.

Confidence in the police is broadly flat but increased slightly in 2014; victim satisfaction is rising. A new independent London Policing Ethics Panel, chaired by Lord Carlile, has been established.

- Cut costs by 20 per cent.

The MPS is reducing overheads, releasing assets and reforming the back office to help deliver over £500 million of savings to allow us to maintain police officer numbers at or around 32,000.

The MPS's large, outdated estate is being rationalised. Already £89 million has been raised from sales of outmoded and underused police buildings; resources which are being reinvested to boost frontline policing.

In addition good progress is being made on a further set of 20:20:20 goals for London's criminal justice system: to improve compliance with community orders; to reduce delays in the court process; and to reduce reoffending.

## Preventing crime and protecting Londoners

Overall, crime has fallen by more than 17 per cent since the Mayor was first elected. And it continues to fall. In 2013/14 and compared with 2012/13:

- Crime fell six per cent, with 46,500 fewer crimes. Crime is falling faster in London than in the rest of England and Wales.
- There were 7,500 fewer burglaries, a fall of eight per cent. Burglary is at its lowest level for forty years.
- Robberies were down 19 per cent – 6,500 fewer offences – to their lowest level for 15 years. That is in part due to a fall in mobile phone theft of 24 per cent following determined and coordinated enforcement efforts by the MPS with Operation Ringtone and engagement with the industry over handset security, led by the Mayor.
- There were 300 fewer gun-related crimes (a fall of 17 per cent) and over 1,300 fewer knife offences (down 12 per cent). Youth violence fell by four per cent, with nearly 600 fewer victims.

Despite these successes, we must do more. In particular we must do more to prevent crime from happening in the first place by tilting the balance of policing resource further from a reactive to a proactive posture, getting upstream to reduce demand, solve problems and prevent offending.

So in December MOPAC and the MPS launched a new Crime Prevention Strategy. The strategy describes how existing and new approaches across four themes – people, places, property and problems – will be harnessed to meet the challenge of reducing key neighbourhood crimes by 20 per cent and to reduce repeat victimisation by 50 per cent.

The Mayor has asked the MPS to make victim care a priority. A guaranteed offer of a personal visit to all victims of crime has led to an extra 175 visits each day and victim satisfaction was up three per cent in the year. In addition, MOPAC asked the Victim's Commissioner – Baroness Helen Newlove – to lead a review to examine the quality of existing services for victims and to highlight areas for improvement, ahead of MOPAC assuming responsibility for victim support in the capital from October 2014.

In his first term the Mayor increased the number of Rape Crisis Centres in London from one to four – and expanded the only pre-existing centre in south London. The Ministry of Justice and MOPAC have worked together and ensured that the four centres are funded for the whole of this Mayoral term,

delivering on a key Mayoral pledge. Together they have also devised an integrated funding model for sexual violence services across London.

Under The Way Forward, the first strategy of its kind for any major city, the Mayor has brought about a better understanding of violence against women and girls (VAWG) in London – and helped to put in place solutions that are addressing this scourge. A task force has been set up to confront forced marriage, female genital mutilation, so called honour violence and faith-based abuse. A broad coalition of VAWG partners is now working more closely together than ever before.

In November 2013 the Mayor launched a refreshed strategy both to cement the commitments in The Way Forward and to put forward an ambitious programme for the next three years.

MOPAC and the MPS are working hard to give London's local communities opportunities to engage with and influence local policing priorities in their borough and neighbourhood – as described later in this chapter. They have also been encouraging volunteering and growing the police family.

Volunteer Police Cadets numbers have increased by 800 in a year and there are now over 3,200 cadets – young people who play an important role as positive role models for their peers in supporting the police and who through constructive activities learn valuable life skills. New junior cadet units have been started for those aged ten to 13 years and in November, the Mayor joined the cadets on their first Little Wing day, with hundreds of cadets providing crime prevention advice at London's busiest rail stations.

Combatting anti-social behaviour, stopping reoffending and tackling gangs remain the top three priorities of the London Crime Reduction Board (LCRB), chaired by the Mayor, which is the place where MOPAC the MPS and London's boroughs come together alongside the Crown Prosecution Service and probation to agree a coordinated approach to reduce crime and make London safer. These are also key themes for the London Crime Prevention Fund, which is ploughing over £18 million into projects across the capital, including some £5 million into initiatives aimed at turning offenders away from crime.

One such initiative is Starting Over in Hammersmith & Fulham, Kensington and Chelsea and Westminster. This innovative pilot project is working to cut reoffending by ten per cent by providing a package of tailored, dedicated and ongoing support for male offenders who do not currently receive formal post-release support – a forerunner to the government's national reforms to achieve the same ends. Officials from MOPAC are working with the Ministry of Justice and London Councils to ensure the right oversight mechanisms are in place for London when the national reforms to probation are introduced.

Youth reoffending rates are stark. Nearly three-quarters of young people reoffend within a year of their release from custody. So cutting youth reoffending is one of three goals the Police and Crime Plan sets for London's criminal justice agencies.

To break the cycle of incarceration and lost opportunity, the Mayor is spearheading a rehabilitation revolution. Building on the success of his Daedalus

#### **The London Crime Prevention Fund**

MOPAC worked with London Councils to establish the London Crime Prevention Fund. The £18 million fund is supporting over 150 schemes across London; schemes that were able to demonstrate a clear impact, that meet local crime priorities and which will generate a strong evidence base of the approaches that are most effective in preventing crime.

For the first time, the funding has been put in place for up to four years to give boroughs time and certainty to tackle complex and entrenched crime problems and demonstrate results.

Other projects backed by the fund include:

- a project to reduce gang crime in Hackney, mediating between gangs and providing mentoring, training, work placements and apprenticeships;
- a drug intervention programme in Hounslow to break the link between drug addiction and crime through treatment and support; and
- a new service in Richmond to support domestic violence victims through the criminal justice process and with issues such as housing, health and education.

project – which underscored the impact of intensive and tailored one-to-one support – £1.8 million from the GLA’s ESF Youth Programme is funding support for more than 600 young people. The support takes place within and beyond the prison gate, helping the offenders into employment, education or training. In 2013/14 the projects worked with 374 young people in custody.

MOPAC is supporting new technology and smart crime fighting techniques with a proven impact:

- With Home Office support, the Deputy Mayor for Policing and Crime approved the world’s largest urban trial of up to 1,000 body worn cameras for police officers. The trial will allow officers to record incidents as they happen and will test whether the cameras reduce complaints and the use of force by police; and whether they making savings by increasing the proportion of guilty pleas and speeding up justice.
- An MPS trial across 5,000 homes and five borough of traceable liquids – a property-marking technology containing a unique forensic code – halved burglary over a six month pilot period. The aim now is to roll out traceable liquids to another 440,000 homes across London.
- As pledged in the Mayor’s 2012 manifesto, MOPAC has consulted Londoners on giving the MPS routine access to TfL’s network of more than 1,000 automatic number plate recognition cameras across the capital to help expand police coverage and detect and investigate more crime.

The Mayor is committed to tackling gangs in London and reducing serious youth violence. Through concerted policing with the Trident Gang Crime Command, and under the aegis of the LCRB’s Anti-Gangs Strategy, the Mayor is overseeing an approach that allies robust enforcement with initiatives to prevent young people from becoming involved in gangs; which provides diversion and exit out of gangs; and which brings together and aligns the work of different local agencies.

MOPAC has paved the way for tougher enforcement actions against violent gang incidents committed within young people’s secure accommodation and supported the roll-out of specialist gang prosecutors in London. Agencies now share intelligence so that gang offenders can be followed throughout the criminal justice system.

Some £3 million from the Local Crime Prevention Fund is supporting work in London’s boroughs to bear down on gangs. The Mayor is also leading projects that aim to put young Londoners on the right path, including Leadership Clubs in schools, a mentoring project that is supporting 1,000 vulnerable boys, and through the ESF Youth Programme (see Educating young Londoners earlier in this report).

In June 2014 MOPAC held a Policing Global Cities: Gangs Summit at City Hall. The summit convened leading experts from the USA, Europe and the UK to speak about the approaches to tackle youth violence and gangs. At the summit the Mayor also launched Strategic Ambitions for London: Gangs and Serious Youth Violence. Significant progress has been made over the past few years – including a 23 per cent fall in gang crime during 2013/14 – and the strategy describes what London partners working collaboratively are seeking to achieve by 2017 to combat gang violence and reduce the harm caused by gangs to individuals and communities in London.

## Your police, your neighbourhood

The Mayor is overseeing changes to the MPS that are strengthening the frontline and helping to reconnect the police with the public they serve.

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.

By maintaining police numbers and reshaping the workforce, the MPS will have fewer chiefs and supervisors and more bobbies. In fact 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 we can maintain officer numbers at around 32,000 over the Mayoral term.

The MPS is streamlining its back office functions and processes and reducing management costs too. The change programme includes the sale of the current New Scotland Yard building and a new MPS headquarters. The redevelopment of the Curtis Green building on Victoria Embankment – which will become the most recent New Scotland Yard HQ in 2015 – forms part of the largest ever transformation of a police estate, designed to reduce costs by a third and release up to 200 buildings; a transformation that is helping the Mayor to put bobbies before buildings and invest in modern, mobile neighbourhood policing.

Changes are also being made to reflect the way Londoners want to and indeed are interacting with the police, with fewer traditional police front counters and more contact points – 115 in total – based in supermarkets, libraries and other public buildings in high footfall locations where the public can meet their police at regular times.

To ensure adequate public access, 73 of the pre-existing 136 front counters remain open and every borough has at least one front counter that is open 24 hours a day, seven days a week. And since the new Local Policing Model was launched, officers are working new shift patterns so that they are there when the public needs them the most, working later in to the evenings and at weekends. Average 999 response times are up – 93 per cent are now responded to within 15 minutes.

The Deputy Mayor for Policing and Crime continues to host a roadshow of Your Police, Your Neighbourhood events at town halls in every borough to give Londoners the chance to hear about the local policing changes and feedback about crime concerns in their area. Meetings have taken place across 16 boroughs so far and the remaining boroughs will be visited in the autumn.

Your Police, Your Neighbourhood builds on the extensive consultation that informed the Police and Crime Plan and stronger engagement is part of a broad push to increase transparency, accountability and confidence in the police. Not only is public confidence fundamental to the British model of policing by consent; but confidence in the MPS needs to improve to meet the Mayor's target and to improve London's position compared with other forces.

MOPAC is currently working with London's local authorities to establish Safer Neighbourhood Boards in each borough. The boards will provide a clearer and more direct route for communities to get involved in setting their local police's crime priorities, to monitor police performance and to oversee issues like stop and search. They will also identify and nominate local

### **The London Policing Ethics Panel**

The vast majority of police officers do an outstanding job. But in recent years, confidence in the MPS has been put at risk by allegations of poor behaviour, corruption and proven misconduct. There have been several reviews of the MPS, none of which have found deep-rooted or systemic corruption. But all have made recommendations aimed at improving systems and processes.

The Mayor has established the independent London Policing Ethics Panel to ensure he receives independent advice on the ethical issues that arise from operational policing and to help the police make better decisions in the difficult role they perform. The Panel, chaired by Lord Alex Carlile, will look at the use of force by the police, surveillance and also public encounters including stop and search.

The first inquiry will look into ethical practice for the police use and deployment of water cannon in London. This follows the Mayor's decision to support the police request for water cannon, following a six week public engagement which showed broad public backing. Water cannon will help enhance the MPS response to riots or other serious and exceptional public disorder.

Lord Carlile will be supported by a team of four experts:

- Grace Ononiwu OBE, Chief Crown Prosecutor for the West Midlands;
- Professor Leif Wenar, academic and Chair of Ethics at King's College London;
- Baroness Elizabeth Berridge, barrister and life peer; and
- Meg Reiss, former criminal prosecutor from the US and expert in policing oversight.

community payback projects and give young people and victims of crime a new voice.

Since the launch of the MPS's StopIT approach in 2012 to improve how they use intelligence to target suspects, stop and search has reduced by about half. Twice as many searches now result in a crime being detected. However, the use of stop and search tactics continue to cause concern and can be particularly damaging to communities' confidence in the police when they are poorly conducted. That is why MOPAC has reinvigorated its borough network of Stop and Search Community Monitoring Groups and pan-London Community Monitoring Network.

An essential component of the Mayor's vision for the MPS is that its officers and staff should reflect the city they serve.

In 2013/14 Ray Lewis, Mayoral Advisor for Mentoring, was invited by MOPAC to lead a small taskforce to help the MPS consider how to recruit the best and brightest BME Londoners. The Taskforce undertook field research into the barriers BME communities face to becoming police officers and ran a series of roadshows called London is YOU. The roadshows gave members of the public, particularly BME communities, an opportunity to find out about becoming a police officer – the benefits and the recruitment process. But they were also an opportunity to press the message that the MPS was absolutely committed to increasing the diversity of talent recruited to policing.

Finally, the Mayor and Deputy Mayor held a successful annual programme of MOPAC Challenge meetings at City Hall, which sees public questioning of senior MPS officers and other criminal justice organisations about their performance.

## Preventing and responding to fires and emergencies

In the past decade huge advances have been made in fire safety. Compared with ten years ago the LFB attends half as many fires, a third fewer house fires and almost a third fewer incidents overall. This downward trend continued in 2013/14. The numbers of serious fires and fires in the home – and related injuries and fatalities – were all lower than in 2012/13.

The LFB is governed by the London Fire and Emergency Authority (LFEPA). The Authority sets the Fire Brigade's strategic direction and priorities and monitors its performance. In the year, LFEPA began to implement its Fifth London Safety Plan (LSP5). Covering the period 2013-16, LSP5 outlines a range of measures that together will ensure the LFB is the best fire and rescue service in the country. The plan also recognises the imperative faced by public services at large: the need to modernise and to work more efficiently, reducing the call on the public purse.

Under the LSP5, ten fire stations closed and 14 fire engines were removed from service early in 2014. However, with 102 stations with 155 engines operating across the capital, Londoners continue to receive one of the fastest fire emergency responses in England. Moreover the LFB's response time targets have not changed: to get the first fire engine to an incident in six minutes on average across London; and if needed, a second in eight minutes.

The job of getting on with modernising London's fire and emergency services was delayed while LFEPA, the Fire Commissioner and the Mayor successfully defended a legal challenge at the end of 2013. The Mayor has now written the Secretary of State for Communities and Local Government proposing long overdue reform of the Authority. The reforms would better reflect the democratic accountability of the Mayor and improve decision making – and they would strengthen scrutiny of those decisions.

The LFB continues to reduce the time it spends dealing with unnecessary calls that waste time and resources. The number of false calls caused by automatic fire alarms in non-domestic buildings is 25 per cent lower than five years ago. The number of calls to release people shut in lifts has reduced too – by more than 7,000 (57 per cent) over the past five years.

Fire stations and engines do not stop fires happening. Proactive prevention work does. So more time is being spent on community safety work than ever. Just under 84,000 London households received a home fire safety visit from LFB officers in 2013/14. More than 86 per cent of those visits were to households at the highest risk from fire.

The LFB started a new campaign called Know the Plan this year. Part of the response to the inquest into the Lakanal House fire in Peckham in 2009, where six people tragically died, the campaign helps housing providers and landlords communicate fire safety messages to tenants and make sure those who live in flats and maisonettes know what to do if there is a fire.

A sometimes forgotten part of the LFB's work is enforcing fire safety laws and prosecuting people who are responsible for properties that endanger people. In 2013/14 fire safety inspectors visited over 14,800 properties, four per cent more than in the previous year. These visits can result in owners having to make specific safety improvements to their properties – and if necessary lead to prosecutions. This is a highly effective tool in making the buildings that Londoners live in and work in safer. For example, a landlord who rented out bedsits above a car workshop was ordered to pay £25,000 in fines and costs for breaking fire safety laws; supporting the Brigade's work to address the beds in sheds problem in London.

London continues to play a leadership role in the fire and rescue service nationally. As lead partner in the National Operational Guidance programme, the LFB is helping to establish and improve safe systems of work for firefighters right across the country and is making it easier for fire services and other emergency services to work better together. Locally, the LFB, the MPS and the London Ambulance Service have been actively exploring how they can collaborate to further improve services for Londoners.

# An efficient and responsive City Hall

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## Highlights

- **The Mayor reduced his share of council tax for a third consecutive year and is on track to cut it by ten per cent over this Mayoral term.**
- **The Mayor is putting value for money at the heart of his administration. He has moved billions from the back office to the front line, enabling him to invest in jobs and growth and Londoners' other priorities.**
- **City Hall continues to lead the way for transparency and accountability. We have opened up more of our data over the year and we will shortly launch a second generation version of our pioneering London Datastore.**
- **There are more ways than ever for Londoners to talk to and hear from the Mayor. These include the biggest ever annual State of London Debate, two People's Question Time events, monthly #AskBoris Q&A sessions on twitter and a new Mail from the Mayor.**

## Value for money for the London taxpayer

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

In April 2014 the Mayor cut his share of Londoners' tax bill – for the third year in a row. This means the precept has fallen 24 per cent in real-terms since the Mayor was first elected in 2008. By contrast, there was a 152 per cent cash increase under the previous administration. And the Mayor has promised to reduce the precept again next year – and every year of this Mayoral term – delivering at least a ten per cent cut in total.

The first two budgets of the Mayor's second term are delivering ongoing annual efficiency savings across the GLA Group of just under £0.8 billion, with further savings of nearly £0.3 billion planned for 2015/16. Despite this being a time of unprecedented constraint on public sector finances, the Mayor's stewardship of the GLA Group's finances enables him to invest in Londoners' priorities: jobs and growth; an additional 2,600 police officers for frontline policing by 2016; improving London's quality of life; and infrastructure, including the transport network; and it allows him to bear down on fares. The Mayor has also secured £1.25 billion of funding over 2015-18 to deliver affordable homes in London.

The Mayor continues to develop shared services across the GLA Group. For example, a Group-wide Treasury service has been established by the GLA with LFEPA, LLDC, the London Pensions Fund Authority and MOPAC. There is also increasing use across the Group of collaborative procurement arrangements, most notably in property services and through the London Development Panel; with a savings target of £74 million by 2016.

## Leading the way on transparency

Transparency shines a light on wasteful practices and allows Londoners to hold the Mayor to account. That is why City Hall has been in the vanguard of efforts to make government more open; for example, the threshold above which we publish the reasoning behind the GLA's and the Mayor's spending decisions is as low as £10,000.

The GLA Group has continued to open up during the year. We are publishing more of the contracts we sign with external providers than ever before; and at TfL the threshold for publishing expenditure has been lowered to £250, in line with the GLA, LLDC and LFEPA's threshold. TfL's expenditure details are easily accessible via a new transparency portal that hosts regularly updated data covering things customers and stakeholders are most interested in: Oyster card deposits, road safety, Congestion Charge payments and Barclays Cycle Hire usage – to name a few.

At the GLA, we have introduced a clearer business plan and a new suite of key performance indicators to enhance performance management and give Londoners an at a glance view of how we are performing against Mayoral priorities. We also publish regular reports setting out the progress made against the Mayor's commitments.

There are more ways than ever for Londoners to talk to and hear from the Mayor. These include the biggest ever annual State of London Debate in June 2013 and two People's Question Time events in March and November 2013. A new strategy launched in March 2014 means it is now much easier for Londoners to engage with the Mayor and his work via social media; including through the Mayor's monthly #AskBoris Q&A sessions on Twitter. In May 2013 a new monthly Mail from the Mayor launched to keep Londoners informed of the Mayor's plans and to highlight opportunities to get involved in City Hall's work. It marks another step in making City Hall more transparent, open and accountable to Londoners.

Over the course of the year the Mayor hosted two Cross Community Forums and six community receptions at City Hall. These receptions bring together a cross-section of community leaders, volunteers, business people, faith leaders and public servants to foster community cohesion and integration. In addition, the receptions provided an opportunity for the Mayor to engage with London's diverse communities, recognise their contribution to the capital, and to communicate his priorities and programme.

In Talk London we have created a vibrant, open, online space where Londoners can discuss – with each other and with City Hall – the big issues in their city that matter to them. More than 51,000 people visited Talk London this year and our 5,000 active members debated issues ranging from health care services to the police using new technologies to cut crime.

There is a clear intersection between the Mayor's ambitions for City Hall to lead the way on transparency and to position London as a Smart City. We see data as fundamental building blocks for future smart cities and part of people's day-to-day lives. The London Datastore has welcomed 600,000 visitors to the site so far. It hosts 550 data sets and has inspired the creation of 80 apps – some of which will have already found their way onto your laptop or smartphone. Compared with any other open data platform here in the UK and across Europe, the London Datastore has achieved great success.

Since we launched the Datastore four years ago the technological advances and possibilities for new datasets have evolved rapidly. So in summer 2014 we will launch a second generation Datastore. It will give Londoners easier and wider access to data about their local neighbourhood, while providing even more quality data for developers and data professionals.

TfL has become a world-leader among transport authorities in open data. Its information feeds are openly and freely available allowing more than 5,000 developers to produce a wide range of travel apps.

A new statistics code is making sure we hold ourselves to the highest standards in preparing and publishing statistical releases.



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