# 38th Mayor's Report to the Assembly MQT – 20 January 2016

This is my thirty-eight report to the Assembly, fulfilling my duty under Section 45 of the Greater London Authority Act 1999. It covers the period 3 December 2015 – 6 January 2016.

# **Executive Summary**

## Conference of the Parties to the UN Framework Convention on Climate Change

On the 3 and 4 December, I joined international leaders in Paris to attend a series of events around the successful COP21 (Conference of the Parties to the UN Framework Convention on Climate Change), which saw all the world's nations united in a single agreement on tackling climate change for the first time in history. The events included the C40 Steering Committee (in my capacity as C40's Deputy Chair), the C40 Mayoral dinner and the C40 Summit. I spoke in front of 200 city leaders and met with my counterparts from around the world.

## **Bold vision for 13 new river crossings for London**

A new plan for 13 new tunnels and bridges across the Thames has been proposed as part of my vision for the future of the capital. This would increase the total number of crossings between Imperial Wharf and Dartford by more than a third, and the number for pedestrians and cyclists by nearly 50 per cent.

The proposals, which would cater for both public transport and road users, were detailed in a new strategic plan 'Connecting the Capital', which outlines how vital new cross-river transport links are in securing London's future success.

## London deal paves way to transform health care across the capital

On 15 December, alongside the Chancellor George Osborne MP and Secretary of State for Health, Jeremy Hunt MP, I set in motion the radical transformation of health and social care services across London. Outlining the first steps towards reshaping healthcare across London, the Chancellor signed a health devolution agreement with London's health and civic leaders which will allow us to begin the process of taking control of our own affairs. The agreement will begin with five devolution pilots to be launched across London.

## **European Volunteering Capital 2016 award**

I am delighted to announce that London has been named European Volunteering Capital 2016. This accolade was given to London to recognise the strong partnership working between Team London and the third sector in the capital.

#### New Year's Eve

The London New Year's Eve with Unicef fireworks dazzled more than 100,000 spectators with over 10 minutes of colour, exploding light and a soundtrack compiled from the highlights of 2015's UK music scene.

BBC viewing figures reached over 12 million and the event was also broadcast live by Sky and syndicated internationally, promoting London on the global stage and highlighting our capital's premier position.

# **Policing, Crime and Community Safety**

#### Hailing the volunteers who help to make London a safer place

On 10 December, I called on more Londoners to join the 1,200 volunteers who give up their spare time to help make the capital a safe place to live, work and visit.

Last year alone, volunteers contributed a total of 25,000 hours of their own time to help protect the welfare of people being held at police stations through custody visits, and to help monitor and review stop and search. Many volunteers also sit on Safer Neighbourhood Boards, driving forward around 200 new projects to reduce crime and help local police engage better with local communities.

There is a huge range of volunteering opportunities available for Londoners who want to get involved in engagement and oversight of local police services, helping to improve police services in their area. These include Independent Custody Visitors, stop and search Community Monitoring Groups, and Safer Neighbourhood Boards, established in every London borough, which hold the Borough Commander to account for police performance and confidence. Young Londoners can also make a contribution through the growing Volunteer Police Cadets scheme.

In recognition of their hard work, my Deputy Mayor for Policing and Crime, Stephen Greenhalgh, and MPS Commander Jeremy Burton, hosted a Reception at City Hall for over 200 volunteers to celebrate their work and thank them for the contribution they make to increasing transparency in the MPS and improving policing in London.

#### Visit to the Clink Restaurant in Brixton Prison

On 22 December, I visited the Clink Restaurant in Brixton prison. The restaurant is staffed by prisoners and aims to teach them about the hospitality industry and therefore equip them with skills that will help get them back into employment upon release.

Operated by Clink Charity, it is an excellent example of some of the work being done inside prisons to prepare prisoners for successfully resuming their lives outside prison and reducing the rate of reoffending.

#### **London Crime Reduction Board Gangs Panel**

On 16 December, my Deputy Mayor for Policing and Crime, Stephen Greenhalgh, chaired a meeting of the London Crime Reduction Board Gangs Panel. The Panel discussed the recently commissioned London Gang Exit Service, the Home Office Ending Gang and Youth Violence Programme, and the links between gangs/youth violence and child sexual exploitation.

## **Transport**

## Airport delay means Government must now look east

On 10 December, I made it clear that I believe the Government's decision to delay a verdict on where to build new aviation capacity in the southeast is a strong indication that they are beginning to realise that the obstacles in the path of expanding Heathrow are insurmountable, and that a third runway can never be built there.

I therefore urged the Government to end decades of debate by definitively ruling out expansion at Heathrow and giving proper consideration to building a bigger and better airport on one of several potential sites to the east of the capital. The evidence presented to the Government by the Airports Commission already makes it clear that looking east of London would offer the greatest economic potential and is the only feasible way of giving the country the aviation capacity it needs for the long term future.

It is clear that expansion at Heathrow airport is impossible. A three-runway Heathrow would effectively be full shortly after opening, would expose one million people to unacceptable levels of aircraft noise and risk major EU fines for air pollution. It would simply be an environmental catastrophe and would never pass the legal, political or financial hurdles in its path.

The options for a four-runway hub airport to the east of London at Stansted or in the Thames Estuary were discarded prematurely and the Government should now give proper consideration to the only feasible plan, which is to build new runway capacity to the east of London where there is the space to build an airport of the size Britain needs to compete with its European rivals.

#### New board to drive forward transformation of Euston station

On 18 December, I agreed to work with the Secretary of State for Transport, Patrick McLoughlin MP, alongside the London Borough of Camden, Network Rail and HS2 Ltd, to ensure the coordination of rail and construction projects to help transform the Euston area.

A new strategic board will now be established to advise the Secretary of State on the development of the station during the construction of HS2 and any plans for the wider area. The board will look at the new HS2 station, and proposals for both the redevelopment of the existing Network Rail station and for a potential new Crossrail 2 station.

Together these proposals would help to transform this part of central London, leading to a huge increase in transport capacity and connectivity in the area, as well as helping to support major economic development, including thousands of new homes and jobs.

The board will include representatives from the Department for Transport, the London Borough of Camden, TfL, GLA, HS2 Ltd and Network Rail. It will focus on maximising the development opportunities and reducing disruption to passengers and communities caused by construction work. The Euston Station Strategic Redevelopment board will be established early in the New Year.

## New team launched to crack down on congestion

TfL have created a new 40-strong team of Road and Transport Enforcement Officers with the job of tackling congestion on the capitals roads. The team will increase to 80 in 2016.

The ten key locations the team will be deployed in are on roads that between them carry 110 different bus routes and are used by half a million bus passengers, in addition to 300,000 car and taxi passenger journeys every day.

It will work closely with the TfL-funded Metropolitan Police Roads and Transport Policing Command, which with 2,300 officers, is the largest policing command anywhere in the country. The team will help to move unlawfully stopped vehicles, issue Penalty Charge Notices to illegally parked vehicles and clear unnecessary or poorly set-up roadworks.

This is the first time that TfL will have its own officers who will have the power to direct traffic around congestion on London's roads, which includes issues such as breakdowns and collisions. They will be able to access real time information and data and send intelligence back from the street to TfL's control room.

#### Wayfindr launches with major London Underground trial at Euston

Blind and partially sighted people have been taking part in the first trial at a major London Underground station of the Wayfindr digital navigation system.

In the trial based at Euston station, participants receive audio directions from a prototype smartphone app that interacts with beacons installed throughout the station. London Underground commissioned the trial to find out if the system could work reliably across the Tube network and to test and refine Wayfindr's standards for audio navigation. The latest phase in the project was a full-scale demonstration at one of the busiest stations on the Tube network.

Wayfindr was pioneered by the Royal London Society for Blind People's youth forum and digital product studio ustwo. It has been supported by TfL since its inception, with the Euston trial building on an earlier pilot project at Pimlico.

## £25 million Elephant and Castle transformation reaches key milestone

Since 6 December, road users are now starting to see a drastic improvement to the Elephant and Castle junction following its return to two-way traffic for the first time in 50 years.

The roundabout, which has seen more than 80 collisions since 2012, will be removed, marking the first key milestone in plans to make the area safer for all road users, including pedestrians and cyclists. Space created by removing the roundabout will be converted into a new high-quality, attractive public space, which will be accessible and enhance the area.

Work will continue to deliver further benefits in the area which includes the replacement of subways with pedestrian crossings, dedicated cycle routes to improve safety for cyclists and increasing the amount of space for passengers using the Northern Line at Elephant and Castle tube station.

A new 20mph speed limit will also be introduced to Elephant and Castle in spring 2016 as part of TfL's ongoing work to make central London safer, pleasant and more attractive for all.

I approved expenditure of £5 million under the GLA's Capital Programme for the Elephant and Castle scheme and that the funding should be transferred to TfL, which will lead on delivery of the scheme. It is estimated that this will occur in 2019-20. I also agreed that the GLA will cashflow the Elephant and Castle scheme where the agreed proportion of the expenditure incurred by TfL in delivering the scheme exceeds the proposed contribution from the GLA and, before contributions are received from the London Borough of Southwark.

## **Bold vision for 13 new river crossings for London**

A new plan for 13 new tunnels and bridges across the Thames has been proposed as part of my vision for the future of the capital. This would increase the total number of crossings between Imperial Wharf and Dartford by more than a third, and the number for pedestrian and cyclists by nearly 50 per cent.

The proposals, which would cater for both public transport and road users, were detailed in a new strategic plan that outlines how vital new cross-river transport links are in securing London's future success.

The Report, Connecting the Capital, shows how the proposed crossings, from Fulham in the west to Dartford in the east, will support the needs of London's rapidly growing population, which is set to rise from 8.6 million now to 10 million by 2030. The proposed new river crossings will help to unlock the city's full potential, supporting thousands of new jobs and homes, driving economic growth and ensuring that London competes with other global cities.

Subject to funding, the new crossings will be progressed across London to be delivered between now and 2050. The majority will be in east London, where population growth will be highest, with over one third of London's total population growth expected in the area.

In addition, a new consultation has been launched on two of the proposed crossings to improve connections between east and southeast London. TfL is now consulting on crossings at Gallions Reach to link Thamesmead and Beckton, and Belvedere, linking Belvedere to Rainham. Both are planned to include a range of transport options and the consultation is asking for views about potential public transport links.

#### KAYAK.co.uk in sponsorship deal with TfL to deliver free NYE travel

TfL teamed up with the world's leading travel search engine KAYAK to provide free New Year's Eve travel so that partygoers could get home safely.

The partnership ensured that people travelling around the capital after welcoming in 2016 could travel home for free on London's buses, Tubes, trams, DLR, TfL Rail and London Overground.

## London Underground breaks the record again for busiest day ever on the Tube

The latest figures released by TfL show that last October's record for the number of customer journeys made on the Tube in one day has been broken once again. On Friday 4 December 2015, 4.821 million customers travelled on the Tube, making it the network's busiest day ever

Overall, the number of customer journeys on the Tube has risen by a third since 2001, with the rate of growth increasing in the last five years.

The amount of passengers using the Tube continues to break records, with the week ending 12 Dec being the busiest on record, breaking 29 million for the first time with 29,093,000 journeys.

# EU funding to help progress proposals for new London Overground stations at Old Oak

Improved transport links to support the transformation of Old Oak Common moved a step closer following €4 million funding which has been secured from the European Commission (EC) to progress the development of options for new London Overground stations in the area.

The funding was awarded from the EC's Connecting Europe Facility within the framework of the Trans-European Transport Network scheme and will be match-funded by TfL, allowing the further development of options for potential new stations at Old Oak Common Lane and Hythe Road.

Work on the proposals for the new London Overground connections in Old Oak will commence as part of wider development plans for Old Oak and Park Royal, led by the Old Oak and Park Royal Development Corporation, which I established in April to drive forward regeneration plans for the area.

#### Bakerloo line extension to radically improve transport links in south London by 2030

TfL has confirmed it will be taking the next vital steps on the proposed new Bakerloo line extension and will begin the detailed technical work in 2016 to build a case for extending the line from Elephant and Castle to Lewisham via Old Kent Road.

This would allow TfL to seek permission from Government to start the construction of the extension by 2020. If the project is given the green light, construction is expected to start by around 2024. By terminating at Lewisham, an extension could be open by 2030, delivering significant benefits across south east London.

With the capital's expanding population to 10 million by 2030, extending the Bakerloo line will be vital in helping support the anticipated growth in south London by providing improved transport infrastructure and enabling regeneration in a number of key Opportunity Areas, including Elephant and Castle, the Old Kent Road, New Cross Gate and Lewisham.

TfL carried out an initial public consultation in autumn 2014 on route options for extending the line south of Elephant & Castle. More than 15,000 people responded, with 96 per cent in favour of an extension. Since then, further work has been carried out to assess a number of possible routes and stations, including options serving over 200 alternative destinations that were suggested during the consultation.

## Major upgrade of Bank Tube station gets the green light for work to begin

Work to dramatically transform and improve Bank Tube station is to begin in the New Year, after plans were given the go-ahead by Government. The £563 million upgrade will increase the busy station's capacity by 40 per cent, improving accessibility and reducing interchange times when it is completed in 2021.

Bank is the third busiest station on the Tube network and is used by over 52 million passengers per year, with demand having risen by 50 per cent over the last 10 years. Improving the station is critical to keep London working and growing and is a key step in TfL's future plan to increase frequency on the Northern line.

This vital interchange will be modernised to create more direct routes and improve step-free access. A new railway tunnel and platform for the Northern line will be constructed to create more space for passengers, and three new lifts, 12 new escalators and two new moving walkways will be installed. A new station entrance will also be built on Cannon Street.

The station will remain open to customers throughout the work. TfL will ensure the majority of construction work takes place below ground to minimise construction impact on the historically significant site.

#### One third of London's buses to run on waste fats and oils

Almost a third of London's bus fleet will soon be running on a greener blend of diesel sourced from waste fat and oils. Two bus operators, Stagecoach and Metroline, have signed deals with Argent Energy to supply them with B20 green diesel. The cleaner burning fuel is made from blending diesel with renewable biodiesel from waste products, including cooking oil and tallow from the meat processing trade.

This will result in a huge reduction in  $CO_2$  emissions of 21,000 tonnes each year, which comes on top of the 48,000 tonne  $CO_2$  reduction from 2013 levels as a result of the introduction of lower emitting buses such as hybrids.

By March, almost 3,000 of the capital's 8,900 buses will be powered by the B20 fuel blend. Six hundred and forty-two buses operating out of four Stagecoach depots have already been using B20 for two months on a trial basis.

#### All Santander Cycles to be fitted with Blaze Laserlights to improve cyclist safety

I am pleased to announce that all 11,500 Santander Cycles are to be fitted with Blaze Laserlights. The lights will provide a bigger, brighter presence on the road and early warning of a cyclist's proximity. The project is largely funded by Santander UK as part of the partnership with TfL.

The Blaze Laserlight projects the symbol of a bicycle shape six metres in front of the cycle, onto the ground, giving the cyclist a larger footprint on the road. This makes their presence known, alerts drivers to their approach and helps ensure they are seen when otherwise they might be invisible, for example, when they are on the near side of a vehicle turning left. It also gives a pedestrian about to step off the pavement a 'heads up' warning of an approaching cycle. The Blaze Laserlight was developed by Emily Brooke, the CEO and founder of Blaze, a London start-up that makes products for urban cyclists.

## £148 million to help transform transport and public spaces across London

I have confirmed that transport services and town centres across London have been given a new year boost as £148 million in funding has been secured for the London boroughs in 2016/17.

TfL provides the annual borough funding to help the boroughs pay for local transport projects set out in their Local Implementation Plans (LIPs). For 2016/17, TfL's financial support for the boroughs' LIPs has been maintained at £147.8 million and will fund improvements that benefit local communities.

The funding will support a range of different transport projects delivered by the boroughs across London. Local areas will see safer roads, better public spaces, improved walking facilities and cycling made safer and easier.

## The funding includes:

- City of London £1.4 million, including £200,000 towards proposals to transform Bank Junction with widened footways, cycle routes and improved public space to make the busy junction safer;
- Westminster £6.4 million, including £1 million to transform public spaces and create better cycling routes through the West End, including at Cambridge Circus and Villiers Street:
- Kensington and Chelsea £2.1 million, including £150,000 for pedestrian improvements at the junction of Old Brompton Road / Pelham Street;
- Camden £4.9 million, including £2 million towards the West End Project, which will transform the area around Tottenham Court Road and Gower Street and will deliver high quality public spaces and streets, including walking, cycling and bus reliability improvements;
- Islington £2 million, including £350,000 for borough-wide road safety improvements, such as junction improvements, traffic calming measures and pedestrian crossings, will be targeted in areas in the borough where higher than average accident statistics have been recorded;
- Southwark £4.1 million, including £820,000 to improve safety at Camberwell, particularly for cyclists and pedestrians;

This latest round of funding will help to transform scores of locations in all four corners of our great city. It is specifically targeted to help make our roads, town centres and open spaces more attractive places with better facilities for walking and safer cycling.

## Holland Park Tube station closes for essential lift replacement work

Vital work to replace the station's two at lifts Holland Park Tube station has now begun, with other work to modernise the station being carried out at the same time.

The current lifts are nearly 30 years old and need to be replaced to ensure they work reliably. The nature of the work means that while this essential upgrade is carried out, the station will be closed. It will re-open again in August 2016.

While Holland Park Tube station is closed, LU will take the opportunity to carry out other modernisation work within the station including:

- Improving the ticket hall by making better use of existing space, giving a brighter, more spacious feel;
- Increasing security by providing Passenger Help Points on both platforms and increasing CCTV coverage in key areas of the station;
- Installing energy-efficient lighting;

- Improving accessibility by installing features such as dual-level handrails, hearing induction loops and tactile surfacing; and
- Upgrading the finishes on the platforms and passageways

TfL are sorry for the disruption that this essential lift replacement work will cause Londoners but, when the works are complete, everyone will benefit from new, more reliable lifts and a new improved station.

# Regeneration, Business, Enterprise and the Economy

## Mayor's fund generates almost £80 million investments in London's SMEs

On 9 December, I announced some of the small businesses that have received funding from my MMC London Fund. A total of £78million has been invested in 19 of the capital's small and medium sized businesses, helping them to innovate and grow, since the fund was launched in June 2013 in partnership with MMC Ventures and Funding London. My investment has helped create and safeguard more than 650 jobs across the city. Some of these businesses include:

- Wool and the Gang an online fashion retailer selling ready-knitted clothes and knitting kits with the aim of creating a global knitting community. Their designs have been featured on London catwalks worn by Cara Delevingne and Erin O'Connor.
- Pact an online coffee delivery service selling ground coffee and coffee beans from an ethical supply chain. The company buy coffee directly from the best farmers across the world ready for small batch roasting at their Bermondsey headquarters.
- Masabi a company that revolutionised the way we travel by providing mobile ticketing on the Thames Clipper and major UK trainlines. They are expanding worldwide with deployments in major cities, including Boston, New York and Athens.

SMEs play a vital role in the capital's economy, representing 50 per cent of the workforce. Access to finance can be a key barrier to growth, but the fund has provided financing for early stage businesses with a particular focus on software for financial services; creative industries; the digital economy; leisure; education; and healthcare.

## The First Award for Responsible Capitalism

On 17 December 2015, my Statutory Deputy Mayor, Roger Evans, attended The First Award for Responsible Capitalism reception at Lancaster House.

The First Award for Responsible Capitalism honours business leaders who have excelled by both commercial success and social responsibility. My Deputy Mayor and the Rt Hon Sajid Javid MP, Secretary of State for Business, Innovation and Skills, congratulated the winners of the awards and met with senior business and diplomatic leaders.

## **FE Capital**

My Further Education Capital Investment Fund programme continues to work to ensure that London's Further Education sector is able to operate with up to date buildings, facilities and equipment similar to that used by London's businesses. 6 further projects have now formally entered into grant agreements. These are Barnet and Southgate College, West Thames College,

City of Westminster College, Uxbridge College, South Thames College and Fashion Retail Academy.

## 639 Community & Enterprise Centre - Evaluation and Forward Strategy

I have agreed to grant a new lease of the 639 Community Enterprise Centre to the London Youth Support Trust for the duration of 12 months, with a three month rolling break clause but, with no additional GLA funding.

I also agreed to the variation of the GLA's existing grant funding agreement with London Youth Support Trust to extend for the same period and, to the undertaking of a competitive exercise to identify a new tenant/operator and grant of a 10 year lease to the new tenant/operator identified from March 2017. Any such appointment will come back to me for a final decision.

# **Housing and Land**

#### Shared ownership gets multi-million pound boost from private sector

On 10 December, I announced a significant boost for shared ownership, with the news that 1000 new homes are to be developed under a pioneering funding model with major institutional investors.

The two investments with Chaco Ltd and Horizon Infrastructure, in partnership with the London Borough of Barking and Dagenham, have been allocated £45 million from my First Steps Challenge Fund. A further £120 million from long-term private sector investment will add to my loan funding. The fund is aimed at attracting investment from institutions such as pension funds and insurance companies to build part-buy, part-rent housing for low and middle income Londoners. It is expected to attract more than double its initial investment, providing strong value for the taxpayer. The Fund adds to successful efforts to encourage institutional investment for the purpose-built private rented sector, building a bigger pool of investors and new providers to support housebuilding. The First Steps scheme has so far helped 52,000 Londoners to buy a home, with typical household incomes of £40,000, and some deposits as low as £5,000.

In addition, I have instructed the GLA to explore purchasing land in areas, such as Housing Zones, where the shared ownership model could be expanded. This would ensure vacant plots are put to productive use and preserve the developments for shared ownership properties.

The first investment under the First Steps Challenge Fund scheme will be delivered in partnership with the London Borough of Barking and Dagenham and Horizon Infrastructure and, will result in up to 500 new shared ownership homes delivered in the borough by 2020. The second investment will be delivered in partnership with Chaco Ltd, an organisation that provides institutional non-bank funding for housing associations and registered providers, to build 500 new shared ownership homes across London.

## New tech hub providing thousands of new jobs given green light

On 23 December, I approved plans to convert an iconic flour mill not used since the 1980s into a new centre for business and enterprise that will deliver 20,000 new jobs in East London.

A new tech and creative hub for the east of the city with 5 million square feet of business space and 3,000 new homes will be built on a 62-acre site at Silvertown Quays in the Royal Docks. The GLA land, which also includes the Millennium Mills, is the largest undeveloped site at the docks. A unique cluster of purpose built centres for product innovation will be built, as well as a school, cafes, restaurants, galleries and public spaces.

Work began earlier in 2015, following a £12 million government investment, to demolish parts of the interior of the former flour factory and rid it of asbestos in order to fast track redevelopment. That work means the site will be ready to welcome the next generation of start-up businesses by 2017.

Redevelopment forms the centrepiece of a wider £3.5 billion project, led by the GLA's development partners, the Silvertown Partnership. It is anticipated the redevelopment will attract 13 million visitors a year and will contribute £260 million each year to London's economy.

## **Housing Provision at Old Oak Common**

I welcome the Government's continued recognition of the enormous potential for building new homes across all tenures at Old Oak Common, the UK's biggest regeneration site.

My ambition is for 24,000 new homes in the area and the recently established Old Oak and Park Royal Development Corporation (OPDC) is ideally placed to lead the delivery of Starter Homes and other affordable housing on public brownfield land there, and to take a central role in the allocation of any new funding.

My OPDC team is now forging ahead with a comprehensive masterplan and bringing in investors and developers to get building the new homes Londoner's deserve. Every penny of new funding should help provide additional affordable homes at Old Oak and OPDC will now explore the best way of securing the maximum benefits from the Government's commitments.

I am pleased with the Prime Minister's recent announcement that direct commissioning will be piloted at Old Oak and I will be working with the Government to ensure that the OPDC has everything it needs to achieve transformative ambitions in the months and years ahead.

#### Royal Albert Dock Section 106 & Section 156 Agreements

I approved:

- GLA Land & Property Ltd entering into a section 106 agreement, pursuant to section 106 of the Town and Country Planning Act 1990; and a side agreement, pursuant to section 156 of the Greater London Authority Act 1999.
- I also approved GLA Land & Property Ltd entering into a Deed of Indemnity.

## **Environment**

#### Conference of the Parties to the UN Framework Convention on Climate Change

On the 3 and 4 December, I joined international leaders in Paris to attend a series of events around the successful COP21 (Conference of the Parties to the UN Framework Convention on

Climate Change), which saw all the world's nations united in a single agreement on tackling climate change for the first time in history.

The events included the C40 Steering Committee (in my capacity as C40's Deputy Chair), the C40 Mayoral dinner and the C40 Summit. I spoke in front of 200 city leaders and met with my counterparts from around the world, including the Mayors of Rio de Janeiro, Copenhagen, Amman, Los Angeles and Seoul. At these events I promoted London's performance in delivering against our ambitious climate change targets, our position as a global centre for clean-tech and the green economy and, our desire to work with other cities to tackle climate change and reduce carbon emissions.

Since I was elected, London's CO2 emissions are down 14 per cent. This is despite an increase in population of around 1 million and the economy growing by 20 per cent. In London we have disconnected an increase in carbon emissions from population and economic growth. Furthermore, London's green economy is growing at 6 per cent a year and employs almost 200,000 people. It is worth over £30 billion, up from around £20 billion since I was elected.

At the C40 Summit, along with Mayor Eduardo Paes of Rio de Janeiro and Lord Mayor Clover Moore of Sydney, I took part in a panel to demonstrate how city collaboration can move markets. I spoke about London's development and the launch of a Clean Bus Declaration to demonstrate the strong global demand for these buses. With 24 cities signing the Declaration, we've demonstrated the market potential to manufacturers - signatory cities will have over 160,000 buses in their fleet by 2020, of which they have committed to switching over 40,000 buses to ultra-low emission. As a result of demonstrating this global demand, London has already been able to secure a 10 per cent reduction in the price of hybrid buses.

I also visited Engie/Climespace's district cooling facility, which uses river water from the Seine to cool Paris buildings. At Greenwich Power Station we are planning a similar type of project but instead using the Thames to run a water source heat pump to provide heat into a new network that will supply nearby homes with cheaper, lower carbon heat.

Whilst in Paris, I also experienced the Nissan LEAF electric car. The LEAF is designed, engineered and manufactured wholly in the UK. It qualifies for the Ultra Low Emission Congestion Charge discount and it meets London's zero emission capable licensing requirements for new private hire vehicles from 2020. There are currently 1,400 publicly accessible charge points on London's streets, which are expected to increase substantially. My officers are bidding for around £50 million from UK Government to support the London uptake of ULEVs.

London has leading expertise in clean tech. In Paris, I shared plans to expand the clean tech research and innovation at Imperial College to include a new leading research and innovation campus at Imperial White City. I am also backing, with Lord Barker (Chair of the London Sustainable Development Commission), an Old Oak and Park Royal Development Corporation feasibility study that will consider the support needed for developing a low carbon industry and employment centre. I would like the sites to form a world leading innovation hub that nurture the best green business ideas and transforms and supports them into investable enterprises.

London is one of 45 cities achieving full compliance with the Compact of Mayors, designed for cities to show themselves as leaders in climate action by demonstrating their commitment to a global agreement and carbon emission reduction targets. There are currently 434 cities committed to the Compact.

I believe that London's activities demonstrate that there is no contradiction between cities taking climate action and making our residents wealthier and healthier.

Whilst in Paris, I also laid a remembrance rose at the Bataclan concert hall, where 89 people tragically lost their lives in the Paris terrorist attacks and I also met with Mayor Hidalgo to discuss ways in which London can further support our sister city.

## **Green Infrastructure Taskforce Report**

On 9 December, I launched an important publication on the future of London's parks and other green spaces. Last year's London Infrastructure Plan 2050 recognised the importance of London's 'green infrastructure', its world class network of parks and other green spaces that help to make London an attractive and healthy city to live, work and visit.

The Green Infrastructure Task Force, chaired by my Deputy Mayor for Environment and Energy, Matthew Pencharz, has now published its own report on how London's green spaces can help with some of the challenges that London will face over the next 35 years.

'Natural Capital: Investing in a Green Infrastructure for a Future City' identifies the changes to policy, governance, valuation and funding that are needed to ensure long-term investment in London's green infrastructure.

Recommendations in the Report include the need to appoint a Green Infrastructure Commissioner, further refinement of the All London Green Grid, new approaches to revealing the economic value of green infrastructure and, working with others, such as the National Park City initiative, to find better ways of engaging the public.

#### **Circular Economy reports launch**

On the 9 December, I launched two reports *Towards a circular economy – context and opportunities*, produced by LWARB and Amec Foster Wheeler, and *Employment and the circular economy: Job creation through resource efficiency in London*, produced by WRAP and co funded by London Sustainable Development Corporation and LWARB. More information can be found at <a href="https://www.london.gov.uk/what-we-do/environment/green-economy/circular-economy">https://www.london.gov.uk/what-we-do/environment/green-economy/circular-economy/and at <a href="https://www.london.gov.uk/what-we-do/environment/green-economy/circular-economy/default-Copy-Copy.aspx">https://www.london.gov.uk/what-we-do/environment/green-economy/circular-economy/default-Copy-Copy.aspx</a>.

## Sharing Cities: Horizon 2020 programme Smart Cities

I have approved:

- The GLA's acceptance of the grant award of €24,988,759 from the European Commission for the coordination and delivery of the 'Sharing Cities' project; and
- Expenditure of up to €24,988,759 for the period January 2016 to January 2020 for the coordination and delivery of the 'Sharing Cities' project.

The three year programme supports the large-scale implementation and integration of very near-to-market smart city technologies and systems, to maximise their benefit in demonstrator areas and prove their replicability across wider city environments.

## Social Inclusion and Health

#### London deal paves way to transform health care across the capital

On 15 December, alongside the Chancellor George Osborne MP and Secretary of State for Health, Jeremy Hunt MP, I set in motion the radical transformation of health and social care services across London. Outlining the first steps towards reshaping healthcare across London, the Chancellor signed a health devolution agreement with London's health and civic leaders which will allow us to begin the process of taking control of our own affairs.

The agreement signed at Great Ormond Street Hospital will begin with five devolution pilots to be launched across London focused on different topics:

- Haringey will run a prevention pilot exploring the use of flexibilities in existing planning and licensing powers to develop new approaches to public health issues;
- Barking & Dagenham, Havering and Redbridge, will run a pilot to develop an Accountable Care Organisation, where primary and secondary care are more closely integrated and patient pathways are redesigned with a focus on intervening early and managing the chronically ill;
- North Central London (Barnet, Camden, Enfield, Haringey, Islington) will run an estates pilot to test new approaches to collaboration on asset use;
- Lewisham will run a pilot seeking to integrate physical and mental health services alongside social care; and
- Hackney will run a health and social care integration pilot, aiming for full integration of health and social care budgets and joint provision of services. This will also have a particular focus on prevention.

The London Partners include all of London's Clinical Commissioning Groups, local authorities, the GLA and national bodies, including NHS England, Health Education England, NHS Improvement and Public Health England.

The agreement's intention is to pilot new ways of working across London's large and complex health economy, with the longer term aim for further devolution of London's healthcare out of Whitehall and into the hands of local leaders. The agreement aims to radically reshape healthcare provision across the city, in line with the aspirations of the NHS Five Year Forward View, while addressing inequalities in health outcomes.

As part of the overall agreement, *London Partners* have agreed to look at the vast NHS estate in London and increase incentives for trusts to make better use of property. It has also committed to looking at how flexibilities in existing planning and licensing powers could contribute to public health goals and will be given input on government decisions about relief funding for struggling healthcare providers in London.

#### **London Health Board**

On 14 December, I chaired a meeting of the London Health Board which this time focused on mental health. The Board received a presentation outlining the key challenges for London from Dr Nick Broughton, Medical Director at Northwest London Mental Health Trust. Areas of particular interest to the board included taking steps to tackling the stigma experienced by people with mental illness (which many people report as being worse than their illness), increasing access to employment opportunities for people suffering mental illness and, joining

up work across the health service and wider partners, including shifting the focus towards prevention of mental illness and promoting good mental health.

## Time to Change employer pledge

I have now signed the Time to Change employer pledge. The Time to Change pledge is a commitment by organisations to tackle the stigma of mental ill- health in the workplace and create a more inclusive environment. This builds on the GLA's existing policies and procedures to promote good mental health in the workplace alongside the Employee Assistance Programme and the work of the Wellbeing Network Mental Health Subgroup. The GLA will also be drafting a mental health policy statement which will act as a signposting document for managers and staff.

## **Education and Youth**

#### Demand for School Places in London

On 17 December, my Deputy Mayor for Education and Culture, Munira Mirza, met with representatives from the Department for Education and the Association of London Directors of Children's Services, to discuss the demand and provision of school places for London's primary and secondary pupils over the next decade.

At the meeting it was agreed that further work would take place in conjunction with London Councils to develop a more detailed picture of projected demand and provision bringing together information from across the London boroughs.

# **Budget, Finance and GLA Organisation**

## Budget that meets commitment to cut bills

On 22 December, I proposed to once again cut my share of the council tax in a draft Budget that fulfils my manifesto commitment to reduce the Mayoral share of Londoners' council tax bills by ten per cent during my second term in office. In my final budget as Mayor I am proposing to reduce my share of the council tax bill by 6.4 per cent next year, a reduction of £19 to £276 for Band D taxpayers.

The budget also includes plans to protect police officer numbers and key transport improvements, while supporting the construction of a record number of new homes and creating thousands of new jobs.

A consultation document that sets out my proposals is now available on the Greater London Authority website at: <a href="https://www.london.gov.uk/about-us/greater-london-authority-gla/spending-money-wisely/mayors-budget">https://www.london.gov.uk/about-us/greater-london-authority-gla/spending-money-wisely/mayors-budget</a>

Members of the public have until 12 January 2016 to comment on the draft Budget, which is due to be considered by the London Assembly on 27 January and 22 February.

# **Olympic and Paralympic Legacy and Sport**

## Consultation on Queen Elizabeth Olympic Park

The consultation has now begun on the masterplan for the new neighbourhoods of East Wick and Sweetwater, which will see 1,500 new homes built on Queen Elizabeth Olympic Park. The LLDC has also begun consultation on the masterplans for two new development sites within the Olympicopolis scheme, Stratford Waterfront and UCL East.

## First event announced to take place at the completed Olympic Stadium

Rock band AC/DC have announced that they will perform their first major concert at the former Olympic Stadium on 4 June 2016. The concert has now sold out with 80,000 tickets sold and will be the first major event in the Stadium after the transformation works have been completed.

## **Culture and Events**

## **Chanukah Lighting ceremony**

On 10 December, the annual lighting ceremony for Chanukah, the Jewish festival of lights, took place at Trafalgar Square. I was invited by the Jewish Leadership Council to speak at the event and light the giant Menorah, the largest in Europe, to mark the fifth night of Chanukah, which in 2015 ran from 6 – 14 December. I thanked the organisers, the Jewish Leadership Council, London Jewish Forum and Chabad-Lubavitch UK, and the schools that attended to perform at the ceremony. Following the lighting ceremony, Chief Rabbi, Ephraim Mirvis, addressed the audience.

The lighting ceremony was followed by live music, including choirs from Akiva School and Jewish Community Secondary School, plus performances from Neshama Band and Maccabeats, an acapella group from the US. I handed out Chanukah gelt (chocolate coins) to the children as part of the Chanukah celebrations.

#### New Year's Eve

The London New Year's Eve with Unicef fireworks dazzled more than 100,000 spectators with over 10 minutes of colour, exploding light and a soundtrack compiled from the highlights of 2015's UK music scene.

For the second year running the event was ticketed to keep the number of attendees manageable and ensure people could view the event. I am pleased to confirm the significant and combined cooperation of London's police services ensured yet another safe event. BBC viewing figures reached over 12 million and the event was also broadcast live by Sky and syndicated internationally, promoting London on the global stage and highlighting our capital's premier position.

The event also partnered with Unicef in an initiative to help raise money to help keep children around the world safe.

#### **Lumiere London**

On 1 December 2015, I launched Lumiere London, a new initiative which will transform the capital in spectacular style for four evenings between 14 - 17 January. In one of the quietest retail periods of the year, artists from around the world will be creating a stunning festival of light that will give Londoners and tourists another great reason to visit central London.

## Big Dance 2016

On 5 January, the Big Dance Pledge 2016 resource was released by our national partner, People Dancing and supported by the British Council for the final Big Dance festival.

Choreographed by Akram Khan, this dance resource will connect schools and communities with the UK and the world in a multi-location performance for thousands of people on 20 May 2016.

## Lighting of Christmas tree in Trafalgar Square

On 3 December 2015, my Statutory Deputy Mayor, Roger Evans, attended the annual switching on ceremony of the Christmas tree lights in Trafalgar Square. The Christmas tree is a gift given from the people of Oslo in gratitude for Britain's role in World War II. The event was attended by Her Highness Princess Astrid of Norway, the Mayor of Oslo and the Norwegian Ambassador to the United Kingdom.

On 4 December, Roger also attended the Norwegian Concert at Christmas held at St Martin-in-the-Fields. The event was also attended by the Mayor of Oslo and Her Highness Princess Astrid of Norway.

## Cultural Tourism projects 2015/2016

I approved:

- Expenditure of up to £100,000 for Cultural Tourism projects in 2015-16; and
- The receipt of and subsequent expenditure of £99,300 of external funding from Heritage Lottery Funding to enhance the core programme elements.

## **Events for London Programme 2016-17**

I have approved:

- The 2016-17 Events Programme, with an estimated net cost to the GLA of up to £1,095,000 and, the seeking of sponsorship from suitable partners, in order to raise additional revenue for the Events Programme (target £355,000) which will be used to enhance events within the Programme
- I have also agreed to delegate authority to the Director of Communications and External Affairs to approve all further arrangements for the delivery of the events programme, including grant awards, procurement of services and, the movement of budgets between events within the programme.

# **Volunteering and Community Relations**

## **European Volunteering Capital 2016 award**

I am delighted to announce that London has been named European Volunteering Capital 2016, beating off competition from 10 other European Cities.

This accolade was given to London to recognise the strong partnership working between Team London and the third sector in the capital. Achievements for which we were particularly commended included:

- Mobilising over 120,000 active volunteers, including over 60,000 schoolchildren and young people;
- Delivering the UK's first speed volunteering app;
- Supporting nearly 1,600 charities and offering grants of over £3 million to date;
- Signing up over 100 businesses to offer employer supported volunteering through the Mayor's Corporate Commitment. Sixty five per cent of employees now say that they would be more likely to work for an employer that encourages volunteering; and
- Offering innovative recognition for volunteering through a guaranteed interview scheme for young volunteers seeking paid work experience or full-time jobs.

I am truly delighted that the volunteering legacy post the 2012 London Olympic Games, created through Team London has been recognised across Europe and look forward to working with the third sector this year to further capitalise on this achievement for London.

## **Team London Young Leaders**

On 8 December, in order to support the Team London Young Ambassadors programme, we launched a new Team London Young Ambassadors initiative in five London boroughs. Team London Young Leaders will bring together pupils from Team London schools who will form a youth panel in their borough.

These Young Leaders will be supported by their local adult Borough Ambassadors to bring together their wider communities in order to tackle social issues about which they are passionate. They will receive leadership training from Team London Ambassadors, as well as incentives including work experience.

## **Team London Young Ambassadors Youth Summit**

On 8 December, Team London also hosted its annual Winter Youth Summit. The Summit brought together almost 200 young people from across London for a day of workshops, inspirational speeches and collaboration to take social action. The young people who attended heard from speakers including Andy Barrow, a Team GB Paralympian, and Stephen Robertson, CEO of the Big Issue Foundation, about how they could make a difference to their local communities.

## Unilever brightFuture Grant funding

I am pleased that Unilever have offered additional support to the Team London Young Ambassadors programme through Unilever brightFuture grants to schools. These small grants

are designed to support standout Team London schools nominated for a Team London Award to do something bigger and brighter in their local area.

After an initial Expression of Interest round, eleven schools were invited to pitch for social action funding of up to £1,000 in front of a panel of judges on 15 December. Students were supported to prepare by their teachers, Borough Ambassadors and staff volunteers from Unilever Head Office.

Grants will be awarded in January 2016, with the projects running in the winter and spring terms. This initiative will also run in the 2016-17 academic year, with up to 100 schools being eligible to apply for the funding. I would like to congratulate all the young people from the schools who successfully pitched for a grant.

# **Planning and Development**

## City of London's tallest tower approved

On 8 December, I approved development plans for a new tower that will be built on a site that has lain disused for four years. The redesigned tower at 22 Bishopsgate in the City of London will rise up in the place of a partially constructed seven-storey building – formerly known as 'The Pinnacle' – which was abandoned in 2012 as a result of the economic downturn.

The new 62-storey building will be the tallest in the 'Square Mile' at 295 metres, sitting alongside the Heron Tower, the Walkie Talkie (20 Fenchurch Street) and the Cheesegrater (Leadenhall Building).

The building will provide 185,000 square metres of office space for about 12,000 people in 100 companies. The high-rise office tower will also feature a restaurant and bar, retail space and a viewing gallery open to the public.

The City of London gave planning permission for 22 Bishopsgate last month and after a detailed assessment, I have now given approval for the development, which is due for completion in 2019. During the planning process, I successfully sought to secure free public access to a viewing gallery.

#### Minor Alterations to the London Plan (housing and parking standards)

I agreed to the recommendations of the EiP Inspector for the Housing Standards and Parking Standards Minor Alterations to the London Plan (MALP), and approved 'intend to publish' versions of the MALPs for submission to the Secretary of State and to the London Assembly. I published the EiP Inspector's report on 4 January 2016.

#### Planning Decisions (Stage II referrals)

Key Site 1, High Street, LB Hounslow

I have written to the London Borough of Hounslow stating that I am content to allow the Council to determine the application itself.

Rectory Park Estate, LB Ealing

I have written to the London Borough of Ealing stating that I am content to allow the Council to determine the application itself.

#### Nishkam School, LB Hounslow

I have written to the London Borough of Hounslow stating that I am content to allow the Council to determine the application itself.

## Former Depot Site, LB Ealing

I have written to the London Borough of Ealing stating that I am content to allow the Council to determine the application itself.

#### Former Peel Centre, LB Barnet

I have written to the London Borough of Barnet stating that I am content to allow the Council to determine the application itself.

My Deputy Mayor for Policy and Planning, under powers I delegated to him, has sent letters in response to the following statutory referrals:

## 98 York Road, LB Wandsworth

The Deputy Mayor has written to the London Borough of Wandsworth stating that he is content to allow the Council to determine the application itself.

## M&S Site White City, LB Hammersmith and Fulham

The Deputy Mayor has written to the London Borough of Hammersmith and Fulham stating that he is content to allow the Council to determine the application itself.

#### 22 Bishopsgate, City of London

The Deputy Mayor has written to the City of London stating that he is content to allow the Council to determine the application itself.

#### St George's Hospital, LB Havering

The Deputy Mayor has written to the London Borough of Havering stating that he is content to allow the Council to determine the application itself.

## Stratford Centre and Morgan House, LB Newham

The Deputy Mayor has written to the London Borough of Newham stating that he is content to allow the Council to determine the application itself.

## Enterprise House, LB Tower Hamlets

The Deputy Mayor has written to the London Borough of Tower Hamlets stating that he is content to allow the Council to determine the application itself.

#### 185 Park Street, LB Southwark

The Deputy Mayor has written to the London Borough of Southwark stating that he is content to allow the Council to determine the application itself.

## Carphone Warehouse, LB Ealing

The Deputy Mayor has written to the London Borough of Ealing stating that he is content to allow the Council to determine the application itself.

## The Rectory, LB Ealing

The Deputy Mayor has written to the London Borough of Ealing stating that he is content to allow the Council to determine the application itself.

The Assistant Director of Planning, under powers I delegated to him, has sent letters in response to the following statutory referrals:

Silvertown Quays, Royal Docks, LB Newham

The Assistant Director has written to the London Borough of Newham stating that he is content to allow the Council to determine the application itself.

## Planning Decisions (Stage I referrals)

I have asked officers to send letters giving comments about the following stage one referrals:

- 8-10 Broadway, City of Westminster
- Colonial Drive, LB Ealing
- 304-312 Stratford High Street, London Legacy Development Corporation
- Chesterfield House, LB Brent
- 23-55 North Street, LB Havering
- 1 Vince Street, LB Hackney
- Land Between Bank End, Park Street, Clink Street and Railway Arches (including Vinopolis), LB Southwark
- Wembley West End, LB Brent
- Former Middlesex University Campus, LB Enfield
- Fulham Football Club Training Ground, RB Kingston Upon Thames
- Former King's Wood School, LB Havering
- TfL Landholdings, LB Hillingdon
- Brent House, LB Brent
- Arcadia House, Cairo New Road, LB Croydon
- Whitchurch Playing Fields, LB Harrow
- Eleanor Smith School, Lansbury Site, LB Newham
- Eden Walk Shopping Centre, RB Kingston Upon Thames
- Templar House, LB Camden
- 1 Knights Road, Silvertown, LB Newham
- Savoy Shell Filling Station, LB Wandsworth
- Catford Greyhound Stadium, LB Lewisham
- Chelsea Estate, RB Kensington and Chelsea

## Decisions made under delegation to Assistant Director - Planning

- 276 Bath Road, LB Hillingdon
- 17 Sutton Court, LB Sutton
- Former Arla Food Depot , LB Hillingdon
- Croydon Local Plan:
  - Strategic Policies Partial Review (CLP1.1) Preferred and alternative options consultation
  - Detailed Policies and Proposals (CLP2) Preferred and alternative options consultation
- 346 Queenstown Road, LB Wandsworth
- South Quay Plaza, 183-189 Marsh Wall, LB Tower Hamlets

- Plot M0121, Land adjacent to Chandlers Avenue, Greenwich Peninsula, RB Greenwich
- Land North of Royal Albert Dock, LB Newham

## **Key Engagements**

Among my additional engagements since my last report were the following:

- I attended the C40 Climate Leadership Group Steering Committee meeting and Summit in Paris on 3 and 4 December
- I met with Mayor Hidalgo of Paris on 4 December to discuss matters of mutual interest
- I signed a Memorandum of Understanding with Mayor Park of Seoul on 4 December
- I met with Cllr Nick Paget Brown, Leader of the Royal Borough of Kensington & Chelsea, on 7 December to discuss borough issues
- I met with Aline Miller on 7 December to discuss Olympicopolis
- I had my regular discussion on policing in London with Sir Bernard Hogan-Howe, the Metropolitan Police Commissioner, on 7 December
- I opened the new Laboratory at Johnson Matthey, Enfield, on 8 December
- I addressed the London Infrastructure Delivery Board's conference on 9 December
- I had lunch with Baroness Brady on 9 December
- I had a meeting with Mark Price, Managing Director of Waitrose, on 9 December to discuss Waitrose in London
- I had my regular meeting with the London Fire & Emergency Planning Authority on 9
  December
- I had my regular meeting with Transport for London on 10 December
- I attended the annual lighting of the Menorah in Trafalgar Square on 10 December as part of Chanukah on the Square
- I attended a reception hosted by Evgeny Lebedev on 10 December
- I had my regular discussion on policing in London with Sir Bernard Hogan-Howe, the Metropolitan Police Commissioner, on 11 December
- I met with David Miller on 14 December to discuss proposals relating to Paddington Basin
- I had my regular meeting with Dr Anne Rainsberry, Regional Director, NHS England (London) & Dr Yvonne Doyle, Regional Director, PHE on 14 December
- I chaired the London Health Board on 14 December
- I met with the US Ambassador HE Matthew Barzun on 14 December
- I attended the Bureau of Leaders on 14 December
- I attended the annual GLA Carol Concert taking place at Southwark Cathedral on 14 December
- I attended an event with the Chancellor at Great Ormond Street Hospital on 15 December to launch the Devolution of Healthcare in London
- I attended a meeting of the Mayor's Design Advisory Group on 15 December
- I hosted a roundtable meeting with London Citizens on 15 December
- I attended Mayor's Question Time on 16 December
- I chaired my regular planning decision meeting on 16 December
- I met with the Rt Hon Oliver Letwin MP, Chancellor of the Duchy of Lancaster, the Rt Hon Sajid Javid MP, Business Secretary and the Rt Hon Patrick Mcloughlin MP, Secretary of State for Transport, on 16 December to discuss private hire vehicles
- I chaired the Transport for London Board Meeting on 17 December

- I hosted lunch for Transport for London Board Members on 17 December
- I attended the GLA Oversight Committee on 17 December to answer questions about the Garden Bridge
- I had my regular meeting with Transport for London on 17 December
- I met with Julia Peyton-Jones, Director of the Serpentine Gallery, on 18 December to discuss cultural projects in London
- I met with Lord Hall, BBC Director General, on 18 December to discuss cultural projects in London
- I chaired my regular planning decisions meeting on 18 December
- I attended the GLA Christmas Party on 18 December
- I held my regular "Ask Boris" Twitter session on 21 December
- I had my regular discussion on policing in London with Sir Bernard Hogan-Howe, the Metropolitan Police Commissioner, on 21 December
- I attended the London Fire Brigade Carol Service at St Paul's Cathedral on 21 December
- I visited the Brixton Clink Restaurant on 22 December
- I chaired my regular planning decision meeting on 22 December
- I had my regular discussion on policing in London with Craig Mackey, the Deputy Police Commissioner, on 4 January
- I hosted my regular monthly "Ask Boris" phone in with Nick Ferrari on 5 January
- I had with lunch with Tom Bradby, ITV News at Ten, on 5 January
- I chaired my regular planning decision meeting on 6 January

#### Ends