

MAYOR OF LONDON

The Mayor of London's Annual Report

2017/18



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Greater London Authority
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FOREWORD

Two years ago I was elected as Mayor of London. It was a day I will never forget - not because of what it meant for me personally, but because of what it said about our brilliant capital city, about our values and about our vision for a brighter future.

Halfway through this Mayoral term, I still wake up every morning deeply humbled to serve as Mayor of the greatest city in the world.

Nothing can prepare you for a job like this. And the last couple of years have brought some incredibly difficult times no one could have foreseen, including the Croydon tram crash, the tragic Grenfell Tower fire and a series of cowardly terrorist attacks on our city.

Yet throughout this period and over the last year, I am proud that we have stood united behind our values in the face of huge challenges and horrific attacks. Our city has displayed a strong determination not to be divided. And despite the challenges we face, we have not wavered in our mission to make London a safer, fairer, more inclusive city.

My top priority will always be the safety of Londoners, and one of the biggest issues we are grappling with at the moment is the rise in violent crime across the country. Our city's police service is overstretched, and under-resourced following unprecedented cuts from the Government. I am working with the Metropolitan Police Service to do everything possible to tackle violent crime and keep Londoners - and visitors to our city - safe.

Throughout my campaign, I promised to be a Mayor for all Londoners. And I remain firmly committed to doing everything in my power to give everyone the opportunities to get on in life that London gave to me and my family. There is still much more to do to achieve this goal, but we have made great progress in the last year alone.

Take housing. There's no question that we still have a major housing crisis in London, but for the first time in decades we are taking big steps to turn things around.

I know the difference that having a genuinely affordable home can make because it is the story of my life. That is why I am so proud that last year we started building more genuinely affordable homes than in any year since City Hall took control of housing, including more social homes in one year than in the previous four put together.

Transport is also at the heart of my vision for a fairer, healthier and more prosperous city, and City Hall has also made great progress in this area. The cost of travelling in London rocketed by more than 42 per cent between 2008 and 2016. We have made transport more affordable for millions of Londoners by freezing all Transport for London fares for four years and introducing the Hopper bus fare, which gives an unlimited bus travel within an hour. We have also got the Night Tube and Night Overground up and running, which has brought huge benefits for Londoners.

Other examples of real progress include: implementing the most ambitious plans to tackle air pollution anywhere in the world; putting more neighbourhood police officers on the streets; and giving Londoners more of a say over how our areas are regenerated.

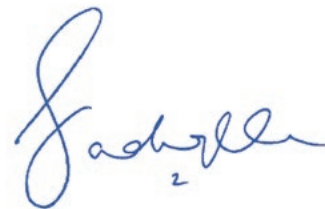
I feel proud of what we have already achieved, including all the great things we have done over the last 12 months. But there is still more to do and I am impatient to deliver the change we need. I still wake up every day wanting to go further.

In London, the reforms we are delivering are about making our city a fairer, more inclusive and more equal place. But this is in stark contrast to the world around us, which is becoming increasingly polarised and extreme. The changing nature of our economy over many decades has left too many people feeling left behind by globalisation. Since 2010, we have also suffered from having the most anti-London government in decades and relentless austerity. This has compounded the problem and is inflicting irreparable damage on our communities and causing poverty, inequality and rising crime.

We must not be dragged down by regressive forces that push an agenda of division and discrimination, and seek to play on people's fears, rather than address them. This is a key reason why I opposed us turning our backs on our European neighbours and why I am fighting for a Brexit that protects jobs and investment.

We all want our children to live in a city that is not weakened by inequality and division, but strengthened by fairness and unity. As well as the heartache, the Grenfell fire tragedy shone a light on the stark inequalities that still exist in our country – one of the richest in the world. It demonstrated how much more we need to do and that some fundamental changes still need to happen.

We have achieved a great deal over the past year. But now is the time to push ahead - to stand up and speak out for the values of our capital; to come together and integrate; to continue our fight against violent crime and the causes of crime; to ensure all Londoners can fulfil their potential; and to build a London that works for us all. This will continue to be my mission as we move forward.



Sadiq Khan
Mayor of London

Chapter 1

Good growth



INTRODUCTION

'Good growth' focuses on delivering positive outcomes for Londoners. It relies upon the alignment of levers - projects, policies, priorities and funding - across the Mayor's strategies and programmes and taking the opportunity to consider how these can deliver the best outcomes. This includes building strong and inclusive communities through carefully planned development, creating opportunities for all Londoners to benefit from growth through regeneration projects and growing a good economy that supports job and business growth.

"All Londoners benefit from growth through regeneration projects and growing a good economy."

GROWING LONDON'S ECONOMY

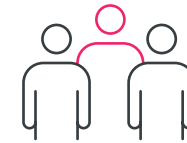
The Greater London Authority's work delivers against the Mayor's three main ambitions of a fairer and more inclusive economy, ensuring London creates the conditions for growth, and supports innovation and sector development. Programmes and support initiatives, such as TechInvest, the London Growth Hub portal and the Mayor's Civic Innovation Challenge help to create opportunities for all Londoners and businesses.

The Mayor:

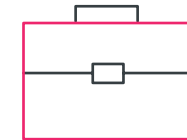
- Launched his draft Economic Development strategy for consultation in December 2017, setting out his plans to create a fairer, more inclusive city with an economy that works for all Londoners.
- Published independent economic analysis of the impact of different Brexit scenarios on London and the UK economy. The report demonstrated the harder the Brexit the more negative the impact on jobs, investment and growth. The Mayor has used this report to inform his conversations with the Government, and support his calls for the UK to remain in the EU Single Market and Customs Union after Brexit.
- Established an Infrastructure High-Level Group, chaired by the Deputy Mayor for Planning, Regeneration and Skills. The group meets three times annually to connect City Hall and industry, focusing on key areas of strategy and policy related to strategic infrastructure. The group brings together Chief Officer-level representatives of infrastructure providers, regulators, central government, and local authorities.

- Announced initiatives to support tech innovation and growth, including his TechInvest initiative to link ground-breaking tech entrepreneurs to industry investors, and the Mayor's Civic Innovation Challenge - challenging start-ups to develop innovative solutions to address the challenges of inequality, climate change and an ageing population.
- The London Economic Action Partnership (LEAP) has been leading on the London Growth Hub business support portal and programmes, which have provided face-to-face support to over 2,000 businesses.

2000
businesses
provided with
face-to-face
support



607
jobs created
with the Growing
Places fund



REGENERATION

The Mayor's regeneration programmes deliver against three overarching objectives of Empowering People, Making Better Places and Growing Prosperity to secure the long-term social, environmental and economic sustainability of our city. Empowering people enables Londoners to actively participate in their local community and civic life. Making Better Places is about improving London's public spaces, community infrastructure, high streets and places of work and Growing Prosperity is about facilitating the growth of London's economy to create accessible and inclusive opportunities that benefit Londoners. They are overriding principles bound by the core aim of enabling all Londoners, with a particular focus on those who are typically disadvantaged such as women, disabled people, young people and black, Asian and minority ethnic (BAME) Londoners.

The Mayor:

- Funded the Growing Places fund with an investment of £111m. So far it has created 607 jobs, supported 951 people into further learning or work, and supported 261 small and medium-sized businesses (SMEs). Projects include the Hackney Wick Station upgrade with the London Legacy Development Corporation and the Erith Regeneration Programme co-delivered alongside the London Borough of Bexley.
- Awarded £24m from the Good Growth fund to projects from across the capital. Successful projects include Inclusive Growth in Finsbury Park, which will provide affordable studio and workspace for community and disadvantaged groups, and Mission Kitchen at New Covent Garden Market, which will be used to offer affordable kitchen space to food start-up businesses and professional training to Londoners from all backgrounds.

- Supported the delivery of skills which enable Londoners to progress in learning and access the job opportunities available in the capital through the Skills for Londoners Capital fund. It has awarded £20.5m to six major projects by London and south-east Further Education colleges. The Small Projects and Equipment fund, which supports the delivery of skills that help Londoners meet the needs of businesses across the capital, awarded £3.9m to 41 projects and enabled smaller providers and the private sector to develop their skills offer. £1.5m was awarded to 16 projects to support development of a pipeline of major capital projects for future Skills for Londoners rounds. These projects will deliver outcomes, including capacity to help over 40,000 additional learners, of which more than 5,500 are special educational needs and disability (SEND) learners, and will reduce the number of over 6,500 students not in education, employment or training (NEET).
- Invested £20m capital funding in the London Regeneration fund to support London's high streets and places of work. The fund will deliver jobs and growth to support London's high streets and places of work. It will deliver over 1,700 new jobs, over 55,000 square metres of new or improved commercial space and support over 2,000 local businesses. Projects include a Fashion Hub in East London called Fashioning Poplar and the renovation of Battersea Arts Centre.
- Supports bright young entrepreneurs and companies to develop new ideas and design the technologies of the future through the London Co-investment fund, a public-private venture capital fund. The fund has directly invested over £13m in 83 companies, and leveraged in almost £80m from the private sector. These investments have directly created more than 600 new jobs and safeguarded a further 250.

-
- Provided £12.5m, and levered in a further £12.5m via the European Social fund (ESF) to support employability, progression for low paid workers, and provide skills support for small and medium-sized enterprises (SMEs). ESF projects launched in 2017/18 focus on holistically supporting care leavers, young people, early college leavers and veterans to find, and sustain, work and training.
 - Supported Start Scale Grow, an SME support pilot programme, which successfully delivered masterclasses and mentoring to over 660 individuals across a range of subjects, from financial planning to digital marketing.
 - Is delivering the Good Growth by Design programme which promotes a high quality built environment for all. Activities being progressed include:
 - Housing Design Guidance to support better quality homes for London, and guidance to promote the circular economy for the built environment;
 - The London Review Panel has been established, providing scrutiny to projects benefiting from Mayoral investment, or on the Mayor's land;
 - The Architecture and Urbanism Panel has been launched which supports London's public sector in procuring world-class design talent;
 - Public Practice, a service that brokers placements for place-shaping practitioners in the public sector, is up and running.

MAYORAL DEVELOPMENT CORPORATIONS — LONDON LEGACY DEVELOPMENT CORPORATION

Under the management of the London Legacy Development Corporation, Queen Elizabeth Olympic Park has continued to evolve and thrive. More than 22m people have visited the Park and its venues since opening four years ago.

- Here East welcomed more new tenants to its creative and digital hub, including the Plexal Innovation Centre, Ford Motors Innovation Centre, University College London's Bartlett Faculty of the Built Environment and Faculty of Engineering Sciences, the Global Disability Innovation Hub, Matches Fashion, and Signal Noise.
- The London Legacy Development Corporation was part of the London consortium that was awarded £13.4m of the government's £51m Connected and Autonomous Vehicle (CAV) test bed funding to create a world-leading, real-world test environment for the development of future mobility solutions on the Park, and in the Royal Borough of Greenwich.
- Plans for a new culture and education district on Queen Elizabeth Olympic Park advanced during the year with University College London East's planning application approved, and consultation underway on a new masterplan for Stratford Waterfront featuring a new campus for University of the Arts London, London College of Fashion, a new branch of the Victoria and Albert Museum, and a theatre for Sadler's Wells.



OLD OAK AND PARK ROYAL DEVELOPMENT CORPORATION

The Old Oak and Park Royal Development Corporation is actively planning for the comprehensive redevelopment of Old Oak and the strengthening and intensification of Park Royal. The principles of good growth are used as the cornerstones for this work. The Corporation is currently finalising this detailed planning and design work, with the goal of setting a credible delivery programme later this year that will kick start development soon after.

- The Old Oak and Park Royal Development Corporation secured £1.5m through the Heritage Lottery fund and Arts Council's Great Place Scheme.¹ A three-year programme of world-class participatory arts and culture activities is now underway, which will uncover, showcase and celebrate the rich heritage and culture of Park Royal, and help to shape the future of Old Oak. The Corporation will provide 2,000 'Active Citizens' with opportunities for training and skills, improved confidence and wellbeing and encouraging wider participation in arts and culture.
- The Corporation approved a two-year Park Royal work programme to support interventions to protect, strengthen and intensify the industrial estate. These include provision of skills and training for local people, bridging gaps in infrastructure such as broadband and utilities, making the industrial estate a safer environment for people to work and live, and protecting industrial uses promoting intensification.

¹ The Great Places Scheme is a new fund that puts arts and heritage at the heart of communities.

PLANNING POLICY AND APPLICATIONS

The Greater London Authority is delivering on the Mayor's commitments to provide the new homes and jobs for a growing London. This is done by fulfilling the statutory roles to prepare a Spatial Development strategy (the London Plan), ensuring borough Local Plans are in general conformity with it. In addition, the team advises the Mayor on over 400 planning applications referred to him each year, ensuring they comply with Mayoral policies, and meet statutory deadlines.

The Mayor:

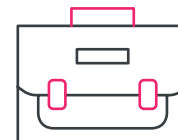
- Published his new draft London Plan for public consultation. The Plan is a significant step-change from previous plans and provides a blueprint for future development and the sustainable, inclusive growth of the capital. It sets out how London will meet its growth up until 2041, ensuring that London maintains its status as a great city in which to live, work and play.
- Published the Affordable Housing and Viability Supplementary Planning Guidance which, together with the draft London Plan, sets out the innovative 'threshold' approach to increasing affordable housing, while also speeding up planning decisions by enabling any scheme proposing at least 35 per cent affordable, or 50 per cent on public or industrial land, to follow a fast-track route, rather than going through full viability testing.

- Achieved an average of 34 per cent affordable housing on-site from applications that were referred to him at both stage one and stage two. This is a significant step towards achieving the long-term strategic target of 50 per cent of homes being affordable, and is a serious step-up from the 13 per cent of affordable homes approved by the previous Mayor in his last year in office.

£20m
invested in
London's high
streets and
places of work



**Major new
cultural and
education
district**



Chapter 2

Homes for Londoners



INTRODUCTION

The Mayor believes that London's housing crisis is the greatest threat to London's future, and the main reason why all Londoners cannot share in our city's success.

Tackling this crisis is a marathon, not a sprint, but the Mayor is doing everything in his power to build a city that offers all Londoners a stable home at a cost they can afford, as well as calling on Government and others to do their part.

The Mayor and his team have already made important progress towards these objectives across a range of issues, as set out in the following sections.



SETTING HOUSING PRIORITIES

Tackling London's housing crisis requires significantly increased investment, and the Mayor has secured record funding from Government for more genuinely affordable homes over the coming years.

The Mayor is already putting this funding to effective use and working on a range of schemes outlined below, which are designed to support all Londoners – private renters, social tenants, homeowners, those aspiring to buy, and London's rough sleepers and homeless.

The Mayor:

- Published the draft London Housing strategy, which sets out a long-term policy framework for tackling London's housing crisis, focusing on increasing housing supply, improving affordability and quality, supporting a fairer deal for private renters and leaseholders, and addressing homelessness.
- Agreed contracts, following the launch of the Homes for Londoners: Affordable Homes Programme 2016-21, which will see 50,000 affordable homes delivered.
- Achieved 12,526 affordable housing starts through his Affordable Homes Programme, the highest number of starts-on-sites recorded since devolution of affordable housing funding, and on target to meet the agreed 116,000 starts by March 2022.
- Secured a further £1.67m in March 2018, half of the unallocated national pot for affordable homes, with a target of 26,000 additional homes.

-
- Announced a more proactive role for City Hall in intervening in the land market with a £250m initial revolving fund, and set up the Homes for Londoners Land fund Investment Committee. The first site has been purchased – St Ann's in Haringey in a deal that will enable the redevelopment of the hospital, and provide hundreds of new homes, half of which will be genuinely affordable.
 - Secured an additional £36m from Government for supported and specialised housing for older and disabled people.
 - Supported the first tenants to move in to their London Living Rent (LLR) homes.
 - Launched the London Community-led Housing Hub, with £250,000 of Mayoral funding.
 - Received offers from 26 major homebuilders in London to market and sell all new market sale homes below £350,000 for three months to UK buyers only before doing any overseas marketing. In addition, homes will be sold exclusively to Londoners (i.e. people living or working in London) during a 'head start' period of up to one month.



UNLOCKING PUBLIC LAND

Efforts to unlock more housing for land must start with land that the public sector already controls. The Mayor is leading by example with sites that he controls, and is also working with Government and other public-sector bodies to improve the speed with which land is made available.

The Mayor:

- Through Transport for London, has brought forward sites with capacity to deliver more than 3,000 homes in 2017/18. Over half of these homes are on affordable sites, including sites at Limmo and Northwood.
- Through Transport for London, has released sites to the market as part of the small sites programme pilot. This aims to make small publicly-owned sites available to small builders so they can play a greater role in building the homes that London needs.
- Signed a Health and Social Care Devolution Memorandum of Understanding in November 2017. As part of the deal, a London Estates Board has been established to improve the way National Health Service buildings and land are used and surplus assets are identified and released. A draft London Estates strategy has been produced which will be used to inform the National Health Service capital allocation within London.

IMPROVING THE PRIVATE RENTED SECTOR

Efforts to increase the supply of affordable homes will take time, and in the meantime the Mayor wants to support a fairer deal for the millions of Londoners who live in the private rented sector. In particular, the Mayor is focused on improving standards and affordability.

The Mayor:

- Launched the first ever public Rogue Landlord and Agent Checker, allowing renters to check and report rogue landlords and agents in their area.
- Helped give over 100,000 Londoners access to tenancy deposit loans, making the up-front cost of renting more affordable.



TACKLING ROUGH SLEEPING

It is unacceptable that anyone feels they have no choice but to sleep rough on London's streets. The Mayor is aiming to ensure there is a route off the streets for every single rough sleeper in London.

The Mayor:

- Secured £4.2m from Government for new rough sleeping services, and launched Safe Connections, the Social Impact Bond for Entrenched Rough Sleepers, and the Night Transport Outreach team.
 - £6m has been awarded to support permanent hubs for No Second Night Out;
 - £250,000 has been allocated in phase one of the new Rough Sleeping Innovation fund;
 - a grant of £180,000 has been awarded to help ex-service personnel facing homelessness.

MAYORAL DEVELOPMENT CORPORATIONS — LONDON LEGACY DEVELOPMENT CORPORATION

The London Legacy Development Corporation is working closely with the Greater London Authority on housing delivery to ensure the Local Plan target and the remaining developments on Queen Elizabeth Olympic Park reflect the Mayor's new London Plan housing target, including affordable housing.

The Mayor:

- Through the London Legacy Development Corporation, has completed the first 259 units in Phase One of Chobham Manor, the first of Queen Elizabeth Olympic Park's housing developments. Work on the 207 units in Phase Two of the development is well advanced, and planning consent has been granted for the final two phases.
- Through the London Legacy Development Corporation, began enabling works on the 1,500 homes in the East Wick and Sweetwater neighbourhoods.
- Through the Legacy Corporation, completed the final stages of construction on the new Hackney Wick station, with improved links around the station and more accessible platforms. It's at the heart of a new neighbourhood centre, which includes re-provision of existing employment workspace and affordable workspace, as well as 850 new homes.



OLD OAK AND PARK ROYAL DEVELOPMENT CORPORATION

The Old Oak and Park Royal Development Corporation is working closely with Homes for Londoners on an ambitious plan to secure delivery of 25,500 homes across its area. New homes that would help to meet the needs of Londoners across a mix of types and tenures and with a strategic affordable housing target of 50 per cent affordable.

The Mayor:

- Through the Old Oak and Park Royal Development Corporation, approved the business plan for Old Oak North and made a bid to the Housing Infrastructure fund for funding to unlock the area for re-development by allowing significant investment in utility and transport Infrastructure which will support the provision of circa 10-12,000 homes and 7,500 jobs in the area.
- Through the Old Oak and Park Royal Development Corporation, approved a total of 4,211 homes across the area since April 2015. 1,553 homes were started on site since April 2015 and 1,538 were started on site since May 2016.

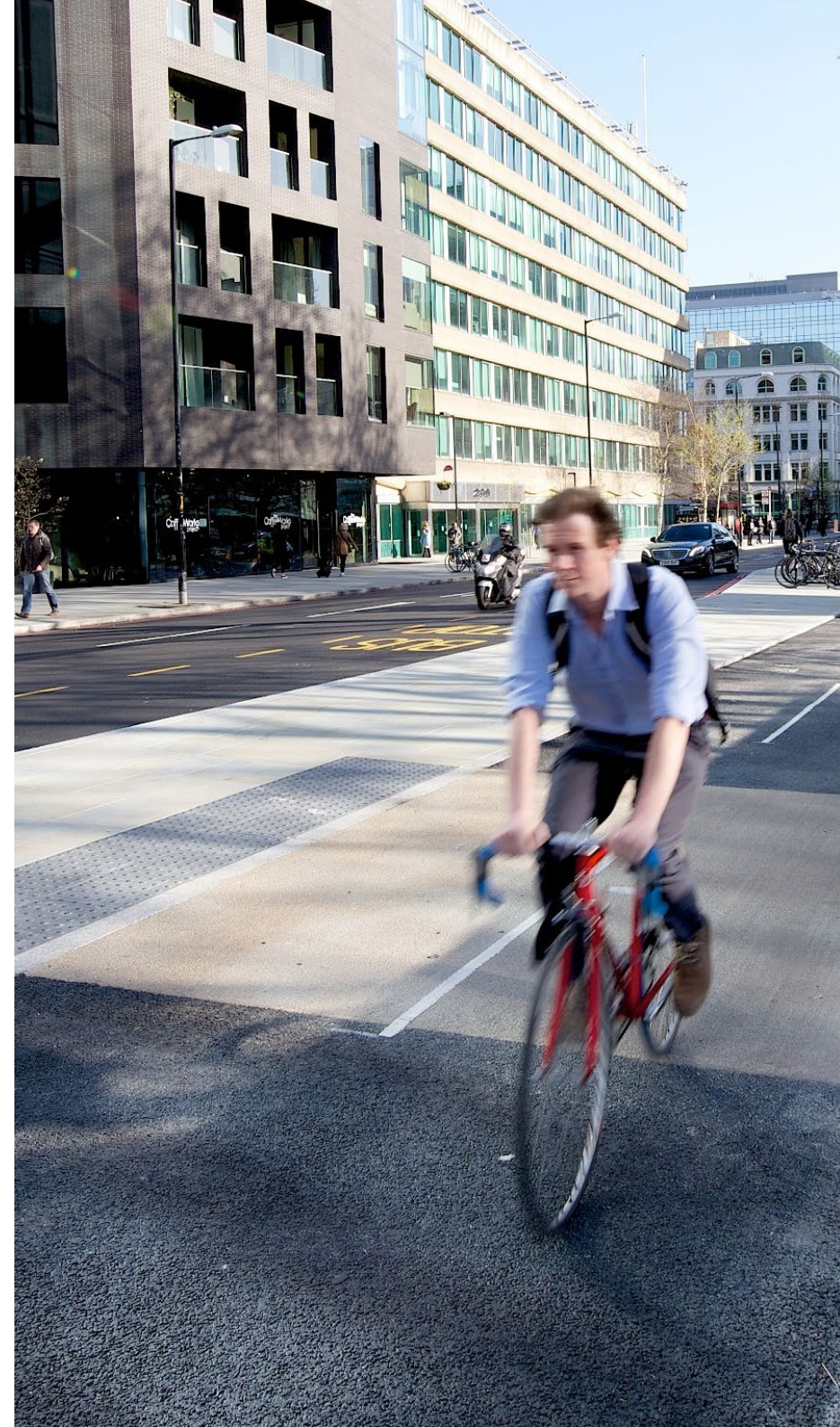
Chapter 3

A modern and affordable transport network



INTRODUCTION

The Mayor knows that transport has the potential to transform our city. It's part of everyone's daily lives and enables people to make the most of opportunities in London. London's streets make up a lot of the city's public space, while transport is key to unlocking development across the capital. With his new Transport strategy to guide the way, the Mayor is working hard with Transport for London to make transport better, more affordable, more accessible, and more reliable, and to transform the city's streets.



SETTING TRANSPORT PRIORITIES

Transport is central to the Mayor's vision for a city for all Londoners. His ambitious new Transport strategy sets the direction for a world-leading transport system. This will be secured by substantial transport investment by a more efficient Transport for London that is focusing on costs and income.

The Mayor:

- Published his Transport strategy in March 2018, outlining far-reaching plans to transform our streets and improve London's transport to create a healthier, greener, more sustainable city. The aim is for 80 per cent of journeys in London to be made on foot, by cycle or using public transport by 2041.
- Oversaw a reduction in Transport for London's operating costs for the first time in its history, reducing costs by £153m in 2016/17. It is exceeding operating cost savings targets by more than £194m, which is helping achieve Transport for London's core financial objective of turning an operating deficit into a surplus by 2021/22.



WALKING AND CYCLING

The Mayor knows that the best way to manage the city's growth in the long-term is to make it easier and more attractive to walk, cycle and use public transport.

The Mayor:

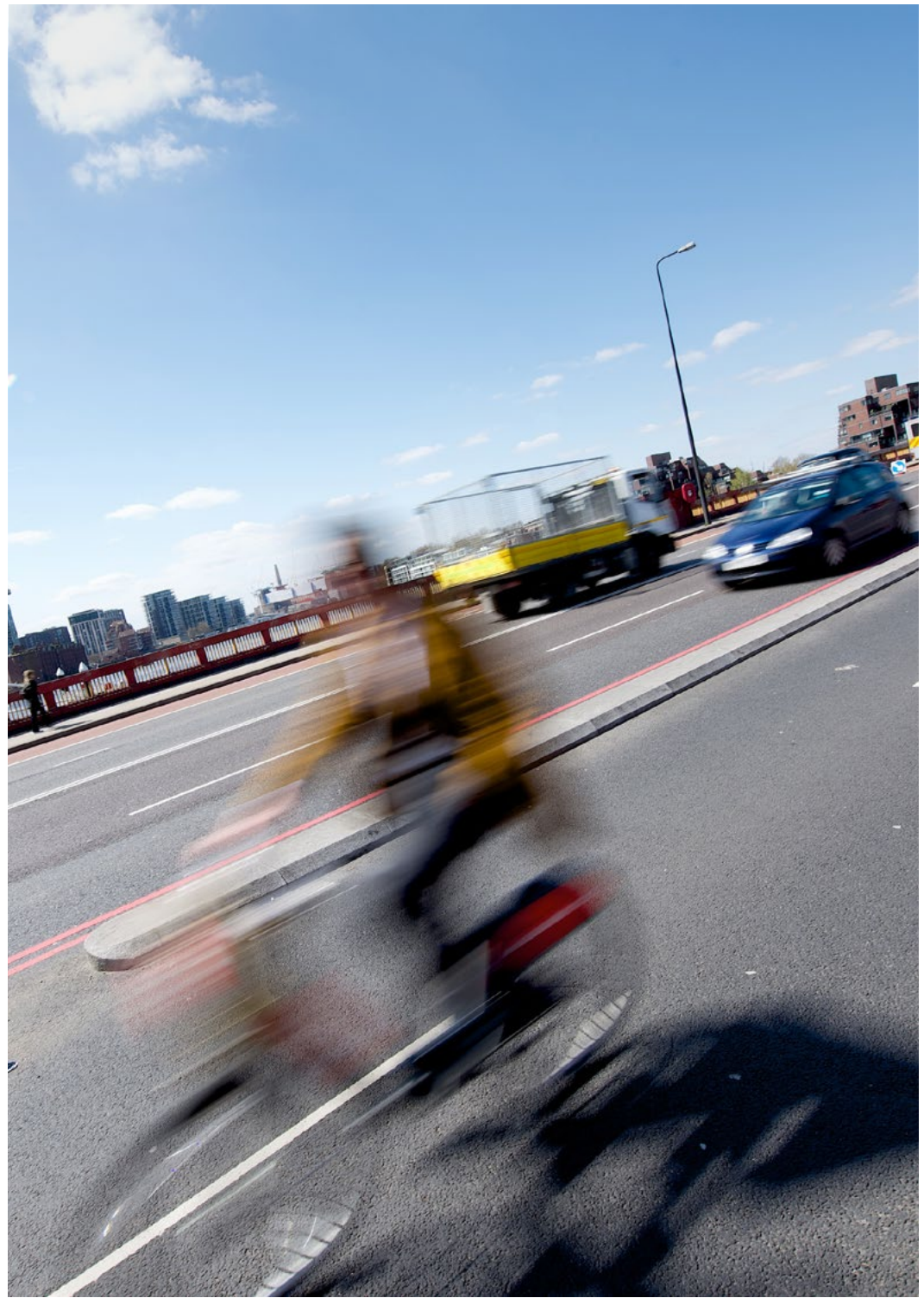
- Established an aim within his Transport strategy, for all Londoners to do 20 minutes of active travel they need to stay healthy every day by 2041.
- Through Transport for London, began design work on six new cycle routes across nine boroughs, identified as routes with high potential for cycling through Transport for London's ground-breaking Strategic Cycling Analysis.
- Completed construction on the East-West Superhighway and Westminster Bridge south, and continued work on North-South Superhighway Phase Two.
- Achieved another record-breaking year with his Santander Cycles scheme, which expanded into Brixton. New and improved cycles are also being introduced.
- Continued to support and champion the transformation of Oxford Street and the surrounding district into the world's best outdoor shopping experience, and a better place to live and work, including through two public consultations on future proposals.

ROAD DANGER REDUCTION

The Mayor is committed to doing everything in his power to make London's streets safer for everyone who uses them.

The Mayor:

- Adopted a 'Vision Zero' approach to road danger in his Transport strategy. The strategy aims to eliminate death and serious injury from London's streets by 2041.
- Launched the world's first Direct Vision Standard for HGVs, which rates the vehicle based on how much the driver can see from the cab. HGVs operating on London's streets from 2020 must meet a required standard to improve safety.
- Identified 73 road junctions with the poorest safety records for specific improvement measures.



NIGHT SERVICES

A world-class capital city needs transport services that meet the demands of modern life, when people work, study and socialise at different times. London's new night services are opening up exciting new opportunities for everyone who is using the city at the weekend.

The Mayor:

- Achieved a major success with Night Tube services on the Central, Victoria, Jubilee, Northern and Piccadilly lines. In its first year, the Night Tube had nearly 8m journeys, boosted London's economy by £171m and supported more than 3,600 jobs.
- Through Transport for London, expanded night services to London Overground in December, with 24-hour trains running every 15 minutes between Highbury and Islington and New Cross Gate on weekends.

TAXI AND PRIVATE HIRE

The Mayor wants to protect and retain a vibrant taxi and private hire industry which provides essential services to many Londoners and visitors to the city.

The Mayor:

- Has delivered on his promise in the Taxi and Private Hire Action Plan to quadruple the number of compliance officers by recruiting an additional 250 officers to combat illegal activity and address issues caused by the growing number of licensed drivers and vehicles.
- Through Transport for London, has rolled out 90 new taxi ranks to support the black cab industry, as part of plans to increase the number of taxi ranks from 500 to 600 in London.
- Through Transport for London, has launched a new network of 100 rapid charging points for electric vehicles across London, including 51 points for exclusive use by taxis, helping phase out the use of diesel and encouraging the use of zero-emission vehicles.

IMPROVING TUBE AND RAIL SERVICES

By delivering new and improved transport services, the Mayor is improving the daily commute for Londoners, supporting thousands of jobs and bolstering the city's economic growth.

The Mayor:

- Froze Transport for London fares until 2020. This policy is encouraging more people to travel on public transport and, by 2020, it will have saved the average London household around £200. A range of concessions have also been protected.
- Extended the Hopper fare at the end of January. Customers can now make unlimited bus and tram journeys within an hour but only pay for one. In February 2018, 9.7m journeys were made using the Hopper fare, with more than one million taking advantage of the new unlimited Hopper.
- Through Transport for London, introduced a new timetable in January which has doubled the high-frequency evening peak services on the Northern line, allowing more Londoners to get home faster.

- Started the first of the trains that will serve the Elizabeth line on the Transport for London Rail route between Liverpool Street and Shenfield in June. The Elizabeth line will begin to open in December 2018, and be fully operational across all sections and routes in 2019.
- Through Transport for London, commenced tunnelling on the Northern Line extension to Battersea Power Station, with the link due for completion in 2020.
- Through Transport for London, continued Station upgrades, with Bond Street Underground station reopened after a £300m upgrade, with 30 per cent more capacity and step-free access. Consultations launched on major rebuilds of Camden Town and Holborn stations.
- Through Transport for London, launched a consultation on extending the Bakerloo line beyond Elephant and Castle.

2019
**The Elizabeth
line will be fully
operational**



£300m
**upgrade for
Bond Street
Underground**





NEW HOMES

The Mayor requires Transport for London to make best use of the land it owns, and is ensuring it creates thousands of affordable homes across dozens of new developments.

The Mayor:

- Working, through Transport for London, is on track to bring sites to market for more than 3,000 homes – 50 per cent of which will be genuinely affordable. Schemes include the Limmo Peninsula, Newham which will bring 1,500 new homes, with 40 per cent affordable, and create a new residential-led neighbourhood near Canning Town Tube station and next to the River Lea. This is Transport for London's largest site to go to market.

IMPROVING DIVERSITY

The Mayor wants Transport for London to be an employer that is fully representative of the community it serves, where everyone can realise their potential. Transport for London aims to be a fully inclusive employer, valuing and celebrating the diversity of its workforce to improve services for all Londoners.

The Mayor:

- Has seen a broadening and increase in the number of direct apprenticeships offered through Transport for London. 217 new apprenticeships commenced during 2017/18, and an additional 412 apprenticeship starts were created through its supply chain. Transport for London targeted girls' schools and those in deprived areas to promote the apprenticeships, helping achieve 21 per cent of applicants in September being female, 52 per cent BAME, and 21 per cent of candidates who reached an assessment centre being eligible for school meals.

Chapter 4

A safer and more secure London



INTRODUCTION

2017/18 was a difficult year for London. The city endured terror attacks in Westminster, London Bridge, Finsbury Park and Parsons Green. London was horrified by the dreadful fire at Grenfell Tower. The Mayor also continued the fight against violence and knife crime, which has been increasing nationally since 2014. In these challenging times, never has the dedication, heroism and skill of our emergency services been more clearly on display. The Mayor will continue to work with the Metropolitan Police Service Commissioner, the London Fire Commissioner, our partner agencies and communities to make our city a safer place for all.



A BETTER POLICE SERVICE FOR LONDON

Wherever you live in the capital, and whatever your background, you should be able to expect the same high-quality service from the Metropolitan Police Service. Improving the service provided to Londoners by the Metropolitan Police Service is at the heart of the Mayor's Police and Crime Plan.

The Mayor:

- Agreed a new budget for 2018/19 – providing an additional £110m to the Metropolitan Police Service from council tax and business rates, to fund 1,000 police officer posts. The Metropolitan Police Service has had to make savings of £700m since 2010 following Government budget cuts, and it must save a further £325m by 2021. The Mayor continues to fight to get more funding from the Government – who still provide around 76 per cent of the Metropolitan Police Service's overall funding.
- Met his commitment to put two Dedicated Ward Officers (DWOs) and one Police Community Support Officer (PCSO) in every London ward, and to work with local councils and police teams to agree policing priorities for every borough in the city.

- And Deputy Mayor for Policing and Crime continued to hold the Metropolitan Police Service to account for public confidence as the Metropolitan Police Service completed the rollout of body-worn video to all frontline officers – the largest rollout in the world – providing more transparency and accountability in all interactions between the police and the public.
- Made further investments to ensure that the Metropolitan Police Service is fit for the future. This includes: a public access strategy, reductions in the police estate, and investing in the telephone and online methods of contact that Londoners increasingly want; the purchase of a new counter-terrorism and organised crime hub for London; and new technologies coming into service such as digital forensics kiosks and mobile tablets for officers.
- Following the completion of pathfinder projects in two areas of London, oversaw restructuring of the Metropolitan Police Service from a system of 32 individual Borough commands to a smaller number of larger Basic Command Units to tackle the most serious and harmful crimes. One element of these changes is increasing the number of officers working on safeguarding the most vulnerable, and managing the most dangerous offenders.
- Completed the recruitment of an additional 600 firearms officers – one of his first commitments upon coming to office. A year on from the publication of Lord Harris' independent review into London's preparedness for a terror attack, around two-thirds of his recommendations have been met.

A BETTER CRIMINAL JUSTICE SERVICE FOR LONDON

The effective, swift and fair delivery of justice is the basis of law and order, but in London, the group of organisations responsible for providing justice too often fail to meet the needs and expectations of Londoners. In order to deliver a Criminal Justice Service that truly works for London, the Mayor is working to put victims of crime in London first and implement measures to rehabilitate offenders.

The Mayor:

- Agreed a ground-breaking Memorandum of Understanding with the Ministry of Justice and London Councils for the devolution of powers and responsibilities over elements of the London criminal justice service from the Government to the Mayor – ensuring that London has a greater say of how justice is done in the city.
- Invested £47m into victims' services across the capital over three years - a £6m increase on the budget allocated to these services in the previous Police and Crime Plan. For the first time, this funding, previously provided on an annual basis, has been allocated for three years to provide longer-term support.
- Launched a pilot scheme with a budget of £150,000 to use GPS tags to monitor some of London's most prolific offenders who are responsible for a significant percentage of all the crime in London. This is the first scheme of its kind in the UK.





KEEPING CHILDREN AND YOUNG PEOPLE SAFE

Young Londoners should feel safe and secure wherever they are. But there are too many children who do not feel safe on London's streets, on public transport, online, or at home. The Mayor, his Office for Policing and Crime, and the Metropolitan Police Service are working to protect and support all young Londoners and, in particular, those who are most vulnerable, or who have been victims of crime.

The Mayor:

- Launched his Knife Crime strategy in June 2017 after extensive consultation. It takes a comprehensive, public-health approach to drive down these appalling crimes and protect young Londoners.
- Targeted an additional £15m funding to support the police in tackling knife crime in London's communities. The Metropolitan Police Service has used some of this funding to launch a new Violent Crime Task Force to tackle the most dangerous individuals and groups in London. The Metropolitan Police Service is also doubling the use of 'Operation Sceptre' anti-knife crime activities from monthly to fortnightly.
- Has ensured that every London borough now has a bespoke knife crime action plan created in partnership with the Metropolitan Police Service.
- Created a new Young Londoners fund – providing a £45m investment in vital youth services and diversion activities.

- Hosted a community meeting at City Hall on serious youth violence with over 100 front line organisations to hear about their experiences, including those whose families have been directly affected by serious youth violence.
- Through the Mayor's Office for Policing and Crime, has extended an offer to provide a metal detecting knife wand, free of charge, to every school and college in London. 150 of these wands have been distributed so far, and a further 150 have been ordered.
- Through, the Mayor's Office for Policing and Crime, launched a project with OFSTED to develop a thematic inspection on knife crime, to ensure schools have the right safeguarding measures in place.
- The Mayor's Anti-knife crime movement 'London Needs You Alive' was launched in November 2017. Working with some of London's most influential young artists and campaigners – from grime and rap stars to poets, bloggers and photographers, the campaign puts forward a positive message to influence young Londoners in making an active choice not to carry a knife.
- Made available £250,000 of seed funding to local communities across London to fund work with young people preventing and protecting them from knife crime.
- Through the Mayor's Office for Policing and Crime and the Metropolitan Police Service, hosted a retailers' workshop to discuss what more the business community can do to prevent knives getting into the wrong hands.
- £1.4m has already been committed to maintaining specialist youth support provision and we will be extending this programme to key A & E departments in boroughs that have high levels of knife crime to maximise the power and value of this teachable moment.
- Through the Mayor's Office for Policing and Crime, has committed £1m to commission London Gang Exit services for 150 young people up to September 2019. An additional £1m will be committed to this work to further extend its reach and effectiveness.



TACKLING VIOLENCE AGAINST WOMEN AND GIRLS

The Mayor's Office for Policing and Crime is working to reduce violence against women and girls in London and change the culture that enables this to happen, empowering women and girls to take control and be treated equally.

The Mayor:

- Published his strategy to tackle violence against women and girls in March 2017, backed by a record £44m investment up to 2020. Initiatives include:
 - Piloting a 'whole school' approach to ending violence against women and girls and Serious Youth Violence (SYV). This will take place between December 2017 and September 2020, using education to help young people: recognise the signs of abusive behaviour; know what to do if they need help; and build healthy relationships.
 - The Mayor's Office for Policing and Crime, the Metropolitan Police Service, Hampshire and Cheshire Police and Crime Commissioner and Forces, Probation, the Crown Prosecution Service and Suzy Lamplugh Trust have bid successfully for £4m in shared funding to open a Stalking Threat Assessment Centre – enabling the authorities to tackle the underlying causes driving the fixated behaviour of stalkers and helping to prevent further offending.

- Through the Mayor's Office for Policing and Crime, embarked on a new project – Drive – with the Metropolitan Police Service, to challenge the behaviour of perpetrators of domestic abuse and reduce offending, after successfully bidding for national funding. Drive challenges perpetrators of domestic abuse to fundamentally change their behaviour to make victims and families safe. Its first principle is to move the response to a crime from 'why doesn't she leave?' to 'why doesn't he stop?'
- £600,000 to support a new campaign to challenge the attitudes and behaviours behind Violence Against Women and Girls in all its forms, such as: street-based harassment and abuse; domestic and sexual violence; modern slavery; and female genital mutilation (FGM).

£44m

investment to tackle violence against women and girls



£600,000

to support a new campaign to challenge attitudes and behavior



STANDING TOGETHER AGAINST HATE CRIME, INTOLERANCE AND EXTREMISM

London is open, and it is that openness which has made our city the greatest in the world. London's economic, cultural and social life is admired around the world. The Mayor's priority is to celebrate the diversity of our great global city and take every step necessary to maintain and safeguard this against those who would seek to undermine it.

The Mayor:

- Successfully delivered the Online Hate Crime Hub – a specialist unit focusing on tackling online hate – which has been incorporated into core Metropolitan Police Service business from April 2018. It has supported investigations into 567 cases in the last year.
- Unveiled a new work programme on Countering Violent Extremism to improve and renew efforts to tackle violent extremism across London. This programme will aim to help tackle violent extremism in the capital – from both the far-right to the so-called Islamic State/Daesh.

PREVENTING AND RESPONDING TO FIRE AND EMERGENCIES

London Fire Brigade aims to get fire engines and other resources to incidents as quickly as possible, and has targets for how quickly the first and second fire engines reach an incident. The Brigade also works to prevent fires from happening by targeting people who are most at risk of fire, and focusing on common risks and where people can take action to reduce them. The Mayor works closely with the Brigade to ensure that it has the resources it needs to carry out these essential roles.

The Mayor:

- In his draft London Plan has set out that all new developments in London must achieve the highest standards of fire safety.
- Agreed a new budget for 2018/19 – including an increase in funding for the fire service of £18.9m over the next four years.
- Took a leadership role following the Grenfell Tower fire on 14 June 2017. Firefighters worked in the most challenging circumstances and the professionalism they showed that night and the days after is an immense source of pride for everyone connected with London Fire Brigade. London Fire Brigade are playing a full part in supporting the Metropolitan Police Service investigation into the fire and preparing Brigade staff to take part in the public inquiry.

-
- Worked closely with London Fire Brigade who inspected in excess of 700 residential high-rise blocks in the capital, including those that have failed cladding tests, informing building owners whether the Brigade is satisfied that they have appropriate fire safety measures in place.
 - Created a new Deputy Mayor for Fire and Resilience following the abolition of the London Fire and Emergency Planning Authority. Decisions previously made by the London Fire and Emergency Planning Authority are now made by the London Fire Commissioner, the Mayor, and the Deputy Mayor for Fire and Resilience.
 - Continues to oversee one of the fastest fire emergency responses in England, with a London-wide average of a first fire engine arriving at an incident in just over five minutes, and a second in just under seven minutes.
 - Encouraged Londoners to have a home fire safety visit whereby firefighters -give potentially life-saving advice and fit free smoke alarms where appropriate. Last year, over 84,000 homes in London received a home fire safety visit from firefighters.
 - Welcomed London Fire Brigade's work to tackle acid attacks, such as the multi-agency exercise in which the London Fire Brigade took part in November to help the public and business owners understand the dangers of an acid attack in their premises.



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LFB
LONDON FIRE BRIGADE

CAMPAIGNING FOR CHANGE

Keeping Londoners safe from fire continues to be a top priority for the Mayor and he has worked closely with London Fire Brigade on longstanding campaigns to reduce the risk of fire. This includes public-facing campaigns to help people understand common risks and what they can do to reduce them, and high-profile campaigns that urge central government and others to take action that would give greater protection in homes and other premises, and make it easier for people to take action to keep themselves safe.

The Mayor

- Through London Fire Brigade fire safety team, worked closely with Dame Judith Hackitt's Independent Review of Building Regulations and Fire Safety, which set out over 50 recommendations for Government as to how to deliver a more robust regulatory system for the future. Many of those recommendations were put forward by London Fire Brigade, and the Brigade will continue to campaign for the Government to take the recommendations on board quickly and make buildings safer.
- Secured a new commitment from central government to create a single register of recalled products, following the London Fire Brigade Total Recalls campaign calling for improvement in the safety of white goods in people's homes.
- Through London Fire Brigade, has continued to advocate for greater use of sprinklers in developments over 18 metres in height, as well as in schools and care homes.

LONDON RESILIENCE

The London Resilience Partnership works to ensure that London continues to be a world-leading city for resilience, a top priority for the Mayor. The Partnership enables organisations from across sectors to collaborate by harnessing the knowledge, skills and experience needed to prepare for, respond to, and recover from emergencies. This includes identifying risks, developing plans and capabilities as well as arrangements for strategic coordination.

The Mayor:

- Through the London Resilience Partnership - made up of around 170 agencies and organisations, responded to:
 - the change in the threat from international terrorism to critical on 23 May and 15 September
 - the attack on London Bridge on 3 June
 - the Grenfell Fire on 14 June
 - the attack in Finsbury Park on 19 June
 - the evacuation of tower blocks in Camden on 23 June
 - the attack at Parsons Green underground station on 15 September

Chapter 5

Education and skills for Londoners



INTRODUCTION

The Mayor's programmes are aimed at tackling inequality at the earliest opportunity to help children and young people who need more support as they grow up. The Mayor is taking action with his new Early Years' Hubs to help improve the quality of childcare, programmes for schools, and support for young people to get the skills and qualifications they need for good careers.

The Mayor is determined for London to become a city where all residents benefit from the capital's opportunities and success, and where London's employers and businesses can access the skills they need to succeed and compete, nationally and internationally. To achieve this, the Mayor is taking action to ensure that London's skills system is tailored to the diverse needs of the capital's employers and its population, with the ultimate goal of creating the most inclusive skills system in the world.





GIVING CHILDREN THE BEST START IN LIFE

The Mayor's programmes focus on early intervention to address problems of inequality as soon as they arise. This approach is shown to work and can dramatically improve the prospects of children and young people. The Mayor is working to improve access to early education, childcare and good health that will support childhood development and attainment.

The Mayor:

- Established three new Early Years' Hubs to support quality early-years practice and engage with families to improve access for the most disadvantaged and published 'Early Years in London', setting out key data to help boroughs and providers understand whether the quality and accessibility of early-years provision is improving in London.
- Developed the Stepping Stones programme to help vulnerable pupils make the transition from primary to secondary school, and then launched the Stepping Stones toolkit to help more schools replicate the support of peer mentoring, summer schools and academic support to reach more children. Through the Mayor's Young Londoners fund, £50,000 grant funding is available to for up to 15 new schools to help them take forward Stepping Stones.

- Launched four new Family Explorer Trails as part of an expansion of the London Curriculum to help families access the capital's scientific and cultural offer. Hundreds of families took part in events to discover the trails and join in 14 free family workshops. hosted by the Museum of London, Science Museum, the Petrie Museum of Egyptian Archaeology and Grant Museum of Zoology.

26,000
pupils supported
through GLA
Knowledge Hubs



125
schools
connected
with 180 senior
business
volunteers



IMPROVING SOCIAL MOBILITY THROUGH LEARNING AND EDUCATION

The Mayor's programmes have continued to support London schools to achieve good educational outcomes for all, tackling persistent challenges at every stage of education. The Mayor is supporting London's education stakeholders to collaborate and work together on shared priorities for improvement of pupils' achievement.

The Mayor:

- Assisted a further 48 aspiring head teachers, who have benefited from being coached by 16 senior headteachers from Getting Ahead London, a high-profile, personalised coaching and work shadowing scheme to prepare London's next generation of head teachers.
- Helped to strengthen excellent teaching in hundreds of London schools through the Greater London Authority's Subject Knowledge Hubs programme. The 17 Hubs together supported teaching and learning in over 900 schools, 1,600 teachers and 26,000 pupils across London on a range of subject areas; including science, maths and computer science.
- Launched his new Schools for Success Programme, recognising schools that are achieving great outcomes for pupils from the poorest backgrounds. All London schools can learn from the expertise of the Mayor's Schools for Success at free events or through school visits.

CAREERS

The Mayor believes that all Londoners should have access to high-quality, impartial information, advice and guidance, allowing them to make the most of the opportunities that the capital's dynamic and evolving economy has to offer, throughout their working life. City Hall is working to enhance the careers provision available in the capital.

The Mayor:

- Through the London Enterprise Adviser Network, City Hall and the Careers and Enterprise Company has connected 125 schools in 18 boroughs with over 180 senior business volunteers, supporting the schools to develop their careers education provision and build employer links. The Mayor and the Careers and Enterprise Company are now investing in expanding the scheme so that it is available to every state secondary school, sixth form college and further education college in London.
- Secured £8m of European Social funding to provide high-quality careers information through 12 ground-breaking Careers Clusters. 300 businesses and Higher Education Institutes have been working closely with 120 London secondary schools to improve young Londoners' knowledge of the world of work.

- Launched a series of 'RE:CODE London' workshops, where hundreds of London primary school children design and code their own robot to remove rubbish from the Thames. This has been achieved in partnership with Lego and the Institute of Imagination.
- Launched his London Scientist Programme, providing funding for 5,000 students underrepresented in STEM to undertake real-life science projects that are important to them and their city.
- Is now working with key stakeholders to develop plans for a new All Age Careers Offer, and will publish a careers action plan in due course.



ADULT EDUCATION

The Mayor wants to make sure all Londoners have the skills they need to succeed economically and in wider society, and for businesses to have access to a pool of talent to compete in the global market. His aspiration is to create a single integrated skills and adult education offer for London to deliver a more strategic, whole-system approach to post-16 skills. He is the first London Mayor to produce a dedicated skills strategy. It sets out a vision for a skills system that is tailored to the diverse needs of London's businesses and its population. The ultimate goal is to make London's skills and education system the most inclusive in the world.

The Mayor:

- Published his draft Skills for Londoners strategy in November 2017 for consultation. It sets out his vision for 'A City for all Londoners – making sure Londoners, employers and businesses get the skills they need to succeed in a fair, inclusive society and thriving economy'.
- Launched a £7m Digital Talent Programme and marketing campaign designed to help plug London's growing digital skills shortage by attracting and upskilling home-grown talent, particularly young women and young people from diverse backgrounds. So far, six industry approved digital skills training courses have been funded which will reach over 1,000 young Londoners aged 16–24.
- Launched the first stage of his Construction Academy programme with the housebuilding industry, with applications invited for the award of the Mayor's Construction Academy quality mark for construction skills training providers in London.



WORK AND HEALTH PROGRAMME IN LONDON

Launched in the Spring of 2018, the Work and Health Programme is an employment support programme designed to provide specialised employment support for people with disabilities, long-term unemployed people and a number of priority disadvantaged groups.

The programme has been devolved to London's four sub-regional partnerships allowing London boroughs to work more flexibly with employment support providers, and coordinate a wider range of services around the individual.

The Mayor:

- Has matched the devolved Work and Health Programme in London using a proportion of London's European Social fund allocation. This has effectively doubled the size of the programme which aims to assist at least 60,000 long-term unemployed Londoners, and particularly those with health conditions and impairments to enter, or re-enter, work.

APPRENTICESHIPS

Apprenticeships are a key part of the Mayor's vision for a fair, inclusive and thriving capital city. The Mayor's work to increase the number of quality apprenticeships in the capital is meeting the skills needs of businesses and creating new opportunities for Londoners.

The Mayor:

- Has established a Sub-Group of the Skills for Londoners Taskforce, dedicated to improving the quality and quantity of apprenticeships in the capital. The Mayor is developing a programme of pilot activity to work with London's employers in key sectors to maximise the utilisation of apprenticeship levy funds and increase quality apprenticeship opportunities in the capital.
- Has joined four other cities in England to establish Diversity Hubs to drive up apprenticeships among under-represented groups and ensure apprenticeships are available to individuals from all backgrounds.

MAYORAL DEVELOPMENT CORPORATIONS

The two Mayoral development corporations, London Legacy Development Corporation, and the Old Oak and Park Royal Development Corporation, are using the opportunity of the 2012 Games, and investment in rail infrastructure for a new High Speed 2/Elizabeth Line superhub, respectively, to create new opportunities for people in their areas.



LONDON LEGACY DEVELOPMENT CORPORATION

Over the lifetime of Queen Elizabeth Olympic Park, the Legacy Corporation is creating many opportunities for residents and new communities to access jobs and apprenticeships on, and around, the Park.

The Mayor:

- Through the London Legacy Development Corporation, supported more than 100 local people into employment, including apprenticeships with cultural, creative and digital employers in, and around, Queen Elizabeth Olympic Park.
- Through the Legacy Corporation, provided almost 1,000 young people with careers information, advice and guidance through the Creative Broker Project. Additionally, 27 young people benefited from the Inspiring Success Graduate Employability Programme, and Master Bursary Programme with Loughborough University London, based on Queen Elizabeth Olympic Park.

Chapter 6

A more inclusive and integrated city



INTRODUCTION

The Mayor's vision for a more inclusive and integrated city has been taken forward through a range of ambitious strategies, programmes and policies. Promoting social integration and equalities has been at the centre of these, as has the Mayor's work to use volunteering and sports to bring Londoners from different backgrounds together.



SOCIAL INTEGRATION

The Mayor's aim is to improve social integration in London. This means enabling people to have more opportunities to connect with each other positively and meaningfully. It means supporting Londoners to play an active part in their communities and the decisions that affect them. It involves reducing barriers and inequalities, so that Londoners can relate to each other as equals. A socially integrated city is a healthier, fairer and safer city.² The Mayor's work in this area builds on existing work on what social integration is, and how it should be defined.³ We use the following definition:

Social integration is the extent to which people positively interact and connect with others who are different to themselves. It is determined by the level of equality between people, the nature of their relationships, and their degree of participation in the communities in which they live.

2 Social Integration Commission (2014). Social integration: A wake-up call. London: Social Integration Commission.

3 The Social Integration Commission defines social integration as: "The extent to which people in Britain interact with others who are different to themselves in relation to age, social grade, ethnicity and age." Social Integration Commission (2015). How Integrated is Modern Britain? [online]. Available at: http://socialintegrationcommission.org.uk/SIC_Report_WEB.pdf p.7 [Accessed on 30 Jan 2018]. The All Party Parliamentary Group on Social Integration defines it as: "The extent to which strong social ties, maintained through a web of relationships and interactions, inspire bonds of trust, reciprocity and solidarity between Britons from all backgrounds". The All Party Parliamentary Group on Social Integration (2017). Integration not Demonisation. House of Commons. [online]. Available at: http://d3n8a8pro7vhmx.cloudfront.net/themes/570513f1b504f500db000001/attachments/original/1504379228/TC0016_AAPG_Integration_not_Demonisation_Report.pdf?1504379228 p.8. [Accessed on 30 Jan 2018].

The Mayor:

- Launched All of Us: The Mayor's strategy for Social Integration, which set out a range of new programmes and initiatives designed to improve social integration in London totalling £1.9m over three years.
- Set up the Citizenship and Integration Initiative (CII), a partnership between City Hall and civil society. Achievements of the initiative, include:
 - raising the profile of young Londoners with insecure immigration status among press, policy makers, schools and local authorities - partnering with Let Us Learn to engage directly with those affected;
 - launching a series of pilot projects with London boroughs to test improvements to citizenship ceremonies;
 - commissioning new resources to help improve political literacy for London's young people.
- Launched the London Family fund, offering £600,000 over three years to improve social networks, reduce isolation and bring together families with young children from different backgrounds. The London Family fund provides grants of up to £85,000 to innovative projects that promote social integration in London.
- Launched the Workforce Integration Network (WIN) – a new programme to address the underrepresentation of key groups in London's workforce by building a network of employers and peer ambassadors taking action to increase the numbers of black, Asian and minority ethnic (BAME) Londoners employed in key sectors.
- Announced plans for a new online portal to make it easier for European Londoners to get the information they need to secure their status in the UK after Brexit. The new webpage on London.gov.uk will signpost European Londoners to information about their rights and direct the most vulnerable to expert legal advice, support services and guidance on employment rights. It will develop as, and when, we know more.



EQUALITY AND FAIRNESS

Despite London's prosperity, many Londoners experience a range of long-standing inequalities and discrimination, whilst too many Londoners live in poverty.

The Mayor, through his Equality and Fairness Team, delivers interventions to address some of the causes and effects of poverty and unfairness, and helps the Authority to mainstream equality (and meet its statutory obligations) by supporting other teams to identify equality issues in their work, develop and deliver objectives to tackle these, and monitor impact. The team is leading aspects of the Mayor's Economic Fairness work, in particular to make sure that work focused on employers and employment is complemented by initiatives which benefit the most vulnerable in the city.

The Mayor:

- Launched his Equality, Diversity and Inclusion strategy, following a consultation and development process through 2017 and early 2018. The purpose of the strategy is to help the Greater London Authority group to deliver the Mayor's ambitions for achieving equality and fairness for Londoners. It does this by setting out cross-cutting strategic equality, diversity and inclusion objectives for the Greater London Authority group informed by evidence gathered and cited in the strategy. It also enables the group to meet its public-sector equality duty under section 149 of the Equality Act 2010, and its obligations under section 33 of the GLA Act.

-
- Consulted on the Equality, Diversity and Inclusion strategy which involved a diverse range of Londoners and used a variety of events and communication channels to engage with organisations. More than 20 consultation events were held with different groups, including a number focusing on race, age, gender, disability and sexual orientation, as well as specific events with the voluntary and community sector, and organisations focusing on human rights and equality. City Hall received more than 130 written responses to the consultation. A dedicated evidence base was also commissioned and published alongside the strategy.
 - Delivered the Mi Wifi pilot in partnership with Lewisham Job Centre Plus, Phoenix Housing and a range of community partners throughout the London Borough of Lewisham over the last 12 months. The pilot has been testing how effective lending Wifi-enabled devices (tablets) through libraries and community centers is at reducing digital exclusion. Evaluation is due in June 2018.
 - Funded a public exhibition showcasing portraits of HIV survivors in City Hall to mark World Aids Day 2017.





COMMUNITY ENGAGEMENT

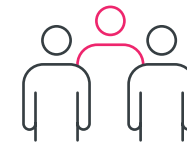
Community engagement is central to the work of the Mayor and the Greater London Authority. The Mayor's ambition is for London government to become a global leader, finding effective and meaningful ways for a city's communities to be involved in the shaping of the strategies, policies and programmes that affect them. Equally important is working with London's diverse communities to find opportunities to strengthen civic voices, and improve the capacity of Londoners to take action on the issues that matter to them.

The Mayor:

- Awarded grants to five community groups as part of the Mayor's Citizen-led Engagement Programme. The funded projects captured the stories of different generations and groups of Londoners including young black men, older BAME groups, Somali communities and the Bulgarian community. Through an open application process, six community-led projects were awarded a share of £80,000 of funding to train in peer research, lead a project in their community, and feed this insight directly into City Hall's Social Integration team.
- Represented by his Deputy Mayor for Social Integration, Social Mobility and Community Engagement, hosted a series of Community Roundtables where he met with groups from the Latin American, Muslim, Somali, Polish and Gypsy, Roma Traveller communities to hear about their aspirations, ambitions and concerns, and to develop stronger connections with City Hall.

- Celebrated 30 years of Black History Month with an exhibition and a series of public events. The Mayor's celebrations culminated in a reception in London's Living Room hosted by Jennette Arnold, then Chair of the London Assembly, and Deputy Mayor Matthew Ryder. Speakers included the Mayor and renowned historian David Olusoga.
- Held an event to mark annual Holocaust Memorial Day event on 22 January 2018, where victims of the Holocaust were remembered.

Over
4,500
volunteers
recruited to
support the
**World Athletics
Championships**



'Sport Unites'
programme
launched to
improve social
integration





VOLUNTEERING

The Mayor has committed to working with communities and civil society groups across London to encourage active participation in community and civic life. This means supporting Londoners of all ages and from all backgrounds to volunteer and to take action to improve the city.

The Mayor:

- Through Team London, celebrated 100,000 hours of volunteering by HeadStart London young people. Set up in 2013, HeadStart London gives 16 to 18 year-olds in full-time education a guaranteed interview with a leading employer and employability workshops that prepare them for the workplace. In return, participants volunteer in their local community for at least 16 hours over a two-month period.
- Supported Young London Inspired (YLI), which was launched in 2017/18. It is encouraging youth volunteering for those from disadvantaged backgrounds who are affected by mental health issues. With £1.5m in funding from the Government, the Big Lottery fund and Thrive LDN, YLI is following three distinct paths. These include Team London Young Ambassadors, a partnership with Thrive LDN offering grants to reduce mental health issues, and a partnership with the Inspired Programme giving young volunteers access to rewards related to their interests and ambitions.

-
- Through Team London, recruited and deployed the Runners volunteers who helped deliver the World Para Athletics Championships and the IAAF World Championships at the London Stadium. Over 4,500 volunteers fulfilled volunteer roles across every area of the two Championships, and many have since applied to join the Mayor's Team London Ambassadors programme for summer 2018.
 - Through Team London, launched two new employment support programmes co-funded by the European Social fund and the Greater London Authority:
 - 2Work provides high-quality volunteering opportunities, bespoke support and employability training opportunities for young Londoners (aged 18-24). Over the next three years, the programme will support 450 young people into sustained employment, education or training.
 - Forces for London is providing veterans with the skills, confidence and experience that they need to enter employment, education or training. Over the next three years, it will support 200 veterans to access high quality volunteering opportunities and employability training, and support 100 veterans into sustained employment, education or training.

COMMUNITY SPORT

At the heart of the Mayor's approach to sport in London is his belief in the power of sport to bring people together and to improve their lives. For millions of Londoners, sport transforms their city from somewhere they work and live into a place to play, celebrate, socialise and connect with others. Across the city, sport gives Londoners a sense of pride and purpose. It brings not just happiness and good health – but growth and prosperity too.

In the coming years, the Mayor will continue to invest in community sport through a new sport programme 'Sport Unites', which aims to bring Londoners closer together within local communities, as well as helping to get people more active.



The Mayor:

- Launched his new community and sport programme, 'Sport Unites'. It is a £8.8m fund to improve social integration, the health and well-being of inactive Londoners, and develop the sport workforce from April 2018 – March 2021. The first tranche of funding became available in March through the 'London Together fund'.⁵ Further partnerships and elements of the 'Sport Unites' programme will be rolled out in the coming 12 months.
- Ring-fenced £3m of the fund to specifically benefit young Londoners aged between 10-21 as part of the Mayor's Young Londoners fund. A further £5.8m of funding invested into community sport in London across three themes: Sport for social integration (£2.8m); active Londoners (£1.25m); and workforce and capacity building (£1.75m).
- Joined Sport England in funding some sports activities in the local area to help local individuals and families following the tragic events at Grenfell Tower.

⁵ This programme will invest in sports projects that bring people from different backgrounds together to strengthen local communities.

MAJOR SPORTS EVENTS

The Mayor wants to make London the undisputed sporting capital of the world and harness the power of major sporting events to promote London as the best place to visit.

He will achieve this by bringing even more leading global events to London and maximising the social benefits of hosting events by giving more Londoners the opportunity to engage with them and benefit from them.

The Mayor:

- Hosted the IAAF and World Para Athletics Championships at the London Stadium - the first time both championships had been held in the same city in the same year. The World Para Athletics Championships included 213 events, the most since the event's inception in 1994, and saw athletes from 92 countries competing, the second highest figure ever. The IAAF Championships included 163 events and saw 2,038 athletes from 205 countries competing. Ticket sales for both events were the highest ever.
- Funded 57 organisations across London as part of a community engagement programme, to support athletics activities during the period of the championships.

- Supported a range of other events over the last year including:
 - NFL International Series (with four matches held in London for the first time ever);
 - the World Cup of Gymnastics;
 - Taekwondo Grand Prix;
 - World League Hockey;
 - Table Tennis Team World Cup;
 - NBA Basketball.
- Helped secure the record post-war capacity of 90,000 spectators for the Anthony Joshua v Wladimir Klitschko boxing bout at Wembley.
- Secured four additional group stage matches to add to the semi-final and final of the UEFA EURO 2020 Championships that the Mayor had already bid for and won.

“London hosted both the IAAF and World Para Athletics Championships at the London Stadium — a first for any city.”

Chapter 7

A cleaner greener London



INTRODUCTION

London's environment affects everyone who lives in and visits the city – it helps Londoners to stay healthy, makes London a good place to work, and keeps the city functioning from day to day. In many ways London's environment is improving, but it still faces a host of challenges. Toxic air, noise pollution, threats to our green spaces, and the adverse effects of climate change – these all pose major risks to the health and wellbeing of Londoners.

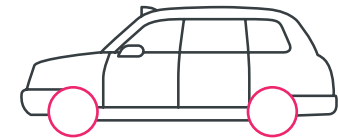
The Mayor is acting now to tackle the most urgent environmental challenges facing our city, as well as safeguarding London's environment over the longer term. But we can't do this alone, we need the Government as well as all of London - businesses, communities, charities, local authorities and Londoners to play their part in helping us ensure that London is greener, cleaner and ready for the future.



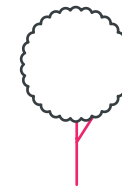
LONDON ENVIRONMENT STRATEGY

The Mayor published the first draft London Environment strategy for public consultation in August 2017. The strategy sets out his vision 'for London to be the greenest global city'. The final strategy will be published in 2018.

£65m
to support
upgrading
taxis



30
tree planting
projects



AIR QUALITY

A City Hall commissioned report estimated that over 9,000 Londoners died prematurely from long-term exposure to air pollution in 2010. Cleaning up London's polluted air is a key priority for the Mayor, and he is delivering a raft of initiatives to reduce pollution emissions and exposure.

In support of the new London Environment strategy, the Mayor has been delivering on commitments made on air quality. In fact, 2018 was the first time in 18 years that London did not exceed legal pollution limits in the first few days of the year. London went nearly the whole of January without exceeding legal pollution limits.

Key achievements include:

- Launching the T-charge in central London in October 2017 to help deter older, more polluting, vehicles by charging them an additional £10 per week day, on top of the Congestion Charge.
- Launching the first two of 12 Low Emission Bus Zones, in Putney High Street and Brixton, as well as only procuring hybrid, electric or hydrogen double deck buses from now on, and only pure electric single deck buses from 2020.
- Confirming the world's first Ultra Low Emission Zone (ULEZ), which puts in place minimum emission standards for all vehicles (excluding taxis, whose emissions are addressed through separate licensing requirements). These standards will apply in central London from 8 April 2019, with this launch date having been brought forward from September 2020.

-
- Consulted on expanding ULEZ standards across inner London for vehicles including cars, vans and motorbikes from 2021, and London wide for buses, coaches and lorries from 2020.
 - Through Transport for London, no longer licenses new diesel taxis from the start of 2018, maintaining the maximum vehicle age limit and providing £65m in support to the trade to help upgrade taxis to much cleaner, 'zero emission capable' vehicles.
 - Completed 50 school air quality audits at primary schools located in the most polluted areas. The London boroughs are encouraged to roll this out so that every school located in areas of high pollution can benefit from this approach.
 - Provided alerts to Londoners during high and very high pollution episodes by issuing information on 2,500 bus countdown signs at 140 roadside variable message signs, and at 170 Tube stations and extending the existing alerts service to include direct emails to schools.

GREEN INFRASTRUCTURE

The Mayor has delivered on his commitment to make London the first National Park City by protecting and enhancing London's green spaces and biodiversity; increasing tree cover; encouraging the greening of the built environment; providing more Londoners with better access to green space and nature.

The Mayor:

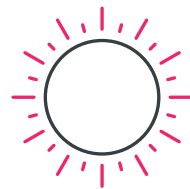
- Launched a £9m Greener City fund to support the enhancement of London's greenspaces and increase tree cover. £1.5m from the fund supported 30 tree-planting projects and 55 green space projects across 23 boroughs to create community orchards, plant trees in housing estates, and improve local parks. 60 per cent of the green space grant funding has been directed to areas with poor access to green space. Around 30,000 trees were planted this winter with Mayoral funding.
- Published the first London-wide Natural Capital Account for London's public parks. This revealed that for each £1 spent by local authorities and their partners on public green space, Londoners enjoy at least £27 in value including, for example, £950m per year in avoided health costs by providing benefits to physical health and mental well-being.

- Announced that the first ever London National Park City Week will be held in July 2018, to celebrate the capital's natural environment and encourage Londoners to help make it even greener.

55
green space projects
supported across
23 boroughs



£950m
per year in
avoided health
costs



CLIMATE CHANGE ADAPTATION

Climate change is one of the most significant challenges the capital faces. The London Environment strategy is consistent with the ambitions of the Paris Agreement to limit global temperature rises to 1.5 degrees Celsius.

Even under a 1.5 degrees Celsius increase, more extreme weather will increase the risk of both flooding and heatwaves, with London set for heatwave conditions every summer by the middle of the century. Health issues and the cost of living will also rise, affecting all of us, but in particular the most vulnerable. We need to take action today to limit these impacts.

The Mayor:

- Wrote to Thames Water and Affinity Water following the freeze/thaw incident in March 2018 that left thousands of Londoners without water for up to four days. The Mayor has asked the companies to review and improve their incident management plans and ensure that vulnerable customers are prioritised during any incident.
- Wrote to the leader of Thurrock Council in March 2018 to support the Environment Agency and Port of London Authority's objections to a planning application in Purfleet that did not safeguard land for a new Thames Barrier.

- Commissioned new research into London's urban heat island to show how it will be affected by London's changing climate, changing demographics, and increased urban development to 2050. The results of this work will inform Supplementary Planning Guidance to the London Plan. It is intended to influence new developments, Opportunity Area master plans and Housing Zone plans and identify where particular measures are needed to reduce impacts on the urban heat island effect and protect Londoners.

£20,000**fund to support students with ideas to improve London****483****inefficient and broken boilers replaced**



SUSTAINABLE DEVELOPMENT

The London Sustainable Development Commission is a Mayoral-appointed body that advises the Mayor on making London 'a sustainable world city'.

The Mayor:

- Announced new commissioners to head up the London Sustainable Development Commission. The new commissioners will serve alongside the newly appointed Chair and existing commissioners, to help the city meet the challenges of a rapidly growing population, rising inequality and mitigating climate change.
- Through the Commission, published the fifth edition of the 2017 Quality of Life Indicators report. The report provided decision-makers at all levels of London's governance, the private and public sectors, and across civil society, with the metrics that guide actions to improve the city's sustainability.

THE LOW CARBON CIRCULAR ECONOMY

Current economic models promote a linear approach to resources – take, make, use and dispose – but this is inefficient and unsustainable. London's economic and environmental future depends on a shift to a low carbon circular economy, where as much economic value as possible is extracted from resources, through their use and reuse, before they become waste. This shift will not only help preserve scarce resources, but offers huge opportunities for London's businesses. In support of this.

The Mayor:

- Launched a new £1.6m Clean Tech Incubator called Better Futures which will help 100 London-based small businesses to deliver low-carbon and resource efficient clean-tech products to tackle the causes and effects of climate change.
- Continued his annual Entrepreneur competition to provide a pipeline of innovation by offering the capital's students the chance to win a share of £20,000 to turn their ideas into reality. This year's winner was WithLula – a sustainable sanitary product. To mark the 100th anniversary of women's suffrage, 10 women applicants have also been selected for mentoring to help them take their next career step.

ENERGY FOR LONDONERS

The Mayor announced a new £34m Energy for Londoners programme which aims to make London's homes warmer, healthier and more affordable, to make its workplaces more energy efficient, and to supply London with more local clean energy.

Through the programme, The Mayor:

- Plans to tender for the delivery of an energy supply company with the aim of procuring a scheme to offer fairer energy bills for Londoners. He will invite companies to tender shortly.
- Launched a new Winter Homes fund that will provide £2.5m grant funding for energy efficiency improvements in the homes of fuel poor Londoners, including new boilers, insulation, heating controls and ventilation. Up to £4,000 will be available to eligible applicants, who need to be owner occupiers in receipt of qualifying benefits. This follows the success of the Better Boilers programme which had replaced 483 inefficient and broken boilers.
- Commenced the third phase of RE:NEW, which supported the retrofit of over 10,600 homes in 2017/18.

- Took forward the RE:FIT public sector retrofit programme, which saved 5,050 tonnes of carbon and 10,000 MWh of energy in 2017/18, while saving the public sector about two million pounds a year.
- Signed seven support agreements with boroughs and the Old Oak and Park Royal Development Corporation and commissioned five projects as part of a £3.5m Decentralised Energy Enabling Project (DEEP), which is helping others to develop larger-scale decentralised energy projects.
- Continues to advance London's international climate leadership through his role as C40 Vice Chair for Europe, ensuring that London is driving the global momentum and collaboration between cities. The Greater London Authority has worked with C40 to ensure that the Mayor's London Environment strategy is compatible with, and will help deliver the goals of the Paris Climate Agreement. In December 2017, the Mayor announced that London will co-chair C40's new Air Quality network, which will allow London to share its good practices and experience on tackling Air Quality challenges with a number of other cities.



WASTE

London's homes, public buildings and businesses produce around seven million tonnes of municipal waste each year, of which only 41 per cent is recycled and performance has stagnated. Landfill and incineration are undesirable, costly and an inefficient use of resources. Action is needed to firstly cut the amount of waste produced, especially food and unnecessary packaging waste, and secondly significantly boost recycling rates to achieve the Mayor's 65 per cent target by 2030.

The Mayor is adopting a circular economy approach to the use of resources in London, ensuring that materials stay in use for as long as possible, reducing reliance on virgin materials and maximising reuse and recycling. To achieve this everyone must play their part, in particular, Government and industry taking action to phase out unnecessary packaging and hard to recycle materials, and supporting local authorities to provide straight forward recycling collection services for their residents.

The Mayor:

- Has reviewed five waste authorities' new waste and recycling contracts (West London Waste Authority, Tower Hamlets, Waltham Forest, City of London, and Bromley) to ensure that they align with his London Environment strategy, helping London achieve 65 per cent municipal waste recycling by 2030.
- Announced he will be providing funding to help protect the environment and reduce plastic waste over the next three years. The programme includes:
 - Installing water fountains across the capital, with the first fountain installed in Carnaby Street in March 2018. A further 20 will be installed over the summer of 2018.
 - Working in partnership with Thames Water and City to Sea on a water Refill scheme that enables Londoners to top up reusable bottles with free tap water from local shops and businesses. Following the launch of the Refill scheme in March 2018, 900 new Refill sites were secured in its first month and over 4,000 new users registered to use the Refill App.
- Will be phasing out single use plastic bottles from the Greater London Authority cafe. Customers can fill their water bottles for free and buy reusable water bottles and coffee cups.



Chapter 8

Improving London's health



INTRODUCTION

The Mayor's vision is for a healthier, fairer city, where nobody's health suffers simply because of who they are or where they live. It is with this in mind that City Hall policy makers work to the principle of "health in all policies". In 2017/18, good progress has been made, including the healthy streets framework and its focus on clean air, and promoting health through the London Plan.



SETTING PRIORITIES AND PLANNING FOR LONDONERS

While the Mayor is not responsible for health and social care services, he has an important statutory role in providing leadership to tackle health inequalities in London, and is committed to championing and challenging the health and care system to ensure it meets the needs of all Londoners.

The Mayor:

- Alongside partners, including the NHS, signed the London Health and Care Devolution Memorandum of Understanding focused on prevention, estates, workforce and service integration. This will support transformation at scale and pace for the benefit of the health and well-being of all London citizens.
- Consulted Londoners on his draft London Health Inequalities strategy, aiming to tackle unfair differences in healthy life expectancy across the capital. Over 200 responses were received from organisations, and over 2,000 from individuals. The strategy was developed with partners across the health and care system, and will be published later in 2018.

- Agreed that the London Health Board should take steps to make its meetings more open and transparent. From June 2018, the agenda and papers will be published two weeks in advance, and from December the meetings should be webcast.
- Commissioned independent experts from the King's fund to advise on the NHS's future plans. The King's fund published its report in September and following this, the Mayor developed a series of six assurances that need to be met for City Hall to support the emerging plans.

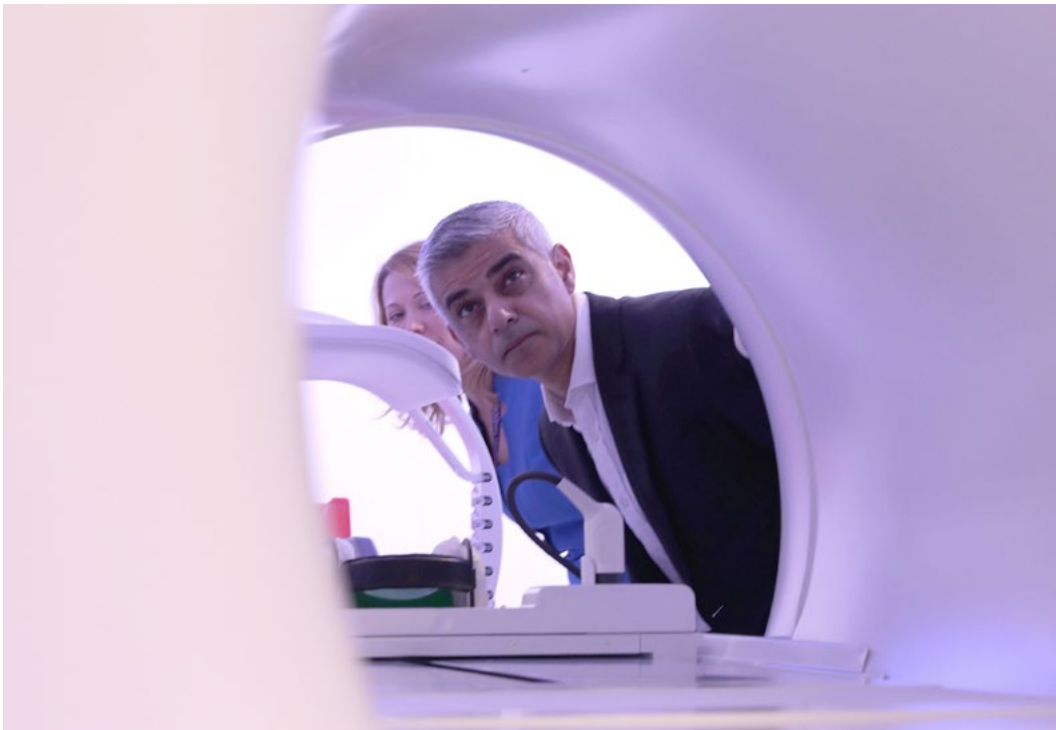
"The Mayor is committed to championing and challenging the health and care system to ensure Londoners needs are met."

PROGRAMMES TO TACKLE HEALTH INEQUALITIES

The Mayor delivers programmes to improve health and tackle health inequalities where it makes sense for this to be done at the London level.

The Mayor:

- Launched Thrive LDN and the "Are we OK London?" campaign, in partnership with London Health Board members. City Hall interacted with over 420,000 people over the summer and the programme is now delivering over 30 projects with partners, all aimed at reducing mental health inequity, challenging stigma, and improving Londoners' wellbeing.
- Encouraged a further 180 employers to join the London Healthy Workplace Charter this year. The scheme is an accreditation scheme for all London employers to improve their workplaces and make them healthier for everyone.
- Along with borough council leaders, Public Health England and NHS England, signed the Paris Declaration on Fast-Track Cities Ending the AIDS epidemic. London has made great progress on this agenda and now meets the United Nation's target that over 90 per cent of those living with HIV are diagnosed and receiving treatment.



Chapter 9

Making the most of arts, culture and creative industries



INTRODUCTION

Culture is London's DNA, binding us together in times of crisis and of celebration. The city's creative economy contributes £47 billion to the UK economy, and one in six jobs but culture also helps create a sense of who we are as Londoners and helps to build socially integrated communities.



CULTURE STRATEGY

The Mayor has made culture and the creative industries one of his top priorities and has a statutory responsibility to deliver a Culture strategy for London. In June 2017, the Mayor appointed his Cultural Leadership Board comprised of leading figures from across a range of sectors including the arts, creative industries, urban development, education and placemaking to help him shape his vision for culture in the capital. Alongside the Mayor's other strategies and plans, the draft Culture strategy; Culture for all Londoners outlines an ambitious vision to sustain a city that works for everyone. A city that is built on the principle of culture for all Londoners.

The Mayor:

- Launched his draft Culture strategy, Culture for All Londoners, outlining his commitments to supporting and growing the capital's culture and creative industries.



LOVE LONDON: MORE PEOPLE EXPERIENCING AND CREATING CULTURE ON THEIR DOORSTEP

London has a world-class cultural offer and engaging with culture helps build communities. Too many Londoners feel cultural activities are out of reach. The Mayor believes all Londoners should be able to enrich their lives through culture, so he is strengthening communities by investing in local culture.

The Mayor:

- Commissioned Lumiere London, the UK's largest light festival across London's iconic sites and architecture with work from 50 artists from 14 countries. Free to all, the festival had 1.4m visits over four nights in January and reached over 3m people in its media coverage. Lumiere London worked with schools and community groups in boroughs, including Lambeth, Waltham Forest, Sutton, Redbridge, Greenwich and Croydon who made artworks.
- Awarded the first ever winners of his London borough of Culture award to Waltham Forest in 2019, and Brent in 2020. Each borough was awarded £1.35m. In addition, Barking and Dagenham, Camden, Kingston, Lambeth, Lewisham and Merton won a share of £1m through the Mayor's Cultural Impact Awards.

-
- Launched Culture Seeds, a £1m micro-grant programme to support individuals and small groups who do not tend to access funding, with grants of up to £5,000 to run community-led and grassroots cultural activities across all London boroughs.
 - Announced Sounds Like London, a month-long summer campaign celebrating the capital's grassroots music venues and up and coming talent. Working with industry partners and high-profile ambassadors, Sounds Like London also highlights the contribution of women in the music industry.
 - Delivered an annual cultural and community events programme which brought together over three million people from diverse communities across London, the UK and internationally. These free events, including Africa Day, Diwali and the Feast of St. George, enrich people's lives and provide Londoners access to inspiring new arts experiences. For example, 93 per cent of the attendees at the Trafalgar Square London Symphony Orchestra event, had never seen the London Symphony Orchestra perform live previously.

GIRL POWER



W...NER...
age group

Hamme

"In year 7 we
made a co-
sculptures
sculpture
to destru



CULTURE AND GOOD GROWTH: SUPPORTING, SAVING AND SUSTAINING CULTURAL PLACES AND SPACES

London's population is rising rapidly. New buildings and infrastructure puts pressure on existing culture and heritage. Creative communities are being priced out of the neighbourhoods they helped regenerate and many venues have shut down over the past decade. The Mayor is helping artists and creative businesses put down roots and he is strategically integrating culture in major developments.

The Mayor:

- Launched his Creative Enterprise Zones programme to enable artists and creative businesses to put down roots in local areas. The London Borough of Haringey completed a Pathfinder research project, and Barking and Dagenham, Bexley, Camden, Croydon, Harrow, Hounslow, Lambeth, Lewisham, Southwark and Tower Hamlets, with Hackney received a share of £500,000 to develop their proposals.
- Set up London's first ever Culture at Risk Office to safeguard well-loved places and spaces at risk of closure. In its first year, it helped nearly 200 cultural spaces across the capital, playing an important role in supporting and protecting diverse businesses, including the Electric Ballroom, the 100 Club, G-A-Y and the George Tavern.

-
- Announced plans for the biggest new TV and film production studios in London for at least 25 years to be built at Dagenham East, with a study showing that the studios could generate up to 780 full-time local jobs and £35m a year for the UK economy. Barking and Dagenham announced Pacifica Ventures and Media Content Capital as their preferred partner following a competitive bidding process.
 - Unveiled a new commission on the Fourth Plinth in Trafalgar Square. The Invisible Enemy Should Not Exist by artist Michael Rakowitz recreates a winged Lamassu that was destroyed by so-called Islamic State/Daesh. It will be on display until 2020, where it will be seen for free by 40,000 people a day.
 - Published the first ever audits for pubs, LGBT+ venues and a new grassroots music venues rescue plan update. This is part of the Cultural Infrastructure Plan that will identify what we need to sustain London's future as a cultural capital.

CREATIVE LONDONERS: INVESTING IN A DIVERSE CREATIVE WORKFORCE FOR THE FUTURE

Creative jobs are growing at twice the rate of the economy average, but the creative workforce is far from representative of London's population. Automation will change the shape of tomorrow's workforce, but creative subjects are being deprioritised in schools. The Mayor is supporting young creatives with more opportunities to develop their talent, and he will work with creative businesses to level the playing field for diverse talent to enter the creative industries.

The Mayor:

- Received 3,400 entries by almost 4,000 students to the Fourth Plinth Schools Awards annual competition – 25 per cent more than in 2017, and with entries from every London borough.
- Continued to support Busk in London. In 2017, the programme curated over 7,000 hours of live music in over 50 locations across the capital and brought 100 cities worldwide together for International Busking Day. The annual Gigs busking competition, which celebrates its 10th anniversary in 2018, continued to support aspiring musicians.

WORLD CITY: MAINTAINING A GLOBAL POWERHOUSE IN A POST-BREXIT WORLD

London is a world-leading creative hub with a growing night-time offer. Brexit risks having a negative impact on this reputation. The Mayor is promoting London as an open, welcoming and inclusive city and is lobbying Government for a good deal for culture after Brexit. He is investing in the creative industries and has a vision for a thriving night-time economy.

The Mayor:

- Commissioned research which showed that up to 6,000 jobs in London's creative industries could be under threat through Brexit, with an economic impact of £1 billion by 2030.
- Continued to fund the creative industry investment programme, including the British Fashion Council, Film London, Games London, and the London Design Festival to deliver key trade events including London Fashion Week, London Film Festival and London Games Festival and London Design Festival. The Mayor's investment delivered £1 billion in new inward investment into film and television, £100m of new fashion sales, and £25m in new orders at the London Design Festival.

- Published *From Good Night to Great Night: A Vision for London as a 24-Hour City* to develop London's night-time economy which is worth £26bn and accounts for one in eight jobs. London's Night Czar hosted Night Surgeries and the first ever Women's Safety Charter, and the London Night Time Commission set out a programme of work which will report to the Mayor at the end of 2018.
- Represented by his Deputy Mayor for Culture and Creative Industries, chaired the sixth World Cities Culture Forum annual Summit in Seoul, South Korea. The Forum is the largest global network of senior leaders from city governments, championing the pivotal role of culture in cities. Its membership has grown from nine to 35 cities in five years.



Chapter 10

External affairs



INTRODUCTION

External Affairs is responsible for the delivery of major communications campaigns, digital communications and engagement, a programme of community events and festivals, and statutory events on behalf of both the Mayor of London and London Assembly.

As outlined below in more detail, over the last year a number of successful campaigns were run on issues impacting Londoners. City Hall significantly increased engagement with Londoners, and brought Londoners from different backgrounds together to celebrate the capital's diversity and inclusivity.



CELEBRATING LONDON'S RICH DIVERSITY AND BRINGING COMMUNITIES TOGETHER

The Mayor's programme of cultural and faith-based events bring together a wide range of Londoners and visitors to London to celebrate the city's rich diversity.

The Mayor:

- Celebrated London's diversity through his programme of community and cultural events, showcasing and supporting a wide range of London's communities over the last year. The core programme of faith-based events such as Eid, Vaisakhi, Chanukah and Diwali, as well as community-focused events such as St George's Day, London Mela and Pride, attracted over three million people and helped to promote social integration in London. For example, 42 per cent of the 60,000 attendees at Diwali in the Square were not Hindu. This year we also reached out to, and supported, new community events in London, including the Latin-American festival, La Clave.

- Brought together and welcomed people from diverse backgrounds, ethnicities and faiths through his campaigns. In 2017/18, he made #LondonIsOpen the main message for all of his community and faith-based events on Trafalgar Square. Partners holding events in the city, such as the MTV who hosted the European Music Awards in Trafalgar Square, also adopted the campaign to help spread the message that London is an open, inclusive, welcoming city.
- Ran a London is Open for Summer campaign to counter the drop in domestic visitor numbers to London attractions following the 2017 terrorist attacks in London. The campaign aimed to encourage people to continue to visit the city – including zone one attractions. This campaign resulted in a 300 per cent increase in visits to the VisitLondon webpage where various offers for attractions were hosted.







ENGAGING LONDONERS THROUGH FAR-REACHING COMMUNICATIONS CAMPAIGNS

The Mayor's far-reaching communications campaigns engage Londoners on a wide variety of the issues which Londoners care about the most, including air quality, knife crime, rough sleeping and gender equality.

The Mayor:

- As a part of the wider activity with the Mayor's Office for Policing and Crime and the Metropolitan Police Service, launched a new Anti-knife crime campaign- 'London Needs You Alive' (LNYA) – aimed at 13–17 year-olds to address the tragic loss of life due to knife crime. The campaign used youth influencers on social media to challenge the perception that carrying a knife makes you safer, and to encourage people to share the message about the value of young Londoners to our city. As of April 2018, the LNYA campaign video had received three million views, including 1.3m views by 13–17 year-olds in boroughs with high levels of knife crime. The LNYA campaign video also won the British advertising ARROW silver awards for the best public-sector and the best integrated campaign.

- Launched an air quality campaign in September, to raise awareness of the capital's toxic air problem amongst Londoners and inform them of the action being taken to tackle the issue. The campaign ran ahead of the introduction of the T-Charge – a new charge for the most polluting vehicles in London. The campaign included posters across the London Underground network and a series of nine informative films that drove Londoners to our website to find out more. The campaign reached three million Londoners, with over 70,000 visiting the website to find out more about the issue and action we are taking.
- Launched a rough sleeping campaign - 'No One Needs to Sleep Rough in London' this winter to help people sleeping rough off the streets. The campaign, which was widely covered on social media, and by traditional, online, sector-specific media, led to a record number of referrals to Streetlink, which connects rough sleepers in London to outreach services. As part of this campaign, the Mayor also joined forces with 18 homelessness charities – the London Homeless Charities Group – and helped them successfully fundraise more than £170,000 – 70 per cent above their £100,000 goal.
- Launched a year-long gender equality campaign - #BehindEveryGreatCity to mark the centenary of the first British women winning the right to vote, the role of London in the suffrage movement and to push for progress on gender equality in London. The campaign launched on 27 December and had its first high profile moment on New Year's Day, when prominent Londoners including Naomi Campbell and Tinie Tempah pledged to act on gender inequality, and striking projections raising awareness of the campaign were displayed on landmarks across the capital. This was closely followed by the unveiling of an exhibition of key figures in the suffrage movement in Trafalgar Square on 6 February – the anniversary of the act giving the first women the right to vote passing in Parliament. This educational exhibition is now touring the city. Further activity around the #BehindEveryGreatCity campaign is planned throughout 2018.

PROVIDING RELEVANT AND ENGAGING CONTENT TO LONDONERS THROUGH DIGITAL CHANNELS

With huge growth in the use of all types of digital media, the Mayor continues to provide relevant and engaging information to Londoners through a variety of digital channels including social media and the City Hall website.

The Mayor:

- Significantly increased his engagement with Londoners over the last year. On social media channels, the Mayor's Twitter channel increased the number of followers by almost 500,000, to 3.24m and the Mayor's Facebook channel more than doubled its number of followers. He also launched his LinkedIn channel to ensure he is reaching businesses and employers in London.
- Took steps to ensure he is making it easy for Londoners to contact him - the Greater London Authority's Public Liaison Unit began a social customer service pilot in September 2017, responding to comments from the public on Twitter and Facebook, as well as to correspondence received by letter, email and telephone. As of April 2018, the team had processed nearly 30,000 tweets and comments, and replied to more than 2,100 people directly.

- Introduced innovative ways to engage Londoners in the work of City Hall. For the first time, the statutory State of London Debate was streamed live on Facebook helping him reach over 44,000 Londoners, significantly more than the capacity of the event itself. As part of the State of London Debate engagement, the Greater London Authority also surveyed over 4,000 Londoners to find out what issues most interested them and followed up with information on how they could feed into the strategy consultations. This engagement resulted in more Londoners than ever before feeding into the Mayor's strategy consultations.
- Helped Londoners to mark the four terror attacks in London in 2017. He started the London United campaign on the anniversary of the Westminster attack to pay tribute to the victims and families of the four terror attacks in London in 2017 - Westminster, London Bridge, Finsbury Park and Parson's Green. The phrase London United was projected onto the Houses of Parliament, and will be projected on attack sites on their respective anniversaries. A 3D installation of #LondonUnited at City Hall allows the public to pay their respects by signing a digital book, while people can interact with the installation by sending messages on social media.

ECHAUMET



**LONDON
NEEDS
YOU
ALIVE
DON'T CARRY A KNIFE**

**#LondonNeedsYouAlive
#LNYA**



Chapter 11

International relations

SXSW. ↙

2018

SXSW. ↙
2018



INTRODUCTION

The Mayor is the primary champion of London's interests on the global stage, using international relationships to promote the city as the world's best destination for investment, talent, business, tourists and students.



PROMOTING LONDON

The Mayor uses his position as a globally-recognised figure to promote London as the world's leading city. Over the past 12 months, he has hosted and spoken at numerous events, met with key individuals and groups both in London and when he travelled. The Mayor met with many political and business leaders, led trade and investment missions overseas and continued to forge stronger relations with the world's most powerful cities.

The Mayor:

- Visited Brussels and Paris to make the case that London remains open to business, investment, talent and ideas. The Mayor's itinerary included meetings with the Presidents of the European Parliament and Commission, the EU's Chief Negotiator on Brexit and the EU lead on research funding. The Mayor also spoke to 200 business leaders in Paris, and met with Vincent Bollore of Vivendi, who confirmed his commitment to future investments into London.
- Hosted a roundtable with EU Ambassadors and High Commissioners in July 2017 to reassure them that EU nationals living in London will always be welcome, and that he is fighting to maintain crucial economic ties between the capital and the continent.

- Spent six days in December 2017 leading a trade and investment mission to India and Pakistan, meeting senior politicians including India's Finance Minister and Minister of Commerce and Industry, as well as the Prime Minister of Pakistan. The purpose of his visit was to promote London as the world's number one location for investment, talent and ideas, encourage increased trade links, strengthen connections across cultural and creative industries, and promote the opportunities in London for tourism, students and business leaders. He was accompanied by 18 of London's high-growth companies and spoke to an estimated 2,500 people at 37 meetings or events.
- Hosted a reception for London's diplomatic community at City Hall on 26 February 2018, at which he called on Ambassadors and High Commissioners of countries around the world to support the campaign for gender equality, and to use the momentum of the #MeToo movement to end harassment and inequality.
- Visited Austin to give one of this year's keynote speeches at South by Southwest (SXSW), making him the first British politician to do so. During his visit, he held bilateral meetings with US-based business leaders to encourage future investment in the capital. He spoke to over 150 guests from the UK and US-based tech and creative industries at an event organised by London & Partners to highlight the benefits of promoting inclusivity and diversity in the technology sector.



Chapter 12

An efficient and responsive city hall



INTRODUCTION

City Hall aims to be one of the most open, transparent and efficient civic governments in the world. It is the custodian of vast amounts of data that improve Londoners' lives and engages with citizens directly through Talk London, its online community. As a strategic authority it takes financial decisions to support vital public services, which is why additional funding is going to the Metropolitan Police Service and Fire Brigade, building on efficiencies being made. And it continues to modernise its whole approach, from its custodianship of data to the building staff work in.



PROVIDING VALUE FOR THE LONDON TAXPAYER

The Mayor will not tolerate any waste of public money, particularly against a background of ever tightening resources from the Government. He is therefore committed to maximising value for money so that resources can be redirected to support his key priorities. In 2018/19, he is providing over £110m in extra resources from council tax and business rates for the Metropolitan Police Service and has also increased funding for the London Fire Brigade to keep Londoners safe in order to offset the ongoing impact of real terms cuts in central Government grant.

The Mayor:

- Increased the Greater London Authority's share of the council tax for a typical Band D property by £14.21 (or 27p per week) to £294.23. The additional income raised is being applied to fund the Metropolitan Police Service and London Fire Brigade. A Band D council taxpayer in the City of London, which has its own police force, will pay £76.10.
- Secured significant efficiency savings across the Greater London Authority group in his 2018/19 budget. This has allowed him to release resources to meet his key priorities. This includes plans to invest £3.15bn to support 90,000 new affordable homes in the capital by 2021. He will also provide additional funding to support disadvantaged young Londoners and increase investment in green spaces, improving air quality and reducing the usage of single-use plastics. Find out more about the Mayor's budget at: www.london.gov.uk/budget.

EVIDENCE: RESEARCH AND CONSULTATION

Research and consultation is essential to gather the views of Londoners, helping to inform policy teams and shape strategies and programmes around citizens' needs, preferences and behaviours.

The Mayor:

- In the course of consulting on his statutory strategies – the London Environment strategy, London Housing strategy, Economic Development strategy, Skills for Londoners strategy, and Health Inequalities strategy, has received responses from more than 11,000 Londoners on Talk London. Additionally, these strategies have benefited from first-class research to ensure that City Hall understands the opinions and behaviours that make for impactful policy-making.
- Has conducted research into a variety of issues that affect Londoners, such as the Night-Time Commission's understanding of how the city's 24-hour economy can work for everyone; and research with low-income workers to inform our response to the Taylor Review of modern working practices.

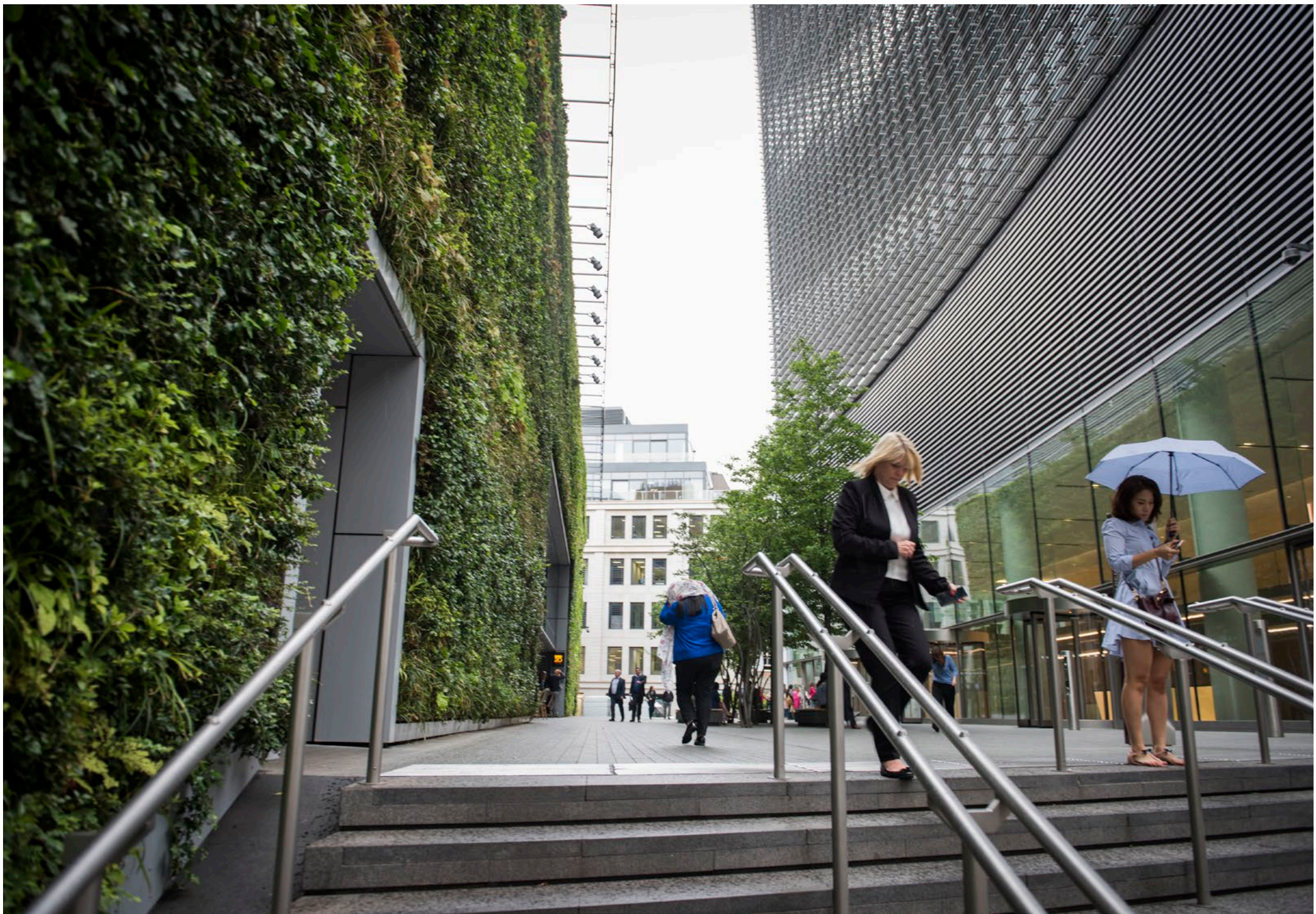


CITIZEN ENGAGEMENT: TALK LONDON

Talk London helps to put the views of Londoners at the centre of strategies and programmes by engaging them in sustained and meaningful debate and consultation.

The Mayor:

- Is engaging with 42,000 Londoners who are sharing their views through Talk London's inclusive, vibrant online community. This year, Talk London was integrated into the main City Hall website to make the community more discoverable, and it has become one of the most visited sections of the website.



TRANSPARENCY: LONDON DATASTORE

Through the award-winning London Datastore, the Mayor is putting open data at the heart of London government by making the information that underpins his strategies and initiatives open and accessible to all. This allows for greater transparency and accountability to the public while also enabling a more efficient and informed decision-making process for delivery of public services throughout the capital.

The Mayor:

- Through his open data portal, the London Datastore, is reaching over 45,000 individuals across academia, public, private and third sector organisations each month. This year, a new Area Profiles tool has opened up London's social, economic, and environmental data to a new audience. People can now visually explore a wealth of local data to better understand the profile of London's communities and the neighbourhoods they live in.



SMART LONDON

The SMART London programme addresses the Mayor's commitments for better digital services, open data, connectivity, digital inclusion, cyber-security and innovation, and City Hall's plan for the growth of our city to more than 11m by 2050.

The Mayor:

- Appointed his first Chief Digital Officer, who is developing the Mayor's roadmap, A Smarter London Together. Public consultation for the plan reached 89,000 people, and close to 2,000 Londoners responded to a survey about the Greater London Authority's work to make data sharing possible, effective, and secure across London's boroughs and public agencies to improve public service delivery. An example of specific action is a two-year collaboration with the prestigious Alan Turing Institute to improve how air quality is monitored and forecast in London.
- Is driving forward a successful €25m Sharing Cities project, funded by the EU, which aims to find solutions to city problems using the latest technologies. It involves 35 partners across six cities. Through the project, a site has been established in Greenwich to demonstrate new products and services and already eight different types of autonomous vehicle have been tested, with 400 smart lampposts and 300 smart parking sensors due to be installed.

EVIDENCE-BASED POLICY ANALYSIS

Evidence-based policy analysis is essential to inform and support the development and delivery of effective Mayoral strategies, policy and initiatives. It also ensures that the Greater London Authority's investments are efficient and well-targeted.

The Mayor:

- Through his Intelligence and Analysis Unit, continues to support policy colleagues with evidence-based assessments, including: a **detailed submission** to the Migration Advisory Committee's call for Evidence on EEA workers in the UK labour market in December 2017; scoping and quality assurance of the Mayor's **Brexit Impact Assessment** (published in January 2018); analysis on **Childcare Demand in London**; and a set of **measures** outlining the state of social integration in London.
- Released the latest **demographic and employment projections**. These show that London's population is on course to pass 10m in the coming decades, accompanied by increases in the proportion of older residents and the city's ethnic diversity, while employment is projected to reach 6.9m in 2041. These projections underpin the Mayor's new London Plan, providing a robust basis for strategic planners to meet the challenges of accommodating London's future growth.

FACILITIES MANAGEMENT

Facilities management undertakes the management of City Hall, Trafalgar and Parliament Squares to provide a safe and welcoming environment for staff and Londoners.

The Mayor:

- Secured enabling works and permissions for the installation in Parliament Square Gardens of the Millicent Fawcett statue, designed by Turner Prize-winning artist Gillian Wearing OBE. This will be the first female to be represented in this square, which will be maintained in perpetuity by the Greater London Authority.
- As part of his ongoing works to improve sustainability and lead by example, ensured that all back of house lighting at City Hall was converted to LED with sensor controls, which is showing a significant saving in energy consumption.

Chapter 13

Leading by example



INTRODUCTION

The Mayor's vision is for a more equal and inclusive London – a city where no one is held back or left behind because of who they are, or their background. He is determined to lead by example in areas where he has direct responsibility, both at City Hall and in the functional bodies. This chapter summarises arrangements the Greater London Authority group had in place for mainstreaming equality in 2017/18, and sets out actions taken to deliver on corporate equality objectives.



GREATER LONDON AUTHORITY GROUP EQUALITY ARRANGEMENTS

Under the GLA Act 1999, the Greater London Authority must provide a statement of its arrangements; such as its strategies, governance and operational processes; for securing equality of opportunity during each financial year, and an assessment of how effective those arrangements were in promoting equality of opportunity. In 2017/18:

- The Mayor published his draft vision for Diversity and Inclusion, Inclusive London. His Equality, Diversity and Inclusion strategy was developed in response to feedback and intelligence gathered during consultation in the summer of 2017, as well as a robust evidence base. It was launched in May 2018 and contains 39 long-term, strategic equality, diversity and inclusion objectives that will influence the work of the Greater London Authority group. In addition, it contains 10 corporate equality objectives which set out how the Greater London Authority group will lead by example on equalities – see below.
- London Legacy Development Corporation continued to deliver against its Equality Policy and Inclusive Design strategy. London Fire Brigade published 'Safer Together', its 10-year Diversity and Inclusion strategy and increased funding for its delivery. #FirefightingSexism campaign was launched by the London Fire Brigade to challenge public use of the term fireman and the outdated stereotype that only men can be firefighters.

- Transport for London is drafting a new and updated diversity and inclusion vision and strategy, due to be published later this year. London Legacy Development Corporation's, the Mayor's Office for Policing and Crime's, and the Old Oak and Park Royal Development Corporation's strategies are incorporated into the Mayor's new strategy.

The rest of this chapter summarises arrangements the Greater London Authority group had in place for mainstreaming equality in 2017/18.

"The Mayor's vision is a city where no one is held back or left behind because of who they are, or their background."



LEADERSHIP

- The first London Deputy Mayor for Social Integration, Social Mobility and Community Engagement continued to drive forward the Mayor's aspiration for a more ambitious and broader equality agenda.
- The Mayor's Chief of Staff maintained the push for the Greater London Authority group to become examples of good equalities practice as employers and purchasers of goods and services.

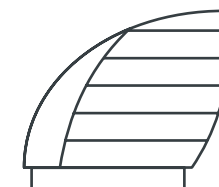
39

Mayor's Equality, Diversity and Inclusion strategy launched with 39 objectives



10

Equality, Diversity and Inclusion strategy has 10 corporate Greater London Authority objectives





GOVERNANCE

- The Deputy Mayor for Social Integration, Social Mobility and Community Engagement continued to chair the Greater London Authority group Equality Steering Group with a specific focus on overseeing the development of the Equality, Diversity and Inclusion strategy. This group will be superseded by a series of senior-level meetings, chaired by the Chief Officer to discuss implementation of the plans in the strategy. The Greater London Authority also set up a new Diversity and Inclusion Management Board, responsible for overseeing the workforce-focused Diversity and Inclusion Action Standard, also chaired by the Chief Officer.
- London Fire Brigade has an Inclusion Board chaired by the Fire Commissioner. Transport for London has its Equality and Inclusion Leadership Group – made up of senior leaders from across the business. London Legacy Development Corporation established a new Diversity Group comprising members from across the business and sponsored by its Board. The Mayor's Office for Policing and Crime's delivery of equality, diversity and inclusion is integrated within its broader governance framework. This includes the Governance and Risk Working Group and the Mayor's Office for Policing and Crime/Metropolitan Police Service audit panel, which scrutinises financial and non-financial performance to mitigate risk and provide assurance that the organisation is meeting its statutory obligations.

DECISION MAKING

- The Greater London Authority group has decision-making processes that require equality implications to have been taken into account and documented before, and at the time that a particular policy/decision is being considered. Strategies and projects are subject to equality impact assessments. Quantitative and qualitative evidence is collected and analysed to inform policy-making.



RESOURCING

- The Greater London Authority created a new Equality and Fairness team. The team and the London Legacy Development Corporation's Paralympic Legacy and Inclusion team provide expert advice to help mainstream equality into the work of other teams and projects, as well as to fulfil duties under the Equality Act 2010. The Legacy Corporation also worked with a range of community, business and academic partners to transition its Paralympic Legacy Programme into the new Global Disability Innovation Hub, which is now formally led by University College London.
- As a result of its review of People Services, London Fire Brigade has reorganised its inclusion-related resources to strengthen its focus on workforce-related issues and cultural change. The Mayor's Office for Policing and Crime has assigned strategic responsibility for equality, diversity and inclusion to a Director-member of the senior management team and has specific post holders with equality expertise.
- The Old Oak and Park Royal Development Corporation's Human Resources and Organisational Development Manager is responsible for leading on diversity and inclusion across the organisation. Transport for London merged its Equality and Inclusion Teams in Planning and Human Resources (HR) into a new Diversity and Inclusion Unit with a new Director of Diversity and Inclusion. Most of the group have staff devoted to increasing workforce diversity.



REPORTING

- Corporate equality objectives across the group are contained within the Mayor's Equality, Diversity and Inclusion strategy. These are now monitored and reported through this Annual Report and through workforce reports.
- Progress against London-wide equality, diversity and inclusion objectives will be published in the 2017/18 Mayor's Equality Annual Report later in the year.
- London Fire Brigade monitors and reports on key performance indicators to the London Fire Commissioner.



HUMAN RESOURCES AND WORKFORCE

The Mayor's Equality, Diversity and Inclusion strategy's strategic diversity and inclusion human resource objectives for the Greater London Authority group are:

- To recruit and retain a workforce across the Greater London Authority group that better reflects London's diversity including at senior levels
- To recruit or appoint to non-executive boards and advisory panels across the Greater London Authority group in a way that better reflects London's diversity
- To reduce pay gaps between different groups so that they are not statistically significant
- To take the steps needed to ensure that all organisations within the Greater London Authority group have open and inclusive cultures and are great places to work

In 2017/18 the Greater London Authority group undertook the following actions against these objectives:

WORKFORCE

- Equality information on the **Greater London Authority** group organisations' workforces are available in published workforce reports.
- The Greater London Authority group is striving to be exemplar employers with workforces which reflect the diversity of the city at all levels and inclusive and supportive workplace cultures.
- This year, the Greater London Authority group has worked together with external diversity experts to develop the Diversity and Inclusion Action Standard which is a framework to measure and compare the group's progress on workforce diversity. Greater London Authority group organisations have begun to use the Standard to measure their current performance and identify steps to make further improvement.
- As part of the #BehindEveryGreatCity campaign the Greater London Authority group is collaborating on a new initiative to support women into leadership positions, titled Our Time – Supporting Future Leaders. This initiative will help women break down the barriers that cause disparities in the workplace and improve the number taking up leadership roles, particularly those who face multiple barriers to progression. The scheme will pair participants with men and women in senior roles and aims to bridge the gap between where they are and where they aspire to be. For the first cohort, the initiative will be adopted across the Greater London Authority group (Greater London Authority, London Legacy Development Corporation, Mayor's Office for Policing and Crime, Old Oak and Park Royal Development Corporation and Transport for London) with the Metropolitan Police Service and London Fire Brigade also being involved in the working group and possibly in future cohorts.

WORKFORCE LINKS

Workforce profiles for Greater London Authority organisations can be found at:

Greater London Authority

Transport for London

London Fire Brigade

Old Oak and Park Royal Development Corporation

London Legacy Development Corporation

Metropolitan Police Service

“The Greater London Authority group published ethnicity pay gap data for the first time and entirely voluntarily.”

APPOINTMENTS

- The Mayor appointed Claire Waxman to be London's first independent Victims' Commissioner and Dr Ashok Sinha as chair of the London Sustainable Development Commission.
- Peter Hendy, Chair of London Legacy Development Corporation, appointed Lyn Garner to be the Corporation's Chief Executive.

PAY

- The Greater London Authority group organisations published their second gender pay gap audits this year, having first published this information in November 2016 well before the requirements set by statutory regulations. This year, the Greater London Authority group organisations also published action plans to accompany their gender pay gap data to specify the action underway to address the gender pay gap.
- The Greater London Authority group organisations continued to lead the way this year by publishing ethnicity pay gap data for the first time and entirely voluntarily. The Greater London Authority group organisations also made a further commitment to draw up action plans setting out how they will work to close the ethnicity pay gap.

STAFF TRAINING

- The Greater London Authority group continued to provide training programmes on equality, dignity and inclusion as part of staff induction training. Training and guidance is also provided on topics such as the Public-Sector Equality Duty and unconscious bias. London Legacy Development Corporation ran a Women's Leadership Programme for its staff throughout 2017/18.

STAFF NETWORKS

- Some members of the Greater London Authority group have networks for different groups of staff, including for women; black, Asian and minority ethnic staff; carers; disabled staff; staff of different faiths and lesbian, gay, bisexual and trans plus colleagues. At London Fire Brigade, these groups are working together under the umbrella of an Equalities Support Group which provides a conduit through which the Brigade and the support groups can identify and address issues of common interest. Networks are a proven mechanism for increasing engagement and sharing challenges and solutions.

COMMUNITY ENGAGEMENT AND PARTNERSHIPS

The Mayor's Equality, Diversity and Inclusion strategy's strategic community engagement objectives are:

- To develop stronger relationships with disadvantaged and excluded communities in London so that we can develop policy and projects that are better informed by the lived experience of Londoners.
- To work with London's civil society organisations to strengthen London's diverse voluntary and community sector.

In 2017/18:

- The Greater London Authority group had a variety of community and stakeholder engagement mechanisms and partnerships with organisations from across London and nationally. Most of the group have dedicated community engagement teams.
- The Mayor launched a Citizen-led Engagement programme focused on strengthening relationships with specific target communities, including Somali groups, the Bulgarian community, young black men, and BAME older people. Through an open application process, six community-led projects were awarded a share of £80,000 of funding to train in peer research, lead a project in their community, and feed this insight directly into City Hall's Social Integration team. It is a model that will be used in other policy areas. The programme trained fifty project coordinators to reach over 400 Londoners from groups that often don't have a voice at City Hall.

- The Mayor refreshed his approach to community engagement and placed civil society at its heart. He appointed new staff to develop and deliver a Civil Society Action Plan with London's community and voluntary sector that strengthens and supports the sector. He also launched a series of regularly-themed events with civil society partners. Events focused on serious youth violence, child poverty and data sharing.



A RESPONSIBLE PROCURER

The strategic Equality, Diversity and Inclusion procurement objectives for the Greater London Authority group are:

- To ensure that our procurement, commissioning and investment processes are accessible and inclusive to support community-led regeneration and to encourage supplier diversity including women-led, BAME-led and disabled-led businesses.
- In our procurement, commissioning and investment of work across London, ensure our partners and suppliers support the Mayor's vision on diversity and inclusion as set out in this strategy.

In 2017/18, the Greater London Authority group undertook the following actions against these objectives

- The Greater London Authority group published its Responsible Procurement policy, which included its policies for using procurement to encourage equality and diversity.
- The group established a Central Responsible Procurement team which will provide support to meet these commitments. The team is working with the group to finalise their implementation plans, and to agree with them and the Collaborative Procurement Board, suitable metrics and reporting frameworks.

CELEBRATING LONDON'S RICH DIVERSITY AND BRINGING COMMUNITIES TOGETHER

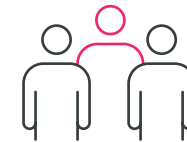
The Mayor's Equality, Diversity and Inclusion strategy's strategic campaigns and events objective is:

- To celebrate London's rich diversity and bring communities together through a series of high profile accessible and inclusive events and campaigns.

Activity to achieve this in 2017/18 is outlined under 'CELEBRATING LONDON'S RICH DIVERSITY AND BRINGING COMMUNITIES TOGETHER' in Chapter 10 of this Annual Report.

- The Mayor is working to achieve bronze standard Charter for Best Practice in Event Accessibility by the end of 2018. This will be for the outdoor public events in the Mayor's programme.

GLA group ran women's leadership programme



2018 The Mayor is working to make GLA public events even more accessible



INCLUSIVE COMMUNICATIONS

The Mayor's Equality, Diversity and Inclusion strategy's strategic communications objective is:

- To ensure that the work the Greater London Authority group delivers is open and transparent to London's communities through accessible and inclusive communication. In 2017/18:
- The Greater London Authority aims to meet Web Accessibility standards on London.gov.uk. This includes:
 - Providing an accessibility page which provides information on tools and translations - **www.london.gov.uk/what-we-do/accessibility**;
 - Using plain English, clear headings and descriptive names for links;
 - Ensuring the site can be used across many browsers and devices including mobile/tablet;
 - Providing text alternatives for images; and
 - Providing subtitles on newer videos.
- The Greater London Authority uses accessible print material standards:
 - The RNIB's recommended guidelines are used in all printed communications, including statutory documents;
 - Some statutory documents and strategies are available in Easy Read format for those with Learning Disabilities.
- The Greater London Authority's Public Liaison Unit is currently re-writing our Accessible Communications policy and it will be available in Quarter two of 2018.

Other formats and languages

For a large print, Braille, disc, sign language video or audio-tape version of this document, or if you would like a summary of this document in your language please contact us at this address:

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You will need to supply your name, your postal address and state the format and title of the publication you require.



**Appendices to the
Mayor of London's
Annual Report 2017/18**

June 2018

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Appendix 1

Mayoral strategies

THE MAYOR'S STATUTORY STRATEGIES CURRENT POSITIONS

London Environment strategy (LES)

The Localism Act 2011 consolidated the six statutory environmental strategies into a single London Environment strategy (LES). The six documents were:

- Air Quality strategy
- Ambient Noise strategy
- Biodiversity strategy
- Climate Change Adaptation strategy
- Climate change mitigation, and Energy strategy

a) taken together constitute the Mayor's LES; and
b) Individually address each of the six matters the LES must cover.

The LES, published in May 2018, sets out a vision 'for London to be the greenest of all global cities'.

Note that the strategies below were published by either of the previous two Mayors and will be reviewed as required.

Spatial Development strategy

The Spatial Development strategy (commonly called the London Plan) provides the Mayor's strategic land use planning policies and the geographical framework to coordinate all his strategies. Together the Borough Local Plans and the London Plan represent the Development Plan for London. Borough Local Plans must be in general conformity with it and under the statutory 'duty to cooperate' it is also a material consideration in preparing relevant Local Plans beyond London and the Mayor has a statutory Duty to Inform and Consult on issues it raises. Unlike the other Mayoral strategies, it is subject to a formal Examination in Public.

The London Plan was first published in 2004 and formally replaced in 2011. This version, consolidated with subsequent alterations in 2016, forms the current statutory London Plan. A new London Plan is being prepared and public consultation on a draft London Plan took place between 1 December 2017 and 2 March 2018. An Examination in Public of the Plan is expected to run from November 2018 to March 2019 and formal publication is anticipated in late 2019.

Transport strategy

The Mayor's Transport strategy was published in March 2018, following consultation in 2017. The strategy sets out policies and proposals to transform London's streets, improve public transport and create opportunities for new homes and jobs, with the overall aim of creating a city that is not only home to more people, but is also a better place to live.

Economic Development strategy

The Mayor's draft Economic Development strategy (EDS) was published for consultation on 13 December 2017. The consultation closed on 13 March 2018. The Mayor is now finalising the strategy to take account of the consultation responses. The final Economic Development strategy will be published by the end of 2018. The strategy takes a fresh approach to economic development in that inequality is not considered inevitable and tackling it can lead to greater economic prosperity. In this strategy, the Mayor sets out his plans to create a fairer, more inclusive and sustainable city with an economy that works for all Londoners.

Housing strategy

The new draft London Housing strategy was published for public consultation in September 2017. Responses to the three-month consultation have been considered and a final version of the London Housing strategy has been considered by the London Assembly. It now will go forward for consideration by the Secretary of State in summer 2018.

Culture strategy

The Mayor's Cultural Leadership Board developed the draft Culture strategy in dialogue with the designated consultative bodies; Arts Council England, Historic England, British Film Institute and Film London, throughout 2017. The Chair submitted the proposed draft to the Mayor's Office in early 2018 and the Mayor launched his draft Culture strategy, *Culture for all Londoners*, on 23 March 2018 for consultation. *Culture for all Londoners* outlines the Mayor's ambitious vision to sustain a city that works for everyone, and is built on four priorities:

- **Love London** - more people experiencing and creating culture on their doorstep
- **Culture and Good Growth** - supporting, saving and sustaining cultural places
- **Creative Londoners** - investing in a diverse creative workforce for the future
- **World City** - maintaining a global powerhouse in a post-Brexit world

The consultation closed on 19 June 2018 and the final version will be published in late 2018.

Appendix 2

Corporate health performance indicators

The Greater London Authority measures the following:

1 The number of day lost to sickness

	2015-16	2016-17	2017-18
Target	5.9	5.9	5.9
Actual Performance	2.8	3.9	3.9

Comment:

No change on the 3.9 days for the year ending 01/04/17.

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

	2015-16	2016-17	2017-18
Target	90%	90%	90%
Actual Performance	94%	89%	81.9%

Comment:

A combination of factors has affected the SME payment statistics:

- HMRC decision to look more rigorously at Personal Service Companies (PSC) and a change in legislation (IR35) that transferred the responsibility to ensure correct payroll taxes being paid from the supplier to the public-sector body (Greater London Authority) from the 1st April 2017. The Greater London Authority is required to evidence the checking of suppliers that may fall under this legislation. We have set up a process which requires any payment to a potential PSC to be stopped and a HMRC check undertaken by the

supplier before payment can be released. Initially this has resulted in a proportionately larger number of SME's being checked, consequently delays have occurred while the supplier provides evidence that the HMRC check has been undertaken. Delays have also been caused because of suppliers not providing the evidence, or undertaking the check in a speedy manner.

- We experienced technical issues with the setting up of SAP shoppers and Approvers as a result of process changes at Transport for London (our SAP provider). This has impacted on how quickly Greater London Authority staff have been able to process invoices.
- There has also been a large number of new SAP users and consequently this has had an effect on the speed of processing invoices.

The IR35 process is now appreciably faster and as the number of companies checked increases, fewer invoices are being referred for HMRC checks. Both budget holders and suppliers are now understanding the impact of the IR35 legislation and consequently HMRC checks are being performed earlier and faster. After working with Transport for London we believe the technical issues have been resolved and the process of replacing SAP shoppers and approvers is much faster. We have undertaken, in conjunction with Transport for London, training sessions with key Greater London Authority staff to improve the speed of invoice processing. We are undertaking other actions including mandatory SAP substitutions to avoid delays when officers are on leave or not available. We have set up regular training sessions and blog posts reminding Greater London Authority officers of the need to process invoices quickly. The performance statistic for Period one of the new financial year is showing an improvement for the Greater London Authority to 87 per cent which although below target is a substantial improvement on last year.

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

	2015-16	2016-17	2017-18
Target	90%	90%	90%
Actual Performance	89%	84%	92%

Comment:

This year we exceeded the target and dealt with over 69,000 pieces of correspondence.

4 Freedom of Information responses¹

	2015-16	2016-17	2017-18
Requests received	528	819	935
Target	90%	90%	90%
Actual performance	89.6%	92.2%	90.16%

Comment:

We had 935 requests in 2017-18; 843 (90.16 per cent) were answered in time.

¹ All Freedom of Information requests must be answered unless they are withdrawn by the applicant.

Appendix 3

Council Tax 2018/19

TEXT FROM THE MAYOR'S 2018/19 COUNCIL TAX LEAFLET — INTRODUCTION

This is Sadiq Khan's second budget as the Mayor of London. It is built around his vision of a London where nobody feels left behind and where everyone has the opportunities they need to fulfil their potential. It supports London's future growth and economic success, building on our city's thriving economy, extraordinary creativity, tolerance, diversity and openness to the world.

Sadiq Khan will not tolerate any waste of public money, particularly against a background of ever tightening resources from the Government. This year's budget has required some tough choices. It will improve the key services Londoners need. That means ensuring transport fares are more affordable and building more affordable homes. The budget also provides resources to support jobs and growth, tackle rough sleeping and make London a fairer and cleaner place to live. The Mayor will also provide extra resources from council tax and business rates for the Metropolitan Police Service and London Fire Brigade to keep Londoners safe. This will help offset the impact of continuing real terms cuts in government grant.

COUNCIL TAX FOR GREATER LONDON AUTHORITY SERVICES

The Greater London Authority's share of the council tax for a typical Band D property has been increased by £14.21 (or 27p per week) to £294.23. The additional income raised is being applied to fund the Metropolitan Police Service and London Fire Brigade. A Band D council taxpayer in the City of London, which has its own police force, will pay £76.10.

Council Tax (£)	2017-18	Change	2018/19
MOPAC (Met Police)	206.13	12.00	218.13
LFB (Fire Brigade)	48.01	2.21	50.22
GLA	23.80	0.04	23.84
TfL (Transport)	2.08	-0.04	2.04
Total	280.02	14.21	294.23

INVESTING IN FRONTLINE SERVICES

This budget will enable the Mayor to fulfil his key priorities for London in his current term. These include:

- making transport more affordable. Single bus fares, single pay as you go fares on the Tube and DLR and Santander cycle hire scheme charges will be frozen until at least 2020. This will save travellers around £40m a year. A new bus and tram one-hour Hopper fare has also been introduced.
- continuing to tackle London's housing crisis, using £3.15bn of funding to support starts of 90,000 new affordable homes by 2021.
- providing the best policing service possible within the funding made available by the Government which continues to fall in real terms year-on-year.
- providing extra resources to support disadvantaged young Londoners and protect vulnerable children and women at risk of abuse and domestic violence.
- providing sufficient resources to the London Fire Brigade ensure that first and second fire engines arrive at emergency incidents within six and eight minutes respectively.
- working with London boroughs to maintain existing concessionary travel and assisted door to door transport schemes. This includes free 24-hour travel for the over 60s, the disabled, armed forces personnel in uniform and eligible war veterans and protecting the Taxicard and Dial a Ride schemes. Discounts on travelcards are also available for apprentices.
- increasing capacity on the London Underground, commencing the operation of Elizabeth line (formerly Crossrail) through central London by the end of 2018 and his introduction of the Night Tube and Night Overground services.

- making public transport more accessible for everyone. Step-free access is planned to be introduced at five more London Underground stations in 2018/19 and funding has been secured for a further 13. All Elizabeth line stations will also be step free; and
- funding projects to bring Londoners together, promote arts and culture, help tackle inequality, improve the environment, and boost London's economy.

SUMMARY OF GREATER LONDON AUTHORITY BUDGET

The following tables compare the Greater London Authority group's spending for 2018/19 with last year and set out why it has changed. The Greater London Authority's gross expenditure is higher this year. This is mainly due to the impact of additional investment planned by the Mayor in transport, policing and the fire service. Overall the council tax requirement has increased because of the extra funding for the Metropolitan Police Service and the London Fire Brigade. There has also been a 2.4 per cent increase in London's residential property tax base. Find out more about our budget at: www.london.gov.uk/budget.

How the GLA budget is funded (£m)	2018/19
Gross expenditure	12,178.4
Government grants and retained business rates	-4,638.3
Fares, charges and other income	-6,163.9
Use of reserves	-510.5
Amount met by council tax payers	865.7

Changes in spending (£m)	2018/19
2017-18 council tax requirement	804.8
Inflation	227.3
Efficiencies and other savings	-324.2
New initiatives	296.2
Other changes (for example fares revenue and government grants)	-138.4
2018/19 council tax requirement	865.7