

MAYOR OF LONDON

The Mayor of London's Annual Report

2018-19



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**Greater London Authority
June 2019**

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CONTENTS

| | | |
|-----------|--|----|
| 00 | Foreword | 04 |
| 01 | A safer and more secure London | 07 |
| 02 | Homes for Londoners | 17 |
| 03 | A greener, cleaner London | 24 |
| 04 | Business, innovation and economic fairness | 31 |
| 05 | An affordable, modern and accessible transport network | 38 |
| 06 | Cultural capital | 45 |
| 07 | Planning, regeneration and infrastructure | 52 |
| 08 | Skills for Londoners | 60 |
| 09 | Fairer, thriving communities | 66 |
| 10 | Communicating with Londoners and promoting the capital | 86 |
| 11 | Leading by example | 99 |

FOREWORD

London gave me the opportunities to go from the council estate where I grew up to being Mayor of the greatest city on Earth. Three years later, I still wake up every morning passionate about delivering the promise I made to Londoners: to make London a fairer city where all Londoners get the opportunities that our city gave to me and my family.

The last three years have been incredibly tough for Londoners. We have witnessed the horrific tragedy of the fire at Grenfell Tower and suffered a series of terrorist attacks. We have lived through the chaos surrounding Brexit. And we've seen the consequences of the government's punishing austerity programme go from bad to worse, with ever-deeper cuts to schools, the NHS, local authorities, youth services, welfare and the police. This has led to an appalling rise in violent crime across the country.



For many Londoners the future doesn't look much brighter. Too many are struggling with the cost of living and the housing crisis, homelessness is rising and austerity means that wages have not recovered to pre-crash levels.

None of this has diminished my passion for making London a fairer city. I still get upset and angry every time I walk past someone sleeping rough on our streets or meet a Londoner struggling to pay their rent. I want us to go further and faster to tackle air pollution and climate change. I want to do more to stamp out discrimination – whether based on race, religion, class, age, gender or sexuality. And I still want to fight for Britain to stay in the European Union.

I'm proud that, together, we have started delivering the change we want to see.

We have declared a climate emergency in London and we now have the boldest plan of any city in the world to tackle toxic air pollution and climate change, including the introduction of the world-leading Ultra Low Emission Zone this year.

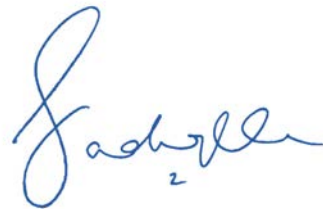
We have continued to lay the foundations to fix our city's housing crisis. This includes building more council homes last year than in any year since 1984-85, giving residents and tenants the right to a vote on estate regeneration plans and doubling our homelessness outreach team.

Transport remains at the heart of my vision for a fairer, healthier and more prosperous city, and we have made great progress in this area this year. We are delivering on the promise to make transport in London more affordable – with all Transport for London fares frozen for the third year running, and millions of journeys taken on the unlimited Hopper bus fare.

This year, we have continued to create new opportunities for young Londoners to fulfil their potential and to help tackle inequality. This includes our work skilling up young Londoners for the jobs of the future and helping more disadvantaged Londoners gain new opportunities to succeed through our £45m Young Londoners Fund.

As Mayor, I'm also determined to protect Londoners' values from the rise of the far-right in Britain and around the world. And I will never be afraid to speak out on behalf of our city – whether it's campaigning against the government's chaotic handling of Brexit, making a positive case for immigration or campaigning for an end to austerity.

I feel proud of what we have already achieved, including all the great things we have done over the last 12 months. There is still so much left to do to make London a fairer city - but we are showing in London that it is possible to make a meaningful difference to people's lives. I promise that I will keep leading that fight. I will do everything in my power to ensure that all Londoners get the opportunities that our city gave to me and my family.



Sadiq Khan
Mayor of London

Chapter 1

A safer and more secure London



KEEPING LONDON SAFE

The year 2018-19 was one of continued challenges for policing and safety across the country. Crime – particularly violent crime – is increasing nationally. Meanwhile, policing and other key community safety services still struggle with the impact of the Government's huge budget cuts imposed since 2010.

The government is responsible for more than 70 per cent of police funding in London. Those cuts mean that the Metropolitan Police Service (MPS) has already had to deliver £850m in savings since 2013-14. It must now deliver a further £263m by 2022-23. As a consequence, officer numbers have fallen below 30,000 for the first time in over a decade. Youth services, which play a vital role in keeping young people on a positive path and away from crime, have faced multi-million pound cuts. More than 100 youth centres and projects have closed in London since 2011-12. While 15 per cent of all recorded sexual offences take place in the capital, only six per cent of government funding comes to London. The result is that specialist support services for vulnerable victims of serious crime are now at crisis point.

“The Mayor is determined to do everything in his power to strengthen policing and safety in the capital.”

The safety of Londoners is the Mayor's first priority. He is determined to do everything in his power to strengthen policing and safety in the capital. Supported by Deputy Mayor for Policing and Crime, Sophie Linden, in 2018-19 he progressed with delivery of his Police and Crime Plan for London. This was backed by record levels of investment from City Hall. He also continued to campaign for the government to step up and reverse the huge cuts they have made to vital public services.

The Mayor has taken the tough decision to increase the amount he raises for policing through council tax by the maximum amount legally possible. This funding is providing for 1,300 police officers that would otherwise be unaffordable. Through this investment, the MPS is expected to be at 31,000 officers by the end of 2019-20. In addition, further funding continues to support the work of the Violent Crime Task Force. This is taking tough enforcement action against the dangerous

criminals responsible for so much of the serious violence in our city. Since the task force was launched in April 2018, the command has: carried out 7,375 weapons sweeps; recovered 782 knives, 560 offensive weapons and 268 firearms; and arrested 4,109 suspects.

The Mayor continues to ensure that the police's use of enforcement powers is transparent and accountable to Londoners. This year, he published a wide-ranging review of the MPS Gangs Matrix¹. It called for a comprehensive overhaul of the database to ensure that it is used lawfully and proportionately.

¹ The Gangs Matrix was set up in the aftermath of the 2011 riots by the MPS to identify those at risk of committing, or being a victim of, gang-related violence in London

A HOLISTIC APPROACH TO ADDRESSING CRIME

However, the police cannot address crime and violence alone. The causes are deep rooted, reflecting poverty, social alienation and inequality. That's why in September 2018 the Mayor announced plans for London's first Violence Reduction Unit (VRU) working with the police, councils, health services and communities. It has three strategic aims:

- Stabilising and reducing violence across London. Violence is a concern for us all and everyone has a part to play in reducing it;
- Working for a safe, united and inclusive London. London's strength lies in its young people, its diverse communities and the way people of all ages and backgrounds live and work together in the city;
- Aligning perceptions of violence with the reality. London is one of the safest cities in the world.

Led by its Director, Lib Peck, the VRU will take a long-term, public health approach to violence. It will identify and address the factors that can make someone more vulnerable to be a perpetrator or victim of violent crime. It will also ensure that communities and young people are at the heart of solutions.

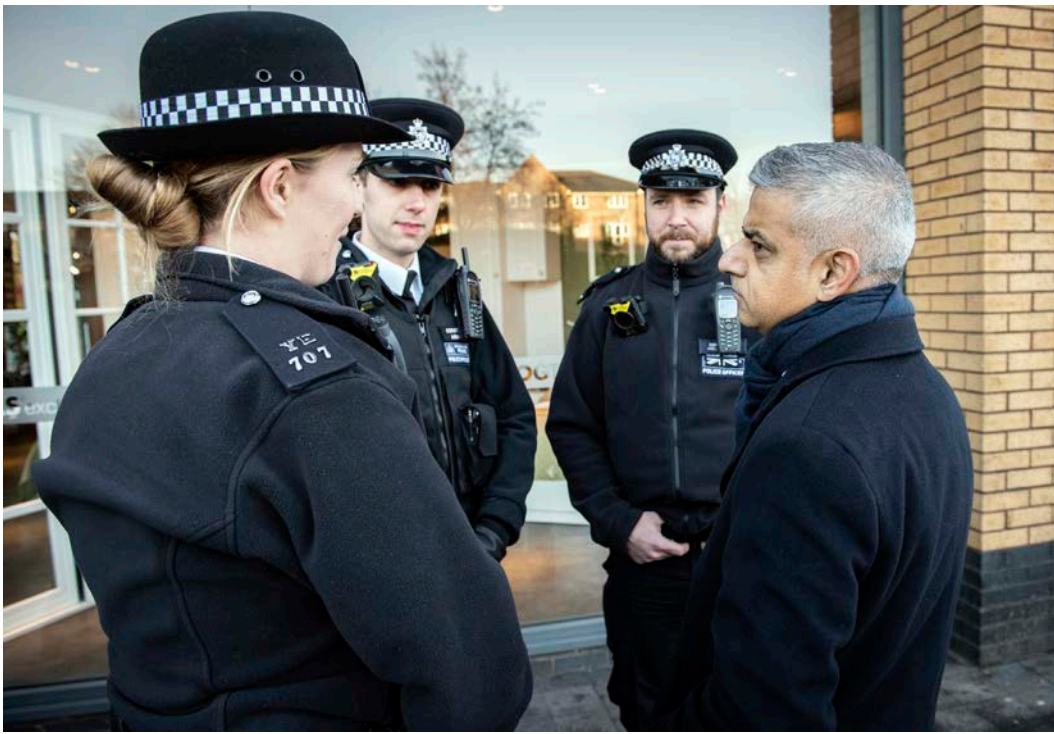
Schools have a crucial part to play in preventing young people from being sucked into a life of crime. Good education provides a strong foundation for children and young people to raise their aspirations and experience a positive transition to adulthood. In February 2019, the Mayor launched the London Early Years Campaign to raise awareness about early education for families and communities currently missing out. The campaign encourages them to help their two-year-olds play, learn and make friends through early education. Further support has been provided through the Mayor's successful Stepping Stones programme. This has helped over 1,000 vulnerable pupils to make a smooth transition from primary to secondary school. It will be rolled out to another 15 schools this year.

The Mayor believes that diversion and prevention must go hand in hand with enforcement. That is why he launched the Young Londoners Fund in summer 2018. It aims to help young people in the capital through meaningful activities and to help them make positive life choices. Through targeted investment at a local level, his funded programmes are already showing results. Thousands of young Londoners have gained skills for the future, and have access to safe spaces to share their experiences and realise their potential.

The Mayor has put victims at the heart of the justice service. In 2018-19, he delivered on key Police and Crime Plan commitments. These include the opening of 'the Lighthouse' – a specialist facility dedicated to supporting young victims of sexual exploitation and abuse; and the development of a new, integrated support service for all crime victims in London, making it easier to access support to cope and recover from their experiences. The Mayor has already invested £44m in his Violence Against Women and Girls (VAWG) Strategy. In February,

he announced a further funding boost of £15m for services delivering support to victims of VAWG.

Sadly, 2018-19 has seen more terror attacks around the world. The Mayor continues to work with police and partner agencies to protect London and deal with the hatred, intolerance and extremism that fuels terrorism. The best defence against radicalisation is strong, integrated communities. The Mayor, supported by his Deputy Mayors for Policing and Crime, and Social Integration, Social Mobility and Community Engagement, has continued to use his position to celebrate the values of equality, diversity and inclusion that make London such a great place to live; and to speak out against those who seek to divide us. Over the course of 2018-19, the Mayor's dedicated Countering Violent Extremism programme has engaged with thousands of Londoners to discuss what more can be done to prevent vulnerable people from being radicalised. The programme is due to report back on its findings and recommendations in the year ahead.



PREVENTING AND RESPONDING TO FIRES AND EMERGENCIES

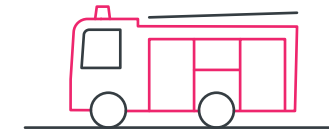
To help keep Londoners safe, the Mayor has increased the funding available to the London Fire Brigade (LFB) through the council tax precept.

The Mayor has continued to take a leadership role following the fire at Grenfell Tower on 14 June 2017. The fire was an unprecedented and tragic event. Since the fire, the Mayor has been a vocal campaigner on the need for the government to fund remediation work on the private blocks identified as having dangerous cladding. Over the last year, the LFB has continued to support the Public Inquiry and the police investigation into the fire. The brigade has been making changes to its ways of working to help prevent another community suffering in this way.

Last year, firefighters visited over 82,000 London homes to give fire safety advice; undertook over 1,000 visits to the most vulnerable residents as part of new safety pilots in the boroughs of Islington, Merton, Ealing, Greenwich and Waltham Forest; and worked with building owners and local authorities to ensure the correct interim measures are in place where ACM cladding is present.

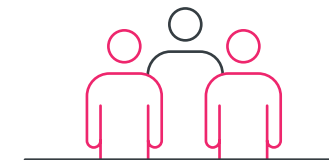
82,000

London homes visited by firefighters for fire safety advice



1,000

visits to the most vulnerable residents as part of new safety pilots



LFB has new modernised personal protective equipment, and fire hoods to protect members of the public from toxic smoke for up to 15 minutes. LFB is a modern and efficient service that continues to have one of the fastest responses in England. On average, the first fire engine arrives in just over five minutes, and a second in just over six and a half minutes.

The LFB has also been driving forward reforms to ensure that its workforce better reflects London's population. Its targeted 2018 recruitment campaign attracted over 800 women applicants. It has also completed research on barriers preventing black, Asian and minority ethnic (BAME) representation and launched outreach work to engage underrepresented groups. As a result, new apprentice firefighters are now joining the brigade from communities across the capital.

To help reduce the risk from fire, the Mayor supports LFB's campaigns. Examples include the Total Recalls campaign, which calls for improvements in the safety of white goods. This has secured new commitments from central government. He continues to advocate for greater use of sprinklers in the homes of vulnerable people, all residential blocks over 18m tall, and in schools. This has generated high profile media coverage and a parliamentary debate.

LONDON RESILIENCE

The London Resilience Partnership (LRP) works to ensure that London continues to be a world-leading city for resilience, a priority for the Mayor. Through the LRP, the Mayor has acted to prepare for, and respond to, a number of potential risks. These include a potential no-deal Brexit, cold weather incidents, severe drought, high-profile events, and terrorist attacks.

The Mayor started the Counter Terrorism Preparedness and Societal Resilience project to harness the benefits of collaboration between international partners. The aim is to identify lessons, share experience and develop arrangements for preparedness and societal resilience in relation to terrorism. The Mayor also launched a partnership with 100 Resilient Cities to develop London's first Urban Resilience Strategy. This will enable the capital to more effectively respond to the physical, social and economic challenges it is likely to face.



Chapter 2

Homes for Londoners



HOMES FOR LONDONERS

As someone who grew up on a London council estate, the Mayor knows how important council housing is for Londoners. As Mayor, he has been determined to bring real change for Londoners. Last year his programme started constructing more new council homes than London has seen in any year since 1984-85.

This is the first time City Hall has had a dedicated council homebuilding programme. Through it, the Mayor has awarded £1bn funding to 27 London councils. This will enable them to build over 11,000 new council homes for social rent over the next few years. The programme has also enabled the Mayor to introduce his 'ringfence' for Right to Buy receipts. Through this new approach, councils are helped to reinvest the money in new council housing when tenants buy their home.

The Mayor's council homebuilding efforts are part of his wider Homes for Londoners programme, which also supports housing associations to build homes for social

rent and for first-time buyers. It is funded by £4.8bn he secured from central government. Last year, through the programme the Mayor beat his own target from the year before, by starting 14,544 new affordable homes. This included a record number of homes for social rent and was double what the previous Mayor achieved in his final year in office.

The Mayor has been growing the capacity of his Homes for Londoners team to buy land for new affordable housing. This will help councils and housing associations to go even further. Through a mix of revolving funds from City Hall's budget and cash from the government, the Mayor has a Land Fund of over £730m. He has already put this to good use on several sites across London. This includes brokering an agreement with Peabody housing trust to buy the former Holloway prison site from the Ministry of Justice. They have committed to build around a thousand homes there with 60 per cent affordable.

When building homes, the Mayor also knows how important it is to involve Londoners in decisions and to earn their trust. That's why he introduced a new condition for any large estate regeneration that involves the demolition of existing homes. These projects can only access his funding if there has been a positive ballot of residents. So far, six ballots have taken place across London, all of which have seen majorities vote in favour.

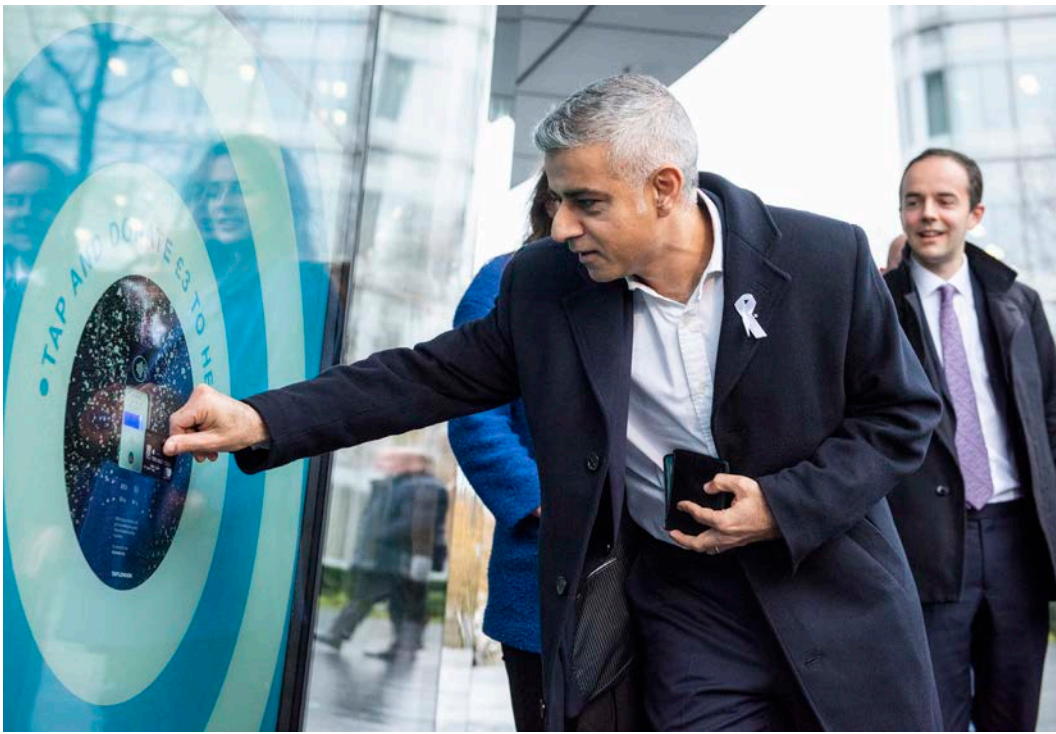
The Mayor's policy on estate regeneration was developed by his Deputy Mayor and housing team working closely with tenant and resident groups across London. Likewise, the Mayor's team discussed his response to the government's social housing green paper with tenant groups in London. In his response, the Mayor called on the government to make sure tenants' voices are heard. He has also started recruiting for his London Housing Panel – a new structure to help organisations in London input into his housing policies. He has also launched a new £38m fund for community-led housing.



Building new homes is of course vital. However, the Mayor also wants to help improve conditions for London's 2.4 million private renters. This group is one of the worst affected by the housing crisis. City Hall has no statutory powers in the private rented sector. Despite this, the Mayor's London-wide Rogue Landlord and Agent Checker has already been used almost 100,000 times by Londoners since its launch last year. All London councils have agreed voluntarily to be part of it too.

But the Mayor knows that to properly overhaul the private rented sector will require government to update legislation that is unfit for purpose. Along with private renting campaign groups, the Mayor has been pushing the government for change. He has won their agreement to ban letting fees for tenants and to scrap section 21 'no fault' evictions. He is now developing proposals for a system of rent control for London, and once published he will push ministers to adopt them too.

"The Mayor is now developing proposals for a system of rent control for London."



The rise in homelessness and rough sleeping across the country in recent years is a national disgrace². Government cuts to welfare and services for the vulnerable have forced people onto the streets. This year, Crisis³ found that the end of private tenancy was the leading cause of homelessness in England. This is a national crisis, and the Mayor believes we must do all we can to help homeless people off the streets of London. That's why this year he has doubled City Hall's rough sleeping budget to over £18m – up from £8.5m the year before he was elected.

This extra investment has enabled the Mayor to double his street outreach team. He has also been able to expand services to help people come off, and stay off, the streets. In the last quarter, his frontline rough sleeping services helped a record 1,458 people. That is more than ever before, and up from 1,085 for the same quarter last year. Through agreement with all London's councils,

2 <https://www.crisis.org.uk/ending-homelessness/homelessness-knowledge-hub/homelessness-monitor/>

3 <https://www.theguardian.com/society/2018/nov/22/at-least-320000-homeless-people-in-britain-says-shelter>

the Mayor now triggers winter shelter opening London-wide whenever it is freezing in any part of the capital. Under the previous Mayor's policy, three consecutive days of sub-zero temperatures had to be forecast before they opened.

But despite this progress, more and more people are being forced into homelessness. This is due to central government's failure to reform private renting, their failure to invest in enough social housing, and their cuts to welfare and services for the most vulnerable. The Mayor is clear the government must stop ignoring this: they must address the root causes of homelessness or it will never end.

At the same time, the Mayor has made record progress in building council and social rented housing. However, London needs a step change in powers and investment from central government if the housing crisis is ever to be fixed. Over the last year, the Mayor has kept fighting for what London needs. He will not stop until all Londoners have a decent, safe, and affordable place to call home.

Chapter 3

A greener, cleaner London



P Resident permit holders only
F Mon - Sun 8.30am - 8.30pm

NOTICE
Parking Suspended

From: _____
Until: _____
Place: _____
Reason: _____
Ref: _____

TEL: 030 7827
No wait
No load

No Dogs
No dogs allowed

The Mayor has made major strides in delivering his commitments to make London a cleaner and greener city in 2018-19. After extensive consultation, in May 2019, the Mayor published the final version of his London Environment Strategy (LES). For the first time, this strategy brought together policies on every aspect of London's environment. It set out the Mayor's plans to reach a number of long-term ambitious targets. These include making more than half of London green, and making London a zero carbon and zero emission city by 2050. There is no doubt these are challenging targets. However, to make London a healthy and fairer place to live, they must be achieved. The Mayor has therefore kick-started a number of shorter-term actions to put London on track to meeting these targets. Many of these have been successfully completed, or are well underway.

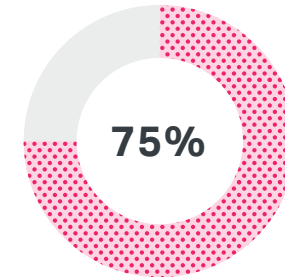
In particular, the Mayor made big progress in rolling-out actions to clean up London's dangerously polluted air. As a sufferer of adult-onset asthma, he is only too aware of the public health crisis caused by air pollution. This crisis is causing the early deaths of thousands of

"As a sufferer of adult-onset asthma, the Mayor is only too aware of the public health crisis caused by air pollution."

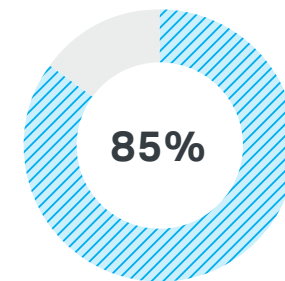
Londoners every year. It also plays a role in a range of health problems, like heart conditions, that affect people for the rest of their lives.

The Ultra Low Emission Zone (ULEZ), the world's toughest vehicle emissions standard, was launched in central London in April 2019. This follows lots of groundwork the previous year. The programme to clean up London's polluted buses continued too, with a further 1,683 buses retrofitted. All central London buses, and 75 per cent of the whole bus fleet, now meet or exceed the new ULEZ emission standards. A further five of 12 Low Emission Bus Zones were also introduced, bringing the total to seven. These are reducing NO_x emissions from buses by more than 85 per cent. No double decker diesel buses have been bought since the start of 2018.

The Mayor also acted to take the most polluting taxis off the roads. Thanks to new licencing rules there have been 1,400 zero emission capable taxis licenced this year. The Mayor has also helped to deliver a further 75 rapid charging points, bringing the total number he has installed to 175.



**of the whole London bus fleet
now meet or exceed the new
ULEZ emission standards**



**reduction in NO_x emissions
from buses**

Thanks to these measures and pre-compliance, the ULEZ has already had an impact. NO₂ concentrations at roadside monitoring sites in the zone have fallen by around 20 per cent. To help Londoners further prepare for the ULEZ, the Mayor announced £48m in funding for scrappage. This includes £23m for micro businesses and charities and £25m for those on low incomes.

To help make London greener, the Mayor is delivering a major tree planting programme. This is part of his plans to make London the world's first National Park City. In 2018-19, the Mayor directly funded the planting of at least 106,000 trees. Of these, 79,000 were planted as part of London's biggest ever mass tree planting. The Mayor also held London's first ever National Park City week in July 2018. It featured over 300 events which helped Londoners to explore London's green spaces and get involved in greening their neighbourhoods.

The Greener City Fund helps create new, and improve existing, green spaces in the London. It has already supported 54 local groups with £1.1m to improve local green spaces including 14 projects greening school grounds. A further £1.2m was awarded in 2018-19 to 78 community groups to create and improve green spaces. These include 29 projects to green school playgrounds to reduce children's exposure to air pollution.

The Mayor continues to act to reduce waste in London and increase recycling rates. Unnecessary plastics can end up as litter in our waterways and make their way into our seas. To help reduce this, the Mayor installed 20 water fountains across the city, the first in a new programme of fountains. These will allow people to refill bottles when on the go, instead of using single use plastic bottles. The Mayor also announced a partnership with Thames Water to install even more fountains over the coming years.



Last year was also a vital turning point for climate action in London. In December 2018, the Mayor was one of the first UK political leaders to declare a climate emergency. He released one of the world's first zero-carbon city plans that was independently assessed by C40⁴ to be compatible with a 1.5-degree pathway⁵. The Mayor continued action on this plan, with his Warmer Homes programme helping over 580 households install energy efficiency measures. Hundreds more are in progress. By April 2019, the RE:NEW programme had supported organisations to install energy efficiency measures in over 5,200 homes. By the end of December 2018, the Fuel Poverty Support Fund also assisted almost 1,500 low income households to access support. It had referred 830 home energy visits to provide in-home advice and smaller energy efficiency measures. In 2018-19, the Mayor also issued the tender for the delivery of his energy supply company.

- 4 C40 is a network of the world's megacities committed to addressing climate change. C40 supports cities to collaborate effectively, share knowledge and drive meaningful, measurable and sustainable action on climate change.
- 5 According to IPCC, a collection of the world's leading climate scientists, preventing an increase in global temperature above 1.5C will avoid the worst impacts of climate change. <https://www.ipcc.ch/sr/>

This was an important progression of his plans to offer fairer energy prices for all Londoners, especially the fuel poor, as soon as possible.

The Mayor also ran Solar Together, a group-purchasing scheme. It has helped over 630 Londoners to buy solar panels with a cost reduction of up to 35 per cent. He also launched a new £500m fund to invest in carbon reduction and energy efficiency measures in London. This will support even more low carbon measures to be installed and is the UK's largest ever dedicated investment fund of this type.

Chapter 4

Business, innovation and economic fairness



AN ECONOMY THAT WORKS FOR ALL

The Mayor wants all Londoners to have access to the kind of opportunities the city gave him. He is the son of a bus driver and grew up on a London council estate. He went on to become a successful solicitor, MP and then Mayor of London.

But London's economic growth and success has left many Londoners behind. That's why the Mayor's Economic Development Strategy, published in late 2018, has set a new agenda for 'good growth'. This is growth based around the principle of an economy that works for all Londoners, underpinned by London's values of fairness and inclusivity. The strategy identified seven priority sectors of the economy that will bring wider benefits to the city. London's upcoming Industrial Strategy will go even further in setting out his inclusive growth ambitions – presenting a more targeted approach to London's inclusion challenges.

Many businesses around London are already striving to do the right thing. For example, over 1,500 now pay the London Living Wage – that's a rise of 50 per cent since 2016. The Mayor wants to recognise the best employers and encourage others to go further. That is why in May 2019 he launched his Good Work Standard, a new benchmark for good employment practices. Under the Mayor, the London Living Wage, which sits at the heart of the Good Work Standard, is rising to over £10 an hour. He will continue to promote it as the key measure of fair pay in London.

BREXIT: AN UNCERTAIN FUTURE

Brexit has loomed large over London's economy over the last year. It poses a threat to our ability to access the skills and workers our economy needs and has an impact on foreign direct investment. The negotiations have also caused uncertainty for business.

Throughout the Brexit process, the Mayor has been clear on what he believes the government's priority should be. That is to protect jobs, growth and the rights of the one million Europeans who live in London. To do so, he believes the only fair way forward is a public vote on a final deal. Staying in the EU must be an option on the ballot paper.

With his London Resilience Forum partners, the Mayor's taken steps to ensure London is prepared if the UK leaves the EU with no deal. For example, working with businesses in the food and hospitality sectors to protect the UK's food supply in this scenario. He is also helping business owners to access support through the Brexit Business Resource Hub. In addition, the Navigating Brexit for SMEs programme is offering face to face support.

"The Mayor's taken steps to ensure London is prepared if the UK leaves the EU with no deal."

THE MOST PRO-BUSINESS MAYOR YET

The Mayor promised to be the most pro-business Mayor ever and has met with key business leaders over the past year. It is a vital part of his work to ensure London continues to be the best place to do business in the world. This has included banging the drum for London on overseas trips to Berlin, Paris and Dublin. The aim is to show the rest of Europe that London is still open to business and talent. He has worked closely with his Business Advisory Board and the city's major business representative bodies. This ensures that industry concerns on a number of issues including Brexit, immigration and policing are reflected in discussions with government.

It's vital that we promote London as a destination for investment, talent, tourism, with opportunities to study at our brilliant higher education institutions. That's why the Mayor has provided extra funding for London and Partners (L&P), London's promotional agency. This will help to expand its presence overseas, in five key markets - Paris, Berlin, Bangalore, Shenzhen, Chicago, and



Toronto. In 2018 alone, L&P contributed £199m in GVA across their business workstreams. From 2019 the Mayor has, for the first time, given L&P the remit and funding to begin promoting London to a domestic tourist audience.

As a former partner in a law firm, the Mayor knows how challenging it is to run and grow a small business. London has well established and world-leading financial and professional services. Today it is becoming just as renowned for its unique start-up ecosystem and attractiveness as a hub for innovative new businesses. This includes key growth sectors such as tech, life sciences, creativity and low carbon.

The Mayor wants to support our city's entrepreneurs to succeed in starting and growing their businesses. This will help create the jobs of the future and contribute to London's prosperity. Through the London Growth Hub business support initiative, he has engaged with over 1,700 small businesses. It has provided property advice, mentoring, guidance on Brexit preparedness and a range

of other support programmes. He's also invested £22.9m and attracted a further £153m of investment in London's most innovative start-ups through the London Co-investment Fund.

In addition, the Mayor has been working to support the sectors that keep London functioning and are particularly vulnerable to economic shocks. That is why last year he published the London Food Strategy. It highlights the importance to our economy and to Londoners' life chances of creating a healthy, sustainable food system. Food contributes almost £20bn each year to London's economy, and provides ten per cent of jobs in our city.

LONDON: AN INNOVATION POWERHOUSE

London has a growing reputation as a global hub for science and technology. Reflecting this, the Mayor is introducing policies and programmes to ensure both business and Londoners can make the most of our leadership in innovation. His new Smarter London Together Roadmap was launched in June 2018. It looks first to build the city's capability for innovation through championing user-centred design, data-sharing, digital connectivity, skills and collaboration. The roadmap and open report card were developed by London's Chief Digital Officer together with citizens, civil society and the tech community during 2018. It follows 80 public events and an online discussion with citizens on how data can be used for public benefit.

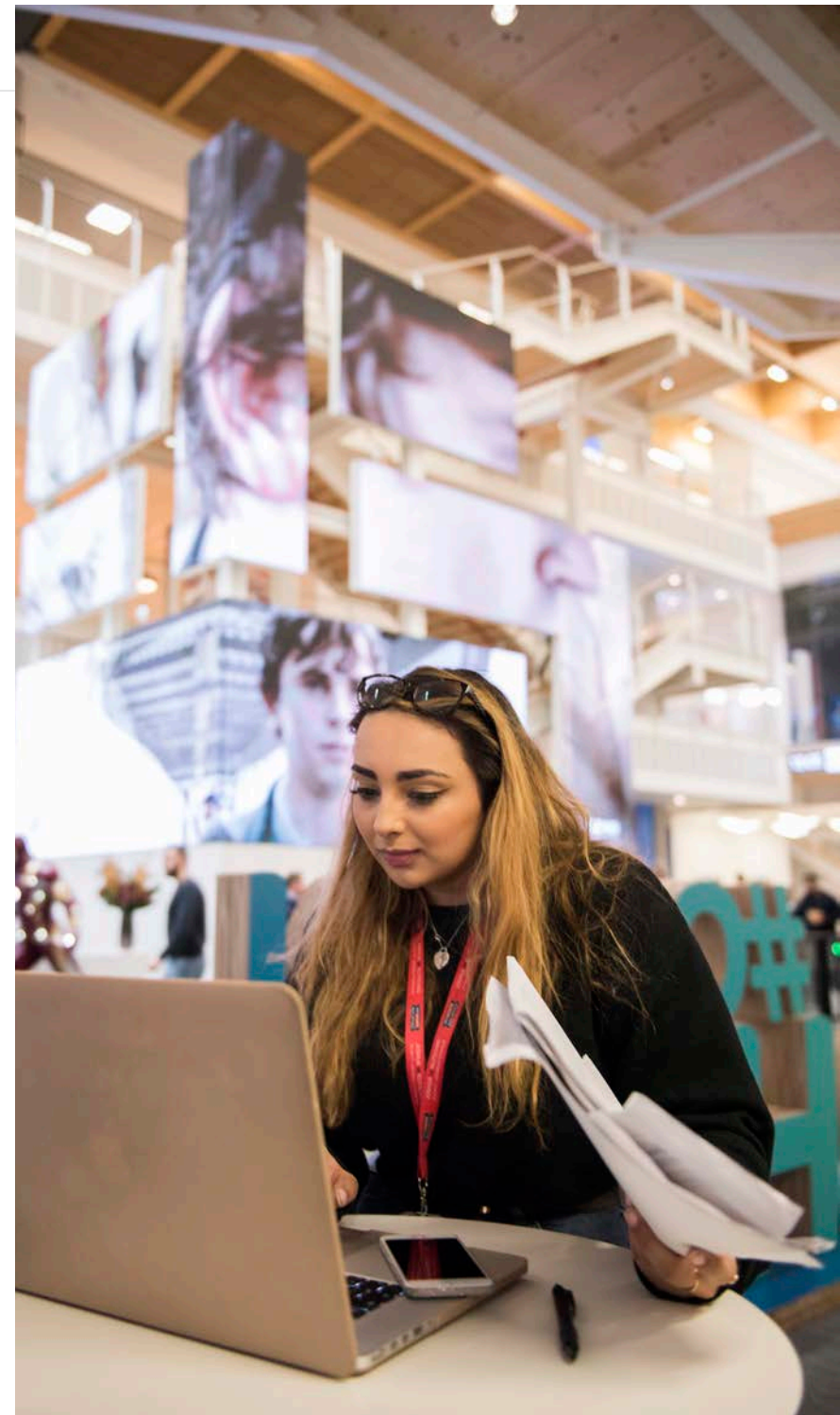
The Mayor has developed a new Technology for Business Service too. This will reach out to small firms and help them to adopt productivity-boosting technologies like Artificial Intelligence (AI), that big businesses already use. He's also provided grant funding to MedCity to promote and grow London's life sciences sector. This will support over 200 client businesses.

In 2018, he launched the first Mayor of London's Civic Innovation Challenge programme. It invites London's most innovative new technology companies to partner with major businesses and public sector organisations. The aim is to co-design solutions to some of the key challenges our city faces across inequality, climate change and our ageing population.

Improving our digital connectivity is vital both to London's global competitiveness and to ensuring that all Londoners can access opportunities in an online world. The Mayor launched the Connected London programme in June 2018. The Connected London team work to enhance connectivity by coordinating work across 33 local authorities and infrastructure providers. This will make London more attractive for potential investors to provide the £7bn plus needed to deliver full fibre and 5G. London possesses a unique strategic opportunity to boost fibre connectivity to the home through the Transport for London (TfL) Connected London network. Last March, a group led by the Mayor and eight London boroughs won £8.5m in funds from

the Department for Digital, Culture, Media and Sport. This is for work in central London. Since then, the Greater London Authority (GLA) and London Councils have invested £15.4m through the Strategic Investment Pool.

In partnership with London Councils, the Mayor has launched a new city-wide function - the London Office of Technology and Innovation (LOTI). This will create capacity for collaboration on digital, data and technology across London's public services. LOTI will address the issue of how best to share and scale the best digital products and services across boroughs.



Chapter 5

An affordable, modern and accessible transport network



The Mayor is delivering on his commitment to provide an affordable and modern transport network that works for all Londoners. With his father driving London buses, the Mayor grew up understanding the vital role of public transport in extending opportunities to all Londoners.

The Mayor continues to make travel more affordable for millions of people. Fares on TfL services have been frozen for a third year – at a time when National Rail fares have increased by 3.1 per cent. The Mayor's Hopper fare enables passengers to make as many journeys as they like on buses and trams for £1.50 within one hour of starting their journey. It celebrated a major milestone in May 2019, with more than 300 million Hopper journeys made to date.

While keeping fares frozen, TfL has also been able to make major improvements to the transport network. The frequency of Tube services on the Jubilee and Northern lines has been increased, as has capacity on peak time trains on the Docklands Light Railway (DLR). There has also been progress on introducing

new signalling on the Circle, District, Metropolitan and Hammersmith and City lines. Once completed, this will improve 40 per cent of the Underground network.

These improvements are being made despite TfL having experienced unprecedented cuts to its operational funding from the government. London will become one of the only major world cities to run a public transport network without central government subsidy for day-to-day running costs. The Mayor has overseen TfL's transition to a more efficient organisation. TfL's budgeted operating deficit of £968m in 2018-19 was almost halved by the end of the year as a result of tight financial management.

The Elizabeth line will be the single most significant new public transport infrastructure in London for decades. The Mayor was deeply frustrated about the delay announced by Crossrail Ltd. in August 2018. Millions of Londoners had been looking forward to the opening of the Elizabeth line through central London at the end of 2018. The Mayor and TfL have worked with

the government to agree a financing package to meet the additional capital cost. There is now a new leadership team in place at Crossrail Ltd. focused on safely opening the Elizabeth line as quickly possible.

Good progress has been made in delivering the Mayor's Transport Strategy, which was published in March 2018. This sets out his ambitions to transform London's streets, improve public transport and create opportunities for new homes and jobs. As part of this, he is investing £2.3bn over the next five years to make London's streets safer and more pleasant places for everyone.

In July 2018, the Mayor launched London's first ever Walking Action Plan. It sets out how to make walking the most obvious, enjoyable and attractive means of travel for short trips. The plan, supported by Public Health England (PHE) will make London the most walkable city in the world. It aims to increase the number of walking trips by one million by 2024.

Levels of cycling are forecast to increase by some 40 per cent by the end of TfL's most recent five-year Business Plan. That's an average of 1.2 million journeys each day. In response, the Mayor and TfL unveiled, in December 2018, ambitious plans to boost cycling in London.

The Cycling Action Plan sets out to create a unified cycle network across the capital, including new infrastructure that will make cycling easier, safer and more accessible. So far, over 140km of new routes have been delivered for cyclists in London. The Mayor has more than doubled the amount of protected space for cycling inherited from the previous administration, with much more on the way.

Safety is of paramount importance, and the Mayor is committed to eliminating death and serious injury from London's transport network by 2041. The Mayor's Vision Zero Action Plan, published in July 2018, sets out his approach with specific focus on improving the safety of the road network. Plans include lowering speed limits on TfL roads where people are most at risk. In addition, he will fast-track improvements at several locations identified in the Safer Junctions programme to reduce danger.



TfL is also rolling out a world-leading Bus Safety programme to improve safety across the bus network. The aim is to drastically reduce the number of people who are killed or seriously injured in, or by, London buses. From this year, TfL's Bus Safety Standard means all new London buses will include a range of new safety measures. For example, speed-limiting technology and slip-reduction measures.

When he was elected, the Mayor was clear that he would open the Night Tube. This now runs on the Victoria, Central, Jubilee, Northern and Piccadilly lines, as well as London Overground. Over 30 million journeys have been made on the Night Tube and Night Overground already. Research to mark the second anniversary of the Night Tube in August 2018 shows it contributed millions more to the economy than first forecast.

The Mayor recognises that at the heart of the capital's transport network are the hardworking people who keep the city moving day and night. Trade unions play a vital role in ensuring Londoners are treated fairly at work, as well as making workplaces safer and more productive.

The Mayor continues to deliver on his commitment to improve relationships with the transport unions. Since becoming Mayor, the number of days lost to strikes on the Tube has fallen by 67 per cent, compared to his predecessor.

All of this shows how the Mayor's delivery on transport is helping to create a fairer, greener, healthier and more prosperous city.

Chapter 6

Cultural capital



London is a global city, rich in culture and one of the world's great hubs for creativity. The capital's creative industries generate £52bn every year. That's why the Mayor believes that culture and creative industries are vital to our city's success and Londoners' wellbeing. They also play a big part in attracting people to the city to live, work and visit.

The Mayor's Culture Strategy, 'Culture for All Londoners' was published in December 2018. It is built on the principle that every Londoner should feel that the capital's artistic riches and diverse heritage belong to them. Yet only a third of Londoners feel they make the most of culture on their doorstep.

The Mayor believes culture has the power to inspire Londoners and transform their prospects. Involvement in culture can help steer young people away from crime, and towards education and employment, improving life chances. That's why he has launched new flagship programmes so that more Londoners can experience and create culture on their doorstep.

"Involvement in culture can help steer young people away from crime, and towards education and employment."



This year, the Mayor is delivering the first ever London Borough of Culture in Waltham Forest. It is inspiring young people and celebrating world-renowned local heroes like Damon Albarn OBE, lead singer of Blur; artist Zarah Hussain; composer and producer Talvin Singh OBE; and choreographer Matthew Bourne OBE. At the free opening weekend, 70,000 people came together, of which a third were from BAME backgrounds.

Culture Seeds is the Mayor's £1m micro-grants programme for community-led cultural projects across London. It has supported 90 grassroots projects across London with £392,742 in funding this year.

London's cultural infrastructure is under pressure with a great number of grassroots venues lost over the past decade. At the same time, creative communities are at risk of being priced out of the city. To help counter this, the Mayor is supporting, saving and sustaining cultural places that communities value. He delivered London's first ever Cultural Infrastructure Plan, the largest of its

kind, with a new open-source online map which captures our cultural riches. He has set up a Culture at Risk office which has supported over 350 cases since its inception in 2017.

He is delivering the UK's first six Creative Enterprise Zones. These will create 3,500 jobs, 1,000 training opportunities for local residents and 40,000 square metres of affordable workspace. And, this year, he established a new Creative Land Trust which aims to secure 1,000 affordable workspaces to support creatives to thrive.

He also created a new and more ambitious vision for East Bank, the culture and education district at Queen Elizabeth Olympic Park (QEOP). It will bring world-class institutions to east London. For example the BBC, Sadler's Wells, the Victoria and Albert Museum (V&A) in collaboration with the Smithsonian Institution, University College London (UCL) and University of the Arts London's (UAL) London College of Fashion. The Mayor has invested

£70m in a new home for the Museum of London at West Smithfield. This will enable it to display more of its large collection, double the number of visitors and reach every schoolchild in London. The Museum has already raised a further £26m, and engaged with 150,000 young people this year.

One in six jobs in London are in the creative economy and creative jobs are growing four times faster than the economy average. Creative jobs are less likely to be automated, meaning this sector will support jobs that are more resilient in the future. However, the workforce is far from representative of London's population.

That's why the Mayor is championing and investing in a diverse creative workforce for the future – particularly aiming to increase representation from BAME groups. He supported the first Theatre Diversity Action Plan with BECTU, the UK's media and entertainment union, along with 100 theatres. The Mayor invested in Film London's Equal Access Network, which unlocks jobs in film and TV to those from underrepresented groups. For music,

he has supported industry mentoring for BAME women music makers. He has also delivered Gigs, the largest young people's free music festival, to an audience of one million.

He continues to run the Fourth Plinth Schools Awards competition with schools from all 33 boroughs. Last year, more than 3,600 young people took part. He is also patron of the London Music Fund which provides music tuition to talented young people from low income backgrounds. Some 62 per cent of scholars come from BAME backgrounds.

The Mayor supports the Creative Industries Investment programme. This delivered £494m in new sales, exports and inward investment for film and TV, design, fashion and games this year.

He published the landmark 'London at Night' report. This comprehensive new study by City Hall and the Night Time Commission is a first for a global city.

The report revealed that 1.6m Londoners – a third of the capital's workers – usually work evenings and nights. It also showed that jobs in the night-time industries are growing faster than the wider economy. The Night Time Commission published their report with ten recommendations which the Mayor will respond to and take forward. He developed a Women's Night Safety Charter to make London safer for women at night.

The Mayor also led, and published, the 2018 World Cities Culture Report along with 38 world capitals. It includes the most comprehensive data on cities and culture and champions leadership in urban policy globally.

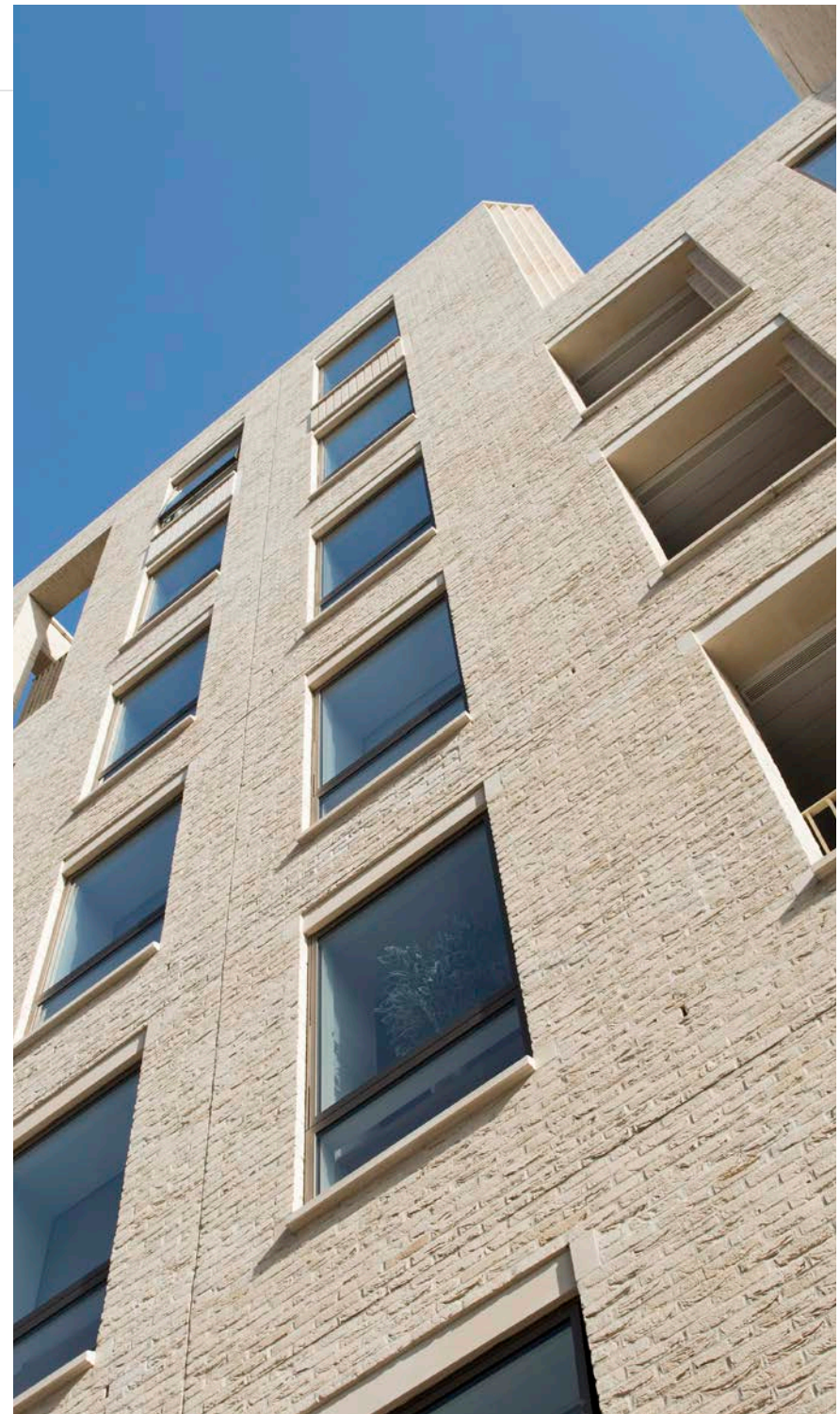
London's culture and creativity are admired the world over, but there is much more to do. The capital's culture must reflect who we are, shape our city and help us address difficult issues. These range from tackling loneliness and isolation to preventing crime and forging stronger communities.



Chapter 7

Planning, regeneration and infrastructure

Over the last year, the Mayor has made a big impact on the development of London's buildings, streets and places. He has used his planning powers to deliver change through more well-designed, affordable homes for Londoners. He has also used his wider influence to ensure that London's future development works for all Londoners and businesses. By investing in projects and schemes to improve communities and local areas across London, he's making life in the city fairer and more fulfilling.



PLANNING

The Mayor's draft London Plan, once adopted, will provide a blueprint for how London can grow in a way that works for everyone. This includes delivering the genuinely affordable homes Londoners need. This past year, the draft plan has been through an Examination in Public, a statutory process allowing stakeholders and communities to test its policies.

Alongside this detailed planning for the future, the Mayor has used his planning powers to improve the city and deliver new homes for Londoners. He has been involved in the determination of 171 planning applications this year, 115 of which involve the delivery of new homes for Londoners. Since 2016, he has intervened in a number of key planning applications. This includes blocking eight schemes that would have been bad for Londoners. He has also protected 58 hectares of London's Green Belt and Metropolitan Open Land from development.

The Mayor used his planning powers to call in 12 schemes for further scrutiny. This is an opportunity to improve what they offered to Londoners before they get the green light. Nine of these applications have been examined at a representation hearing. From these, the call-in process has helped to deliver planning permission for 5,292 new homes. This includes 2,408 affordable homes, two new primary schools, step-free access to an Underground station and other transport improvements.

The Mayor knows that decisions about London's future development would be improved if more real Londoners could get involved in them. So, this year he's been working to create a first-of-its-kind live stream of data that Londoners will be able to use directly. He has also promised to deliver a 3D model that will be free for Londoners to use. This will help them to understand how the city is changing and how they can engage with improvements to their local areas.



REGENERATION

The Mayor's work on regeneration has continued to deliver change through real, tangible improvements that will benefit communities across London.

In December 2018, the Mayor's Good Growth Fund awarded a total of £29.8m to 33 projects. These aim to boost local economies, improve the environment and bring people together. This includes providing funding for high street improvements in places including South Norwood, arts facilities in Islington, and an advice centre in Tower Hamlets. Over its lifetime, the Good Growth Fund programme will result in 5,000 new jobs created or existing jobs safeguarded. It will also improve or create 100,000 m² of public realm.

In addition, the Mayor has continued to use the power of crowdfunding to get local community projects up and running this year. He has pledged £590,500 to support 26 community-led projects through Crowdfund London, and launched a new round of £1m funding. So far, 5,000 people have made individual pledges through the crowd. The programme has supported enterprise opportunities for young people in Barnet and waste-saving community projects in Crystal Palace, among many other successes.

INFRASTRUCTURE

Coordinating infrastructure development across London minimises disruption and saves money. This year, the Mayor has set up a new Infrastructure and Development Coordination Team (IDCT) to progress this work. His team has participated in a major study of the benefits of investment in big infrastructure such as Crossrail 2 and the Bakerloo Line Extension. It has also secured over £2.4m from the government's Geospatial Commission. This will be used to create a digital map of underground pipes, cables and other assets to help to prevent accidents and reduce disruption.



MAYORAL DEVELOPMENT CORPORATIONS

London Legacy Development Corporation (LLDC)

QEOP and its world-leading facilities celebrated its fifth anniversary this year. Twenty-seven million visitors have been welcomed to the park since it reopened after the 2012 Games. It continues to deliver homes, jobs, open space and opportunities for Londoners.

The London Stadium has cemented its role in London's sports and events scene this year. It has hosted premiership football from West Ham, Saracens v Harlequins Rugby Union, the Anniversary Athletic Games, and concerts by Beyoncé and Jay-Z, The Rolling Stones and Foo Fighters. In June, it will host the first Major League Baseball games ever held in Europe.

Over the coming years, East Bank will provide new sites for some of the most prominent names in culture and education. These include the BBC, the Victoria and Albert Museum (V&A), University College London (UCL), Sadler's Wells, University of the Arts London's (UAL) London

College of Fashion and the Smithsonian Institution. The detailed planning application for UCL East has now been approved, with start on site anticipated early in 2020.

The Mayor also continues to deliver for the young people of east London. The fourth new school in the park, the Bobby Moore Academy, opened in September. Working with local schools and employers, the Mayor has also delivered a range of skills opportunities. This has supported more than 300 apprentices and 50 interns to learn through experience in the local area.

Old Oak and Park Royal Development Corporation (OPDC)

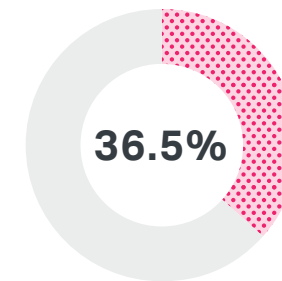
The Mayor's work to deliver one of the UK's largest regeneration projects at Old Oak and Park Royal continued to develop apace this year. The project is targeting the delivery of up to 25,500 homes and 65,000 new jobs when complete.

Since 2016, the Old Oak and Park Royal Development Corporation (OPDC) has granted planning permission for 3,476 new homes, 36.5 per cent of which will be genuinely affordable housing.

OPDC's Local Plan has been submitted for Examination in Public, and will, once adopted, shape development in Old Oak and Park Royal over the next twenty years.

And in March, a major step forward for the project came with the government's decision to award £250m of Housing Infrastructure Fund (HIF) money to kick-start development in the OPDC area. The investment will be used to assemble land, and to design and build vital roads and utilities infrastructure. That way work can begin at Old Oak North, close to the new transport 'Superhub' where High Speed 2 (HS2) and the Elizabeth line will meet.

3,476
new homes have been
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**of these will be genuinely
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Chapter 8

Skills for Londoners



SKILLS AND EMPLOYMENT

The Mayor knows the value of improving the skills of Londoners and training being available to everyone who wants to get ahead in the capital. London's £311m annual adult education budget (AEB) is being devolved in 2019-20. As such, the Mayor is determined to make sure that every opportunity is taken to help Londoners realise their potential.

In June, the Mayor published his Skills for Londoners (SfL) Strategy. It sets out his vision for skills – making sure Londoners, employers and businesses get the skills they need to succeed.

In preparation for devolution, the Mayor launched procurement of around £130m of the AEB over the next four years. This will enable him to deliver the ambitions set out in his SfL Strategy. Alongside this, he has allocated £275m to grant funded providers for the 2019-20 academic year.

“The Mayor is determined to make sure that every opportunity is taken to help Londoners realise their potential.”

For the first year of devolution, he has announced Londoners earning up to the London Living Wage can get free 19+ skills training. This will ensure that lower-paid, as well as unemployed Londoners, will have the chance to get on and succeed. He's also committed to fund free courses taught in British Sign Language (BSL) for Londoners for whom BSL is their first or preferred language. This provision was not in the previous system run by the government.

The core AEB will ensure that the skills sector can continue to deliver for Londoners. However, the Mayor has also announced a new SfL Innovation Fund. This will offer up to £13m over two years for London's skills providers to develop innovative projects that support some of the most vulnerable Londoners. The fund will help deliver immediate change from the devolved budget, while the core funding is developed over time to work better for Londoners.



Meanwhile, this year the Mayor has continued to deliver change through his wider skills programme. He announced a £1m funding opportunity as part of his £7m Digital Talent programme. This aims to give people higher-level digital skills to prepare them for the jobs market in London. It also helps to plug the digital skills shortage in London's labour market with diverse, homegrown young talent.

He also launched his £12.2m Mayor's Construction Academy programme. This will create a skilled talent pipeline to meet the capital's construction needs and build homes for Londoners.

And he invested £22m in 69 different projects across London as part of the Skills for Londoners Capital Fund. This will enable further education providers to develop the facilities and equipment they need to improve Londoners' skills levels. The fund is supporting over 10,000 learners, plus 1,200 with special educational needs, along with supporting 520 apprenticeship starts.

In addition, the Mayor published his post-16 SEND Review. This is the first supply and demand analysis of skills provision for Londoners aged over 16 with special educational needs and disabilities (SEND). His new Careers for Londoners Action Plan also set out his vision for the future of careers provision in London. It includes a promise to triple the size of the London Enterprise Adviser Network. That means it will be available to every state secondary school and college in London.

And to make sure that policy and practice line up for Londoners' benefit, the Mayor set up his SfL Board and SfL Business Partnership. It brings together key stakeholders to roll-out the SfL Strategy, inform thinking on the AEB, and identify ways of improving future skills provision in London.



Chapter 9

Fairer, thriving communities

The Mayor benefited from the incredible opportunities London gave to him. He believes it's vital that the same opportunities are available to all who live in our city. Austerity has led to a tough few years for many Londoners, particularly hitting some of the most marginalised and deprived communities. The Mayor will do all he can to create a fairer city that works for all Londoners. Regardless of who they are, every Londoner should be able to fulfil their potential and be part of the city's success. He also wants to eliminate the health inequalities between the wealthiest and the poorest parts of the city so that all Londoners can expect to enjoy more years in good health.



SUPPORTING CHILDREN AND YOUNG PEOPLE

The Mayor wants children in London to have big ambitions, broad horizons, and feel that London is open to them. From early years to employment it is often the poorest children who miss out. The Mayor is working with partners across the capital to help ensure that children and young people can shape their future.

Supporting children and parents/carers in the first years of their life is vital. The quality of early years experiences lay the basis for future success and happiness. Good quality, affordable childcare enables parents and carers, especially women, to return to work; raising their family income, strengthening the workforce and benefiting wider society. The Mayor is improving the quality of early years provision for all children, particularly the most disadvantaged, helping families find childcare that meets their needs.

To help raise awareness of early years entitlements, in February 2019, the Mayor launched his London Early Years Campaign. It encourages parents/carers of two-year-olds in London to help their children play, learn and

make friends by reaching out to thousands of parents/carers. The Mayor has also given grants to help local organisations run creative activities with families currently missing out on the offer.

The Mayor's three Early Years Hubs in Barnet, Wandsworth and Merton, and Newham, launched in 2018. They have now worked with 300 early years providers to improve the take-up and quality of early education. Over 1,000 eligible two-year-olds have received free education through the hubs.

The Mayor is supporting the early years workforce too. His new early years coaching programme is building the skills of future leaders. By developing their confidence and knowledge this pan-London scheme will improve the quality and sustainability of this sector, and in turn outcomes for children.

In March, the Mayor held a London Early Years Conference. The event was an opportunity for stakeholders from across the sector to share good

practice and challenges. It celebrated the great work happening across London and how best to support children with special educational needs and disabilities in the early years.

As children get older, communities across the city are working hard to support young people, often in tough circumstances. Youth centres, after school groups, mentoring programmes, creative projects, sport clubs and mental health services are all important for our young people. The Mayor launched the £45m Young Londoners Fund to help young people take part in meaningful activities and make positive life choices. Diversion and prevention must go hand-in-hand with enforcement in the fight against violent crime. Working alongside the VRU, the Young Londoners Fund is part of the Mayor's public health approach to reducing violence.

Over the last year, the Mayor has invested £20.5m in over 170 Young Londoners Fund projects that will reach 63,000 young people. Supporting these projects is vital at a time of such huge central government funding cuts. They provide much needed positive

activities to help children and young people, particularly those at risk of getting involved in crime, fulfil their potential. An invitation for applications for a further £15m of funding opened in May 2019 – creating many more great opportunities for young people.

Young people have been central to the design and delivery of the Young Londoners Fund, with over 150 involved in scoring applications. The Mayor is committed to ensuring young Londoners' voices and experiences are heard and shape policy. His Peer Outreach Workers are co-designing a youth participation toolkit. This will help London's youth sector to deliver the highest standard of youth engagement, participation and leadership.

The Mayor has been working closely with local communities, schools and the education sector through his VRU. He wants to learn more about what challenges they face in supporting children who are at risk of exclusion or going missing from school. Truancy and exclusion are risk factors in serious violence. Vulnerable children are also more likely to be either excluded or not attending school.



That's why early intervention and support for vulnerable young people both, in and out, of school is needed. Schools must have resources to deliver effective interventions and support those at risk of exclusion. The Mayor wants off-rolling⁶ to be banned and the cuts to early intervention services reversed. That is why he asked the Prime Minister to give local authorities more oversight and responsibility for exclusions. This will ensure a more coordinated strategic response.

Learning and education are key to social mobility. London has some of the UK's most dynamic, high-achieving schools, with the best staff and leadership. They work tirelessly to ensure that low income students in London fare better than elsewhere. Yet, more must be done to tackle persistent education challenges, so all young people can succeed. The Mayor's programmes have continued to support London schools to achieve good educational outcomes for all.

⁶ Off-rolling is the practice of removing a pupil from the school roll without using a permanent exclusion, when the removal is primarily in the best interests of the school, rather than the best interests of the pupil (Ofsted)

"London has some of the UK's most dynamic, high-achieving schools, with the best staff and leadership."

The Mayor has supported 180 more aspiring Deputy Headteachers through 'Getting Ahead London'. This scheme provides coaching to the new generation of great head teachers to ensure London's schools remain among the very best in the country. Over two-thirds of the latest participants are female and over half are from BAME backgrounds. He has also boosted support for teacher recruitment and retention through the Teach London digital campaign. In particular, the aim is to encourage trainees from BAME communities who are underrepresented in teaching.

Three-fifths of London secondary, and nearly a quarter of London primary schools, are now registered with the London Curriculum. It provides free resources to help schools explore, and connect with, the city and its cultural and scientific institutions. Last year, the Mayor published five new London Curriculum World of Work trails for primary schools and families. These will inspire children to start thinking early about careers in London.

The Mayor held an Equal Play Conference in October 2018 to champion gender equality in childhood. At the event, he launched a new Gender Action Award which will be promoted across London's schools in 2019. Over 4,000 children from more than 70 primary schools have engaged in the Mayor's award-winning 'RE:CODE London' programme. Children take on a real-life coding challenge by designing robots to help tackle some of the capital's challenges like air pollution. Responding to demand, the Mayor is running even more dedicated RE:CODE London events for children with special educational needs and/or disabilities.

More schools are benefiting from the Mayor's London Scientist programme. Already, over 5,000 young Londoners have taken part in real-life science projects gaining a nationally-recognised award. This is inspiring students underrepresented in Science, Technology, Engineering and Maths (STEM).



SOCIAL INTEGRATION

The Mayor believes that a socially integrated city is a healthier, fairer and safer city. London today is wonderfully diverse with more than 300 languages spoken here and every faith freely practised.

On the whole, we do not just tolerate one another or just accept our differences, we respect and celebrate them. Sadiq Khan's appointment as Mayor is living proof that London is one of the most forward-looking and diverse cities in the world. But our communities have been changing rapidly, inequality is increasing and at the same time our sense of social cohesion is being tested like never before. The Mayor is acting both to ensure our differences do not breed division and to build a stronger sense of unity within our cities.

The Mayor has already appointed the first Deputy Mayor for Social Integration and published London's first Social Integration Strategy, 'All of us'. This year he's gone even further, by delivering ground-breaking programmes to

bring Londoners together and make them feel part of their city. He's awarded the first phase of London Family Fund grants with nine organisations receiving a total of £390,000 funding. This follows an assessment of 270 applications. Projects are now helping hundreds of families across the capital. Londoners are being enabled to develop meaningful and lasting relationships with each other, no matter their ethnicity, disability, income or social class. They're also helping to reduce parental isolation and improve the wellbeing of children from all backgrounds.

In July, the Mayor launched 'Sport for All of Us', his Sport and Physical Activity Strategy. The Sports Unite programme is a key part of this. The £8.8m fund is investing in projects that use sport to bring people from different backgrounds together, strengthen communities, and improve physical and mental health. Grants of between £25,000 and £150,000 have been invested in sports projects that support these aims.

The Mayor launched the Workforce Integration Network (WIN) in partnership with Moving On Up. It is designed to improve pathways for underrepresented groups in the workplace. It is initially targeted at supporting young black men aged 16-24 years into employment in London. The current focus is on the construction and digital sectors, but the plan is to engage other sectors and groups in the future. The Mayor hosted the first WIN construction jobs fair targeting young black men. This was heavily oversubscribed, with over 150 attendees and 12 employers offering apprenticeships and London Living Wage jobs.

The Mayor launched the Social Integration Design Lab, with 17 regeneration projects across London chosen to take part in the programme. Through the lab, local authority teams can work with social design experts, public sector innovators and citizens. The aim is to embed social integration and design principles into public service delivery, projects and policies.

This year has been a turbulent one for many Londoners with insecure status. The Mayor has taken a stand for these Londoners - reminding the world that London is open. He allocated £20,000 to support the Windrush Justice Fund to help members of the Windrush generation access support services. In response to the threat posed by Brexit to the one million EU citizens that live in London, he launched the EU Londoners Hub. It provides information about the Settlement Scheme and European citizens' rights post-Brexit in 27 languages. The hub features an eligibility checker and an interactive map showing advice and support services available to European Londoners.

In addition, the Mayor launched a £50,000 Microgrant scheme for European outreach activities. The funding is for community groups and civil society organisations supporting vulnerable EU Londoners with help and information to stay here after Brexit. He launched a community outreach advice roadshow to ensure crucial advice and guidance was brought directly to vulnerable EU Londoners too.

The Mayor also hosted London's biggest ever citizenship ceremony. It brought together 600 Londoners to witness and celebrate 52 new British citizens at the Royal Festival Hall.

He has also welcomed secondees from civil society organisations through his innovative Citizenship integration initiative, working closely with trusts and foundations. This has helped to deliver many of these projects across London.



EQUALITY AND FAIRNESS

The Mayor is keen to build a city that works for all Londoners. He is proud of the progress we have made since 2016, but there is still much more to do. During this time of instability and social change, it is vital – now more than ever – to build strong and connected communities. The Mayor is committed to meeting the challenge of creating opportunity and prosperity for all Londoners.

London is a great city, but too many Londoners live in poverty. Londoners still experience discrimination or suffer from various long-standing inequalities. In May 2018, the Mayor published 'Inclusive London', his Equality, Diversity and Inclusion Strategy. It aims to address the inequalities, barriers and discrimination different groups of Londoners face. This year, he's focused on delivering and reporting progress against the strategy - embedding equalities in all his work and policies.

In addition to this, the Mayor has recruited 18 experts from civil society to form his Equality, Diversity and Inclusion advisory group. This will help advise, shape and hold him accountable for his work on equalities.

“London is a
great city,
but too many
Londoners live
in poverty.”

Members bring expertise in poverty and socio-economic status, disability equality, older people's equality, LGBT+ equality, gender equality and race equality. He hosted their first board meeting and stakeholder meetings are now being convened and delivered across London.

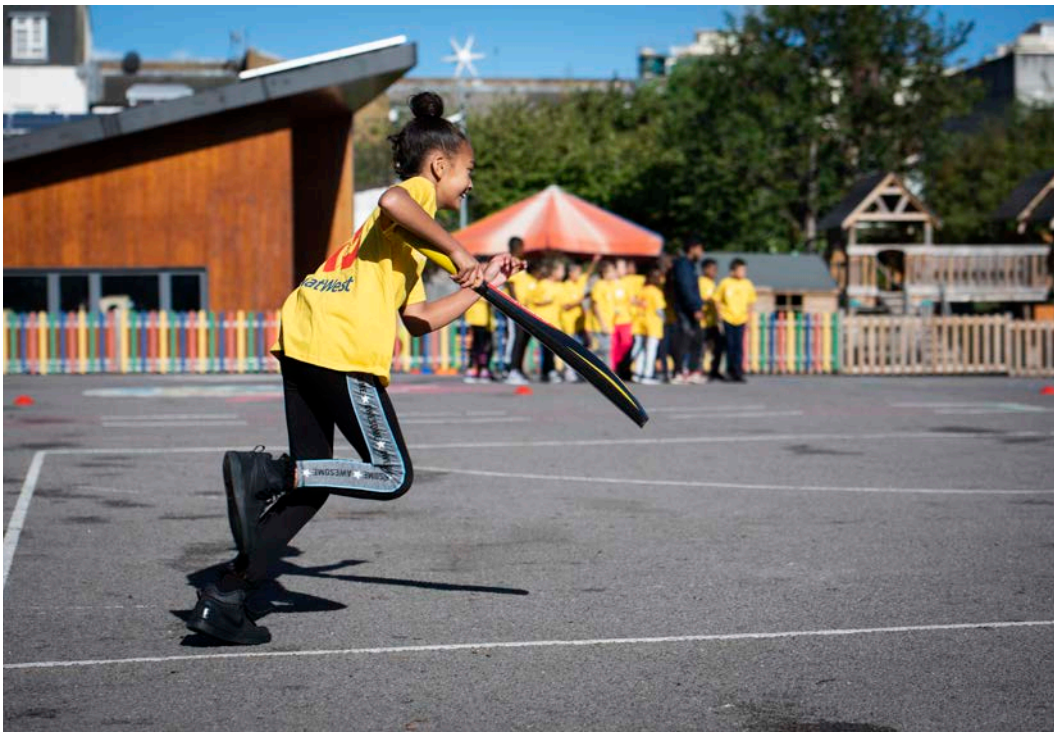
The Mayor also adopted the All-Party Parliamentary Group on British Muslims' definition of Islamophobia. This made City Hall the largest public authority in the UK to adopt it.

He signed London up to the World Health Organisation Global Network of Age-friendly Cities and Communities. This shows the Mayor's commitment to promote healthy and active ageing and a good quality of life for older Londoners.

The Mayor responded to the Social Security Advisory Committee's consultation on Universal Credit (UC) managed migration to call for changes to UC. This was successfully enacted in the autumn Budget 2018.

He called for Jobseeker's Allowance (JSA), Employment and Support Allowance (ESA) and Income Support (IS) claimants to receive a two-week run on of their existing benefits when transferring to UC. He also proposed a mandatory three-month window for ESA claimants to make a claim for UC when instructed under managed migration. Under the previous rules they would have had to request an extension from one month. The Mayor also called for all Severe Disability Premium claimants who'd already transferred to UC to be awarded transitional protection and backdated payments.

To help tackle growing poverty in London, the Mayor commissioned new research from the Child Poverty Action Group. It looks at what role schools can play intervening in tackling poverty. The work culminated in the development of a toolkit for schools which will be piloted over the coming year.



COMMUNITY ENGAGEMENT

London's communities have a wealth of experience and networks making them important partners for City Hall in understanding how the city operates. That is why the Mayor has made community engagement central to the work of the GLA. The Mayor is keen that his work reflects the aspirations and concerns of all Londoners. In particular, those who may have, historically, been ignored, or not had access to decision-making.

The Mayor has focused on ensuring London's diverse communities are heard, celebrated and visible through a series of programmes, meetings and events. He's also hosted events to highlight significant cultural and historical perspectives that are often overlooked. These included marking:

- Gypsy, Roma and Traveller History Month;
- Windrush and the Communities who followed with a takeover of City Hall;
- the 25th Anniversary of the death of Stephen Lawrence;

- UNESCO International Day for the Remembrance of the Slave Trade and its Abolition;
- Black History Month;
- Centenary of Polish independence and celebrating the London Polish Community.

The Mayor and his team have met regularly with the community affected by the tragic fire at Grenfell Tower. This engagement has informed some successful advocacy to government and other authorities. It's helped to speed up rehousing of survivors and stop potential immigration enforcement against some of those affected. His efforts have also helped widen the decision-making panel for the public inquiry so that it's more representative of the community. Thanks to his support, the inquiry will move to a more suitable location in west London for the second phase.

The Mayor and his team convened meetings at City Hall to listen to communities and families affected by the rise in violent crime. He worked with communities to mobilise and shape his new VRU.

The Mayor is acutely aware that in recent years cuts in funding have reduced front line and second tier community organisations. To help, he's looked to strengthen civic voices and improve the capacity of Londoners to act on the issues that matter to them. Following the success of last year's pilot, he launched a new bigger round of the Mayor's Citizen-led Engagement programme. This awarded 11 grants to community organisations delivering projects on: serious youth violence, trust and confidence in policing, BAME, LGBT+ groups, Deaf Londoners, health and young people in the criminal justice system, refugee, migrant and asylum seeker communities and the impact of Brexit on Londoners. This insight will continue to shape the work at City Hall.

The Mayor has also launched a large programme of work focused on improving Civil Society's data, capacity and skills. This includes London's Civil Society Leadership programme. It uses a range of tools to

build capabilities, and the capacity of leaders active in London's communities. He also launched the Community Researchers Network, which developed a pool of researchers to collect and analyse data informing GLA policy.

He recognised the contribution of volunteers and civil society at his annual Team London Awards. The awards recognise exceptional commitment to volunteering by individuals, groups and businesses. This year, Young Londoner Awards were given to young people volunteering in their communities to address youth violence and reduce crime.



ADDRESSING HEALTH INEQUALITIES

For the Mayor, health inequality is an issue of social justice. He believes all Londoners should have the opportunity to live healthy, happy and fulfilling lives, no matter who they are or where they live. His Health Inequalities Strategy was published in October. It sets out the bold steps he believes are needed to tackle the root causes of ill-health in London, particularly in its poorest communities. The Health Inequalities Strategy has five aims: healthy children, healthy minds, healthy places, healthy communities and healthy living.

The Mayor wants all children to have a healthy start in life. This year he launched his Healthy Early Years London (HEYL) programme. Already, over 1,106 early years settings are taking part to improve London's youngest children's health, wellbeing and development. His Healthy Schools programme now has 2,086 schools participating and 1,189 achieving awards, reaching 1.3 million children and their families. He also wants to help more children achieve a healthy weight, particularly in deprived communities. To help, the Mayor established the London

Child Obesity Taskforce. He is supporting their ambition to reduce child obesity by half by 2030, with a focus on reducing inequality.

The Mayor wants all Londoners to share in a city with the best mental health in the world. He is taking practical steps to ensure more Londoners feel able to talk about their mental health and support others, starting with young people. In partnership with Thrive London, he used £375,000 from his Young Londoners Fund to train over 100 Youth Mental Health First Aid instructors. They are now in place in schools across London training staff.

The Mayor wants all Londoners to benefit from an environment and economy that promotes good mental and physical health. He has put Londoners' health at the heart of policy across the GLA, from the draft London Plan and Healthy Streets framework to the ULEZ and 'junk food' ad ban. The ULEZ means Londoners, in particular children and other vulnerable people, will breathe easier and live longer healthier lives. The Mayor continues

to focus on the most vulnerable in society, with bold aims to end homeless people being discharged from hospital to the street.

The Mayor wants all London's communities to be healthy and thriving. He has engaged with Londoners on his draft Social Prescribing vision. It sets out steps to ensure that by 2028 every Londoner has access to non-medical, community-based help to improve their health and wellbeing. He also hosted the Alzheimer's Society's first Dementia Friendly summit, where he met with people living with dementia. He's committed to help make London the world's first Dementia Friendly capital.

The Mayor wants the healthy choice to be the easy choice for everyone. This includes ensuring all Londoners achieve sufficient daily activity for good health and have access to healthy food. Through his transport and food strategies, he is making it easier for Londoners to walk and cycle and is tackling food poverty. The Mayor also wants to see a reduction in harms caused by tobacco,

"The Mayor
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illicit drugs, alcohol and gambling. Supported by the City of London Corporation, he worked with partners to deliver a pan-London digital Christmas alcohol campaign. It promoted safer drinking with the aim of reducing the number of alcohol-related incidents.

The Mayor is not responsible for health and care services. However, he continues to challenge health and care organisations to deliver world-class treatment and care for all Londoners. Last year he commissioned a second report from independent experts, the King's Fund, to assess progress of the NHS's future partnership plans in London. He will apply his six tests⁷ to major transformation and reconfiguration proposals as they are published.

He also champions the health and care sector. As chair of the London Health Board (LHB), he brings together partners to drive improvements in health and wellbeing. In October, he hosted the annual LHB conference to showcase progress and achievements across London. He is involved in developing a partnership vision for making London the world's healthiest global city.

⁷ These are whether any proposed changes: Impact negatively on health inequalities and the prevention of ill health; lead to a reduction of hospital beds, have sufficient funding identified for delivery; take into account the full financial impact on local authority services (including social care) of new models of healthcare, and funding challenges they are already facing; or that there is sufficient funding from government; demonstrate widespread clinical engagement and support, including from frontline staff; and demonstrate credible, widespread, ongoing, iterative patient and public engagement, including with marginalised groups, in line with Healthwatch recommendations.

Chapter 10

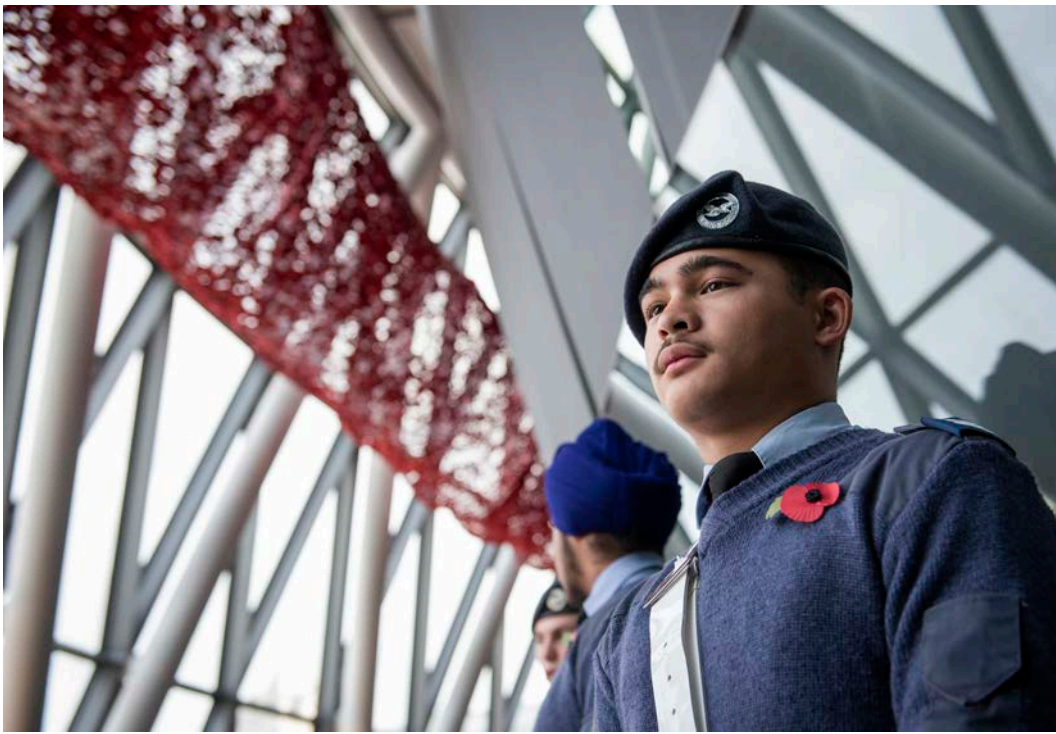
Communicating with Londoners and promoting the capital

It's vital that Londoners know about the work of City Hall and the policies and initiatives that impact their lives. External Affairs is responsible for ensuring City Hall and the GLA group engage with Londoners. It delivers major communications campaigns, digital comms, a programme of community events and festivals, and statutory events on behalf of both the Mayor and London Assembly.

The Mayor supports London's communities and celebrates their diversity through major cultural and faith-based festivals. There were five faith-based events in his programme, including Eid, Vaisakhi, Chanukah and Diwali, the Carol Service, and 13 community-focused events. These included St George's Day, Pride, Armed Forces Day, La Clave and St Patrick's Day. This year's programme also included a new format for the Liberty festival, which showcases the best of Deaf and disability arts. For the first time, in 2018 the festival took place in several sites in London's outer boroughs. In total, these events attracted almost three million people and helped promote social integration in London.

The Mayor also held additional events in 2018-19 to celebrate and support specific communities in London. This included 'Arrivals', which marked the 70th anniversary of Windrush, and a London-wide Citizenship Ceremony to welcome new UK citizens to the city. 'Arrivals' transformed City Hall into a community space. It provided a platform to tell the stories of the Windrush generation and the communities, from across the world, who've made similar journeys. The London-wide Citizenship Ceremony – held at the Southbank Centre – was the largest of its kind in London.

The Mayor also delivered his core programme of statutory consultation events, including The State of London Debate and People's Question Time (PQT). These help to ensure that Londoners can directly engage with City Hall and its work. Moving from borough to borough, PQT takes place in the heart of communities. In 2018-19, PQT was held in Islington, and for the first time ever in Bexley. These events allowed the Mayor to directly engage with nearly 2,000 Londoners.



Together with the London Assembly, the Mayor also unveiled the Remembrance Gallery at City Hall and its new semi-permanent exhibition. The exhibition highlights stories of Londoners who served in the Armed Forces or were impacted by war over the last 100 years. It marks the centenary of the end of the First World War.

The Mayor also delivered communications campaigns to engage Londoners on the issues that they care most about. This year these campaigns focused on tackling serious youth violence, raising awareness of London's toxic air and what the Mayor's doing to clean it, helping rough sleepers, promoting London amidst Brexit uncertainty, and addressing gender inequality.

The Mayor is taking wide-ranging action to tackle serious youth violence. This includes continuing to promote the message that young Londoners should not carry a knife. He is also providing positive opportunities for them to get involved through the 'London Needs You Alive' (LNYA) campaign. As of April 2019, the LNYA video had been watched over four million times. The Mayor also provided a free educational toolkit to schools, community and faith

groups. This makes it easier for them to speak to young Londoners about the dangers of carrying a knife. The free toolkit has been downloaded over 14,000 times and the toolkit webinars have been seen over 4,500 times. In addition, the Mayor launched the 'Our London Map' on london.gov.uk to promote positive after-school and weekend activities for young people across London. The interactive map features over 240 activities from some 200 organisations in the capital. It also includes projects funded by the Mayor's Young Londoners Fund. These helped approximately 3,500 young people at risk over the summer holidays. As of April 2019, it has been viewed by over 17,000 people.

One of the biggest issues facing Londoners is Brexit. As part of his responsibility to champion London at home and abroad, the Mayor continued to spread his London Is Open message. This reassures Londoners that London would continue to be a diverse, successful, open city whatever happens. He also wanted to tell the one million plus EU Londoners who've made this city their home that they will always belong here. As part of the campaign, he gave EU Londoners practical information

on the government's Settlement Scheme. This ensures they know what they need to do to stay here post-Brexit. Expert immigration advice and guidance was provided to over 1,000 vulnerable EU Londoners through the #LondonIsOpen community advice bus roadshow. Promotional activity across the campaign also resulted in 96,137 visits to the Mayor's new 'EU Londoners Hub', which has useful advice and guidance services. Overall the London Is Open campaign content was viewed almost 1.7 million times, and the #LondonIsOpen hashtag was used over 65,000 times in six months.

The Mayor also launched an air quality campaign in February to raise awareness of London's toxic air and what he's doing to improve it. It ran in the lead up to the ULEZ launch and included social media and digital out of home advertising across TfL's Underground network. The campaign content directed Londoners to our website to find out more about air pollution interventions. It had over 11 million impressions and over 14,000 unique page views on the london.gov.uk website.



The Mayor also delivered his second winter rough sleeping campaign to help homeless Londoners off the streets. It informed Londoners, via the media, email newsletters, and social media advertising, about the emergency shelters open this winter. In addition, the Mayor outlined ways in which Londoners could help. The Mayor collaborated with TAP London to roll out over 90 contactless donation points to make it easier for Londoners to support homeless charities. In total, over £270,000 was raised for the London Homeless Charities Group. The campaign also led to a record number of referrals - more than 19,000 to Streetlink, which helps connect rough sleepers to outreach services.

The year 2018 marked the centenary of the first women in Britain winning the right to vote. To celebrate this moment and push for progress on gender equality, the Mayor delivered the #BehindEveryGreatCity campaign. It was supported by government funding and included the unveiling of the Millicent Fawcett statue on Parliament Square attended by over 3,000 Londoners.

The Mayor also launched a GLA group-wide initiative to support women into leadership positions – Our Time: Supporting Future Leaders. This has already been adopted by public and private sector organisations. The campaign reached millions of Londoners and directly engaged over 500,000 Londoners through over 100 GLA or partner events. It succeeded in engaging hard to reach Londoners, such as young and BAME women, by delivering specific projects such as LDN WMN, NEXXT STEP, and Now & Next. It also engaged specific media outlets, including Refinery29, Gal-Dem, Wanna Be, Elle magazine, Glamour magazine, and Represent.

As well as engaging Londoners through events and campaigns on their priority issues, the Mayor has continued to provide relevant and engaging content digitally. This includes social media, email, and london.gov.uk. By so doing, he's been able to engage with increasing numbers of Londoners.



COURAGE
CALLS TO
COURAGE
EVERYWHERE

The number of people following the Mayor's official Facebook page and Instagram page have increased by 23 per cent and 66 per cent respectively. Across all platforms, the interaction of Londoners with the Mayor on social media has grown by 56 per cent. There has also been more use of email as a low-cost, direct method to involve Londoners in his work and publicise services. The number of Londoners opting in to receive regular email updates directly from the Mayor and other GLA programmes rose by 165 per cent.

The Mayor also made it easier for Londoners to ask him questions. The GLA's Public Liaison Unit continued to grow its social customer service. It responds to comments from the public on Twitter and Facebook , as well as to correspondence received by letter, email and telephone. As of April 2019, the team had replied to nearly 60,000 tweets, 53,000 letters and 54,000 emails from Londoners.

The Mayor also used new digital products to ensure Londoners could access the information and services they need first time through london.gov.uk. This approach has been used to improve a wide range of products. These include the European Londoners Portal, the London Flood Awareness campaign, Our London youth services map and the Young Londoners Fund application.

INTERNATIONAL RELATIONS

The Mayor is the main champion of London at home and abroad. This includes forging international relationships to promote the city on behalf of Londoners. Given Brexit, it has been vital to convey the message that London remains open to inward investment, trade, visitors, students and entrepreneurs. In addition, to highlight our continuing commitment to retain our excellent relationships with other European cities.

Over the past 12 months, the Mayor has hosted and spoken at events, met key international leaders and groups. He has represented London's interests in Brussels, and led trade missions overseas to help promote London, including three trade missions to Berlin, Paris and Dublin.

As well as promoting London internationally, the Mayor has committed to stand up and represent London's interests in the Brexit negotiations. In October, he visited Brussels to meet with key representatives involved in these, including Chief Negotiator Michel Barnier.

"Given Brexit,
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that London
remains open."



There he discussed London's commitment to retain excellent relations with the EU. He hosted a roundtable with the ambassadors of the EU 27 countries to reassure them EU nationals living in London will always be welcome. He also promised he would ensure they had access to the information they needed to secure their status ahead of Brexit.

The Mayor also continued to meet his counterparts from leading cities around the world to ensure new relationships are developed that could benefit Londoners. In the last year, he met with influential European city leaders including the Mayors of Madrid, Barcelona, Florence, Warsaw, Paris, Amsterdam, Helsinki and the Governing Mayor of Berlin. He met leaders of global cities – Party Secretary of Beijing, the Mayors of Philadelphia, Chicago and Lima, Governor of Tokyo and Sydney's Lord Mayor. He also held bilateral meetings with the President of Ghana, Portugal's Secretary of State for the Portuguese Communities Abroad and Datuk Seri Anwar Ibrahim, leader of Malaysia's governing Pakatan Harapan coalition.

In addition, in April 2018 the Mayor hosted a townhall event with the visiting Prime Ministers of Canada and New Zealand. It gave 60 young London schoolgirls from Lewisham, Southwark and Haringey the chance to discuss gender equality and issues affecting young people. They later took part in a question and answer session with the Mayor and the two Prime Ministers.

MAJOR SPORTS EVENTS

London has a long and proud tradition of staging sports events and in recent years has hosted some of the world's largest. These include the 2012 Olympic and Paralympic Games, Rugby Union World Cup in 2015, and the World Athletics and Para Athletics Championships in 2017. These major sporting events help to promote London as one of the best cities to visit, live, and invest in. They also help inspire Londoners to get involved in grassroots sport. The Mayor has committed to making London the undisputed sporting capital of the world. He will do this by attracting new major sporting events and ensuring Londoners benefit from them being held in the city.

In 2018-19, the Mayor hosted major sporting events, including the Women's Hockey World Cup, NFL International Series 2018, and the Street League Skateboarding 2018. The Mayor also screened the England v Croatia World Cup semi-final in Hyde Park. This free event was attended by 30,000 people.

The Mayor has continued to secure internationally recognised sporting events, and other events.

For example, the UEFA Women's Euro 2021 football tournament, Rugby League World Cup 2021, and the IPC World Swimming Championships 2019. These events are in addition to Major League Baseball, which will be played here for the first time this June, and Euro 2020. For the latter tournament, seven matches will be played at Wembley, including semi-finals and the final. Euro 2020 is the biggest sporting event in London since the 2012 Games, the largest in Europe and third biggest in the world.

Hosting these major international events provides real economic benefits and inspires Londoners to become more involved in grassroots sport. That's why community engagement has been a core part of these sporting events. For example, the Women's Hockey World Cup provided 2,000 tickets to schools and community groups. Providing free or low-cost tickets for major sporting events helps to help inspire Londoners. In addition, the Mayor worked with London Sport to create the Major Events Engagement Fund. This new fund ensures that each sporting event supported by the GLA engages the local community, ensuring a legacy for all Londoners.



Chapter 11

Leading by example

The Mayor's vision is a more equal and inclusive London. He wants to create a city where no one is held back because of who they are, or their background. To support this vision, in March 2018, the Mayor published, 'Inclusive London', his Equality, Diversity and Inclusion Strategy. It sets out his determination to lead by example in areas where he has direct responsibility, both at City Hall and the wider GLA group. Ten corporate objectives set out how the GLA group⁸ will lead by example. These cover workforce diversity, equality arrangements, responsible procurement, community engagement, campaigns, events and inclusive communications.

⁸ The GLA group comprises the Greater London Authority (GLA) and its Functional Bodies (FBs): London Fire Brigade (LFB), London Legacy Development Corporation (LLDC), the Mayor's Office for Policing and Crime (MOPAC), including the Metropolitan Police Service (MPS), Old Oak and Park Royal Development Corporation (OPDC), and Transport for London (TfL).



WORKFORCE DIVERSITY

The GLA group strives to be model employers with workforces reflecting London's diversity at all levels, and with inclusive and supportive workplace cultures.

This year, to support women into leadership positions the Mayor launched, 'Our Time – Supporting Future Leaders' across the GLA group. It's the biggest sponsorship initiative of its kind in the public sector. The first cohort started in September 2018, with 32 pairs taking part from across the group. A free toolkit was also published to encourage other employers to follow suit. In addition, the GLA introduced a new Premature Birth and Neonatal Care policy to support staff.

To continue to close pay gaps, GLA group organisations published their third set of gender pay gap data. This was combined with updated action plans and their second set of ethnicity pay gap data. For the first time, these were accompanied by action plans. Most GLA group organisations reduced their median gender and ethnicity pay gaps when compared with 2017. The publication of

both the ethnicity pay gap, and action plans on gender and ethnicity, go far beyond what the law requires. This underlines how the Mayor is leading the way on workforce diversity.

GLA group organisations have adopted a Diversity and Inclusion (D&I) Action Standard to frame and measure their progress on workforce diversity. Over the course of this year, they have shaped their workforce diversity initiatives to make sure they improve against the D&I Action Standard.



EQUALITY ARRANGEMENTS

Under the GLA Act 1999, the GLA must provide a statement of its equality arrangements. These include its strategies, governance and operational processes for securing equality of opportunity in each financial year, and an assessment of how well those arrangements have promoted equality of opportunity.

The ten corporate objectives for the GLA group set out in the Mayor's Equality, Diversity and Inclusion Strategy are monitored and reported in this report, published workforce reports, and data on GLA group organisations' websites. The externally-facing objectives in the Equality, Diversity and Inclusion Strategy are monitored and reported in the Mayor's Annual Equality Report.

Governance

GLA group organisations have strong governance in place to oversee and drive workforce diversity, from senior-level boards, to steering groups to committees. Many of these are chaired by the Chief Officer or senior leaders. Board, or director-level sponsors, provide

leadership on equality and diversity issues across the group. There are also dedicated staff resources to provide expertise and ensure compliance with the Equality Act 2010. For example, in 2018-19, the GLA appointed a Workforce Equality, Diversity and Inclusion Manager, London Underground established a two-year Inclusive Operational Culture Team, and TfL introduced a LGBT Allies programme.

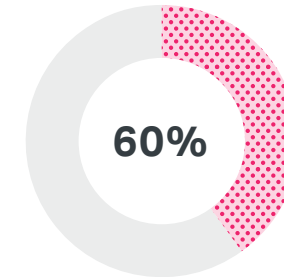
Staff networks

GLA group organisations support, and work closely with, their staff networks and advisory groups to strengthen governance arrangements for delivering equality and diversity. These provide a key voice to help shape positive improvements within their organisations. In 2018-19, both BAME and disabled staff-led networks were established at the GLA. At LLDC, a BAME 'lean in' circle was set up, and MOPAC introduced a women's staff network. TfL's six staff networks continued to thrive, with the recruitment of new leadership teams.

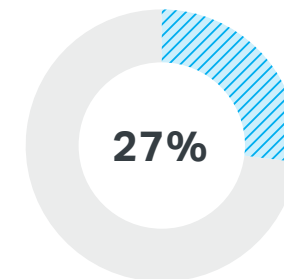
Decision-making and diverse representation

The GLA group has decision-making processes that require consideration of equality implications in the policy-making process: strategies and projects are subject to equality impact assessments, and quantitative and qualitative evidence is used to inform policy decisions.

The Mayor has the power to appoint members to a number of boards, including those of the GLA group, Mayoral Development Corporations, statutory bodies and other pan-London public bodies. The Mayor's aspiration is for boards to match the profile of the economically active population of London. He has made appointments to the non-executive boards of the LLDC, OPDC and TfL to better reflect London's diversity. TfL now has its most diverse board ever. Sixty per cent of members are women, and 27 per cent come from BAME groups. And for the first time, five out of the seven GLA group organisations are led by women.



members of the TfL board are women



members of the TfL board come from BAME groups

RESPONSIBLE PROCUREMENT

Responsible procurement means pioneering socially, environmentally and economically sustainable procurement to deliver improved quality of life and better value for money. The Mayor's Responsible Procurement Policy sets out the GLA group's plans, ambitions and commitments for ensuring continuous improvement in London. These are delivered through the group's procurement activities.

In 2018-19, the GLA group published its Responsible Procurement Implementation Plan, which sets out how the group will deliver the Mayor's Responsible Procurement Policy. This year saw 241 members of staff receive training in implementing responsible procurement; 548 apprenticeship starts in the group's supply chains (with over 47 per cent of new supply chain apprentices coming from a BAME background); and requirements to pay the London Living Wage in all relevant contracts. At present, over 4,700 workers benefit from the London Living Wage in GLA group supply chains.

COMMUNITY ENGAGEMENT

The Mayor is committed to developing stronger relationships with disadvantaged groups and excluded communities. That way policy and projects can be better informed by their lived experiences. He will also work with civil society organisations to strengthen London's diverse voluntary and community sector. Details of specific initiatives delivered in 2018-19 are highlighted in chapter 9.

CAMPAIGNS, EVENTS AND COMMUNICATIONS

The Mayor is committed to celebrating London's rich diversity and bringing communities together through high-profile, accessible and inclusive events and campaigns. In 2018-19, the GLA reviewed engagement at its core community events. One change has already been rolled out following the review - Liberty, the Mayor's Deaf and disabled arts programme has been developed into a high-street touring programme showcasing disabled arts in the heart of communities.

Queen Elizabeth Olympic Park is one of the most open and accessible parks in London. The LLDC held a range of events in 2018-19 to open up access. This includes launching the Global Disability Innovation Hub at Here East as part of the Paralympic legacy of the 2012 Games.

MOPAC continued to give communities a voice in their work. Events in 2018-19 included the London Knife Crime Summit and the London Victims' Summit. There was also a special meeting with community representatives to discuss strengthening vulnerable individuals, groups and communities against the threat of extremism. In addition, MOPAC continued to support the London Needs You Alive

"The Mayor is committed to celebrating London's rich diversity and bringing communities together."

campaign. This is a commitment in the Mayor's Knife Crime Strategy that celebrates and recognises the value of every young life in the city.

In 2018-19, LFB hosted the National Fire Cadets Games at Crystal Palace National Sports Centre to engage with young people in local communities. They also ran a programme of open days, events on the theme of 'safer heating', and took part in inclusion and equality events such as Pride London.

The Mayor and TfL continued to invest record amounts in making the capital's public transport network more accessible to Londoners. 95 per cent of bus stops are now accessible, and there are more than 200 step-free stations across TfL's network. TfL held a highly successful Access All Areas event at Excel London. It showcased the latest accessibility innovations and was aimed at people with accessibility needs and older people. Over 1,500 people attended, and more than 120,000 watched the live stream of the event.

You can find out more about the achievements of GLA group organisations against the ten corporate objectives in the Mayor's Equality, Diversity and Inclusion Strategy. This is available in appendix 4, provided as a supporting document to this report, and via the following links:

[Greater London Authority](#)

[London Fire Brigade](#)

[London Legacy Development Corporation](#)

[Mayor's Office for Policing and Crime including the Metropolitan Police Service](#)

[Old Oak and Park Royal Development Corporation](#)

[Transport for London](#)