

The London view

The Mayor's Annual Report 2006/07



MAYOR OF LONDON

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Mayor's foreword



There is growing recognition of London's status as a successful city, challenging New York as financial capital of the world. London is the only city in the world to achieve a shift from private car use to public transport. The most visible proof of London's new international standing includes hosting the 2012 Olympic and Paralympic Games, this year's Tour de France and the American NFL. London's prosperity is being boosted by record numbers of overseas visitors. Central London is outperforming the rest of the UK in retail sales.

This success is not a reason for complacency. My administration aims to meet the three most important issues facing London. First, London's economy must continue to be successful. Economic success is the precondition for everybody's prosperity and for the distribution of wealth throughout London. Second, all Londoners must be able to participate in our city's success. And third, this success must be sustainable in the long term – which means above all dealing with climate change.

In July 2006 the government announced proposals for additional powers for the Greater London Authority (GLA), including new responsibilities in the areas of planning, housing, skills and the environment. This demonstrated their confidence in the ability of devolved government to deliver policies that benefit London.

Londoners are starting to see the impact of the £10 billion transport investment programme. Service improvements include: doubling the night bus network, upgrading 34 tube stations, new ticket halls at King's Cross St Pancras, and a new station at Wembley Park to service the needs of the newly-opened National Stadium. Oyster Pay-As-You-Go has been installed at 300 main line stations and we have created London Overground, which will operate the North London Railway from November 2007.

- In July 2006 the government announced proposals for additional powers for the Greater London Authority (GLA), including new responsibilities in the areas of planning, housing, skills and the environment.

More and more people have started to use the transport network, taking advantage of their Oyster cards to enjoy faster, cheaper journeys. I have extended my programme of free travel to include the under-11s on the tube and DLR all day every day, and – on the bus and tram networks – to all under-18s in full time education.

The single biggest addition needed to London's infrastructure is Crossrail. Crossrail will link up the four drivers of the British economy – Heathrow, the West End, the City of London and Canary Wharf. This would provide an extra benefit to the UK GDP of £30 billion.

In 2007 we completed the delivery of the safer neighbourhoods scheme, so that all London neighbourhoods now have a dedicated team of beat police officers. We have also increased policing on the transport network with 89 additional transport police and an additional 375 Police Community Safety Officers deployed to improve safety on transport in 21 outer London boroughs.

This increased police presence has played a significant role in reducing crime by a further seven per cent, the fourth consecutive fall. It translates into 180 fewer crimes every day, helping to reduce Londoners' fear of crime.

● This year we have seen the positive impact that investing in transport, policing and the environment can have on improving Londoners' quality of life.

This year the environment stayed at the heart of my policy agenda. We have now established the C40 Cities Climate Leadership Group with other city leaders who are committed to fighting climate change. The Climate Change Action Plan was produced, outlining how I intend to work with government, business and Londoners to cut London's CO₂ emissions. I also launched my cut-price insulation scheme to help Londoners play their role in preventing climate change.

International visitor numbers are the highest since 2000, and I continue to build relationships with emerging markets such as China and India.

Over the past year our cultural events programme has celebrated our city's diversity and showcased London internationally. Key events in 2006/07 included the spectacular New Year's Eve fireworks display, our China in London Season, the Trafalgar Square Festival and St Patrick's Day Parade.

Plans for the 2012 Olympic and Paralympic Games are well under way. The vast majority of the land required for the Olympic Park is now under public control and local

power lines have been re-routed underground. In addition a skills and employment taskforce has been set up to enable residents of east London to benefit from job opportunities arising from the Games. I have kept my commitment to ensure that Londoners only pay 38p per week towards the Games, and I look forward to watching the regeneration of east London over the next five years.

This year we have seen the positive impact that investing in transport, policing and the environment can have on improving Londoners' quality of life. In a city, perhaps more than any other in the world, where we can celebrate the strength of diversity and the freedom to be ourselves.



Ken Livingstone
Mayor of London

About us

Mayor's Annual Report 2006/07

This is the third annual report of the Mayor's second term of office. It sets out the major achievements of the past year that have contributed towards achieving the vision of London as an exemplary, sustainable, world city.

The vision is based on three underlying principles:

- strong and diverse economic growth
- social inclusion, to allow all Londoners to share in London's future success
- fundamental improvements in environmental management and the use of resources.

Achievement of the Mayor's objectives is based on the seven key aims – to:

- expand and improve transport provision in London
- improve public safety
- deliver sustainable economic growth within a changing global marketplace
- promote London at home and abroad as a world class city
- remove inequality and increase social inclusion
- increase housing supply and reduce homelessness
- meet the challenge of global warming and improve London's environment in a sustainable way.

This is the full version of the Mayor's Annual Report and is available on the GLA's website. An abridged version is available in print from the GLA.

What is the GLA?

The Greater London Authority (GLA) is a unique form of regional government, made up of a Mayor and a 25-Member Assembly. It is a small, strategic authority providing a vision and voice for London.

London's Mayor is an executive Mayor, with strategic powers over a wide range of services in London. The Mayor works with others to set out and deliver policies on:

- transport
- policing
- fire services and emergency planning
- economic development
- urban regeneration and the environment
- arts and culture
- planning and development.

All policies must contribute to sustainable development and the health of Londoners, as well as being effective in promoting equality of opportunity. The Mayor has also agreed that initiatives should seek, wherever possible and appropriate, to reduce crime and promote community safety. While the GLA does not provide services directly to the public in these areas, it works closely with the four

organisations of the GLA group and other public bodies in London who have responsibility for frontline services.

The Mayor proposes the budget for the GLA and the four GLA group organisations. These are:

- *Transport for London (TfL)*
TfL provides the London Underground (LU) service, buses and river services, maintains London's main roads and regulates London's licensed taxi and private minicab services.
- *Metropolitan Police Authority (MPA)*
The MPA oversees the Metropolitan Police Service (MPS), which provides policing in London.
- *London Fire & Emergency Planning Authority (LFEPA)*
LFEPA provides community fire safety, fire and rescue emergency response services, together with emergency planning.
- *London Development Agency (LDA)*
The LDA works with the business community to sustain and improve London's role as a centre for business, while increasing economic opportunity for all Londoners.

The Mayor appoints the boards of TfL, LDA and LFEPA and approximately half of the board members of the MPA.

Much of the Mayor's work is undertaken with a wide range of organisations – the business community,

London's boroughs, service providers, community organisations, professional and interest groups – to develop strategies and a shared vision for London's development.

The Mayor also manages two of London's most important public spaces, Trafalgar Square and Parliament Square.

The London Assembly holds the Mayor to account by:

- questioning the Mayor ten times a year at Mayor's Question Time (MQT) meetings
- examining the Mayor's activities through the work of its scrutiny committees
- amending the Mayor's budget, if two-thirds of the Assembly Members are in agreement
- investigating other issues of importance to Londoners that relate back in some way to the Mayor's role
- overseeing the appointment of GLA staff, with the exception of the 12 staff the Mayor appoints directly.

Review of the GLA's powers

A key feature of 2006/07 has been the proposal to extend the powers of the Mayor and Assembly.

The government announced the outcome of its review of the GLA's powers in July 2006. The principal aspects of the announcement were:

- On skills, the Mayor will chair a new London Skills and Employment Board that will prepare an Adults Skills Strategy to be implemented by the Learning and Skills Council for London.
- On planning, the Mayor will have the discretion to determine planning applications of strategic importance (currently he can only direct refusal).
- On housing, the Mayor will prepare a London Housing Strategy and will decide the broad distribution of public funds for affordable housing in the capital.
- On waste, the government will establish a new Londonwide Waste and Recycling Forum to bring stakeholders together to deliver improved performance on waste issues.
- On climate change, the Mayor will prepare Climate Change and Energy and Climate Change Adaptation Strategies.
- On culture and sport, the Mayor will be responsible for a range of board appointments to London's cultural and sport agencies, including half of the Board of the Museum of London.
- On health, the Mayor will prepare a Health Inequalities Strategy.
- On police and fire, the Mayor will either be, or will appoint, the MPA Chair, will appoint the MPA Deputy Chair and will assume a power of direction over LFEPA's functions.

- On scrutiny, the Assembly will be able to set its own budget and hold confirmation hearings for key Mayoral appointments.
- On City Hall staffing, the authority's Head of Paid Service will assume responsible for appointing staff and setting their terms and conditions, with the exception of the 12 staff appointed directly by the Mayor.

The measures are being taken forward through a number of different channels. Those not requiring legislation were put in place almost immediately. These included the transfer of the London Housing Board's responsibilities from the Government Office for London (GOL) to the GLA and the setting up of the new London Skills and Employment Board. Those measures requiring legislation were included in three different pieces of legislation:

- the GLA Bill (published in December 2006, House of Commons Committee Stage January 2007) with Royal Assent expected by the end of July 2007
- the Further Education Bill (published in December 2006, House of Lords Grand Committee Stage January and February 2007) with Royal Assent also expected by the end of July 2007
- the Police and Justice Act (granted Royal Assent in November 2006).

Your city

Introduction

Effective consultation and communications remain high priorities for the GLA. Whether it is listening to Londoners' priorities for the city through an annual survey or promoting safer travel arrangements for women at night, the Mayor is at the forefront of listening to and responding to the needs of Londoners.

Annual London Survey 2006

The Annual London Survey 2006 was conducted by Ipsos MORI on behalf of the Mayor between 13 October and 15 December 2006, with a total of 1,418 Londoners interviewed. It was the seventh such survey conducted on behalf of the Mayor since 2000.

Headline results from the 2006 survey, which helps to shape the Mayor's priorities, were published in February 2007 and include:

Environment

- Pollution remained the top concern for Londoners with 72 per cent of people saying it is a problem (a seven per cent rise on 2005) and 39 per cent saying that reducing pollution from traffic should be the top environmental priority (same as in 2005).
- A third of Londoners would like to see conserving energy prioritised (34 per cent). This has moved up the list of environmental priorities to second place, up from 23 per cent in 2005.
- The majority of Londoners are concerned about climate change, with 57 per cent citing this as a problem for London's environment; up seven per cent from last year.

Crime, safety and policing

- Crime and safety dropped as Londoners' top priority for improving the city: down from 51 per cent in 2005 to 47 per cent in 2006. It has been overtaken by affordable housing and property prices: now 50 per cent of respondents compared with 45 per cent last year.
- Despite overall satisfaction with police falling slightly, the balance of satisfaction remains higher than before 2005. The rise in 2005 may have been an immediate response to the handling of the July bombings.
- The majority of people surveyed still perceive relations between the police and their local community as good (53 per cent), but this has also dropped by six per cent from last year.

Transport

- Feeling safe on the Underground at night has gone up by eight per cent, from 55 per cent in 2005 to 63 per cent in 2006. Feeling safe on local trains has also gone up – by five per cent.
- A new question found that half of Londoners think access to buses for disabled people has improved.

Tolerance and diversity

- Londoners continue to have a strong sense of identity with the city and enjoy its cultural diversity; 78 per cent of those surveyed said 'London is a place I identify with'.
- Three out of four Londoners agree that London is a city that is tolerant of gay and lesbian people, a 12 per cent rise since 2003 to 74 per cent.

People's and Mayor's Question Times

People's Question Time is held twice a year and provides an opportunity for members of the public to ask questions of the Mayor and the London Assembly. In November 2006, it was held at Bromley Civic Centre and in March 2007 at Tottenham Green Leisure Centre. Each event was attended by over 600 people.

At both Bromley and Tottenham, questions were grouped into four key areas:

- policing and community safety
- transport
- the environment
- the London 2012 Olympic and Paralympic Games.

Mayor's Question Time is held ten times a year and provides an opportunity for the 25 London Assembly Members to ask questions on behalf of their constituents. The number of questions asked each year is given in the table below:

Year	Number of MQT questions
00/01	598
01/02	839
02/03	1,297
03/04	1,846
04/05	2,223
05/06	2,408
06/07	3,055

Both the People's and Mayor's Question Times cover the full range of the Mayor's and the GLA group's responsibilities, with questions typically focusing on the:

- local provision of extra bus services and the impact of congestion charging
- allocation of additional police officers and police community support officers (PCSOs) to the MPS's Safer Neighbourhoods teams
- the general state of London's environment, including the cleanliness of its streets and efforts to reduce and remove graffiti.

The Londoner

The Londoner newspaper is published ten times a year and keeps London's three million households informed of the Mayor's and the GLA group's activities. *The Londoner* is also now featured on the GLA website, www.london.gov.uk. The Annual London Survey indicates that *The Londoner* significantly contributes to Londoners being informed of the work of the Mayor of London.

Safer Travel at Night

The Safer Travel at Night Campaign is an ongoing campaign involving the GLA, TfL and the MPS. The aim of the campaign is to encourage the use of legal minicabs, black taxis and Night buses, in order to reduce the risk of sexual assault and rape for women from the use of illegal cabs.

The Mayor launched the latest stage of the campaign in December 2006. It included a new advertising campaign that focused on the innovative SMS text service launched in 2005 allowing licensed minicab and taxi booking services to be easily accessed by texting HOME to 60835. The campaign was re-named Cabwise this year and all the advertising revolved around this new brand name.

Advertising carried out during 2006/07 included tube and bus stop posters, TV, local council beer mats, z-cards, emails and branded key-rings to new London students (Freshers' Weeks), station flyers on the Underground and, for the first time, a dedicated website – www.london.gov.uk/cabwise – and promotional emails.

Promotional teams also worked to give out information in popular bar and club areas around the capital, during the summer as well as during the key pre-Christmas period. Visits included the West End, City, Islington, Camden, Clapham, Richmond, Croydon and Kingston. A number of late night taxi or private hire marshalled schemes have been established in busy locations across the capital.

The radio station Capital FM supported the campaign this year with on-air reads, website links, and promotional literature promoting the texting service.

Enforcement is a key part of the campaign and is led by the TfL-funded Transport Operational Command Unit (TOCU), a £56 million a year initiative to target crime and disorder and bus flow issues on the bus network, tackle congestion on London's roads and enforce the law relating to taxis and private hire vehicles.

The TOCU pays particularly close attention to illegal cab activities across London. Since June 2005, all private hire vehicles and operators have had to be licensed, and display a licence disc.

The success of the latest stage of the campaign can be gauged by the dramatic increase in demand for the SMS service – up by over 100 per cent in November and December 2006 and with over 32,000 requests received across greater London over the wider winter period, an increase of approximately 60 per cent compared with the previous year.

Latest research has shown that the Safer Travel at Night campaign has been successful in changing attitudes to illegal cab usage with the best news being that fewer females are making journeys in illegal cabs. Female use of illegal cabs in the West End has fallen from 18 per cent prior to the campaign's introduction to a current level of two per cent.

Transport

- The £117 million iBus tracking system will improve bus reliability and provide better bus arrival information from summer 2007.

- Oyster Pay-As-You-Go was made available from over 300 mainline stations.

- Investment continued in London Underground with 34 stations being upgraded or refurbished. This included the state-of-the-art ticket halls at Kings Cross St Pancras.



- Vauxhall Cross underwent a major transformation in 2004. A new interchange made travelling into, through and around the area smoother and easier. New road layouts made cycling and walking safer and more pleasant, combined with environmental improvements to the surrounding area. State-of-the-art technology means the interchange is largely fuelled by solar energy, and rainwater is recycled to provide much of the water needed for day-to-day use.

- Cycling on London's major roads has increased by 72 per cent since 2001/02. This has been matched by a £24 million investment from Transport for London to improve the cycle network.

- In September 2006 bus and tram fares were abolished for under-18s in full time education.

- Cabwise was launched as the latest stage of the Safer Travel at Night campaign to make it easier to get around the capital at night. Over the winter period over 32,000 people used the text service.



Introduction

TfL is responsible for delivering the Mayor's priorities for improvements to public transport in the capital. 2006/07 has witnessed further progress in the areas of reliability, accessibility and sustainability. Achievements have included the westward extension of the Congestion Charge zone, the creation of London Overground and substantial additional investment in cycling leading to increased participation rates.

TfL focus and delivery

TfL has had another year of strong performance focusing on three key areas.

Firstly, TfL has been improving day-to-day journeys for passengers, focusing on expanding services, improving reliability, better information and more integration. One example is the Oyster smartcard that has played a major role in making journeys faster and easier for passengers, as well as offering cheaper single fares for those who switch from cash. The benefits of this intelligent system will now be extended to more hard-pressed national rail commuters as all the capital's train operators agreed in February to implement Oyster Pay-As-You-Go. This will make it available at more than 300 mainline stations, up from the current 60.

Secondly, TfL has been delivering a five-year investment programme that will see more than £10 billion invested by 2009/10 in a modern and extended transport network to maintain London's economic dynamism and meet the demands of a growing city. Good progress is being made on this challenging programme of works that includes the East London Line extension. Construction has already started on bridge replacements, bridge and viaduct refurbishment and general works to support the extension between Dalston Junction, West Croydon and Crystal Palace when it opens in 2010. This will give TfL the ability to deliver more frequent, reliable and higher quality rail services. It will also make the London Overground a vital part of TfL's integrated transport network, and help towards providing sufficient capacity on rail routes that will be required for the 2012 Olympic and Paralympic Games.

Thirdly, TfL is making good progress in delivering the Mayor's wider priorities, ensuring that transport plays its part in tackling the global issue of climate change as well as providing a network that gives all Londoners access to the many social, employment, health and educational opportunities that the capital offers. For example, the successful extension of the congestion charge in February will build on work to cut emissions, and help make roads less crowded. Additionally, TfL's work with the GLA and others on the London Climate Change Action Plan will make the capital a more sustainable city in the future.

Also, measures to help the poorest Londoners are being implemented by TfL. Firstly, those on income support will benefit from half-price bus and tram travel through a groundbreaking deal arranged with the Venezuelan government announced in February 2007. Secondly, all bus and tram fares were abolished for under-18s in full-time education in September 2006. This scheme promotes the benefits of public transport to school leavers, while helping young people to continue their studies.

London Overground

In November 2006, the Mayor announced the creation of London Overground, a new unit within TfL which will operate services on the North London Railway from November 2007. London Overground will also run the East London Railway when it opens in 2010. This means passengers will have more frequent, reliable and higher quality services. Progress with extending the East London line continues to schedule, with the contract for the main works awarded in October.

TfL has invested in better safety and security at over half of London's suburban mainline stations to encourage more Londoners to use national rail services, and to make better use of existing capacity, especially in the evenings and at weekends. More than £32 million has now been invested with 162 stations now fitted with new or

upgraded CCTV, Help points and better lighting. A further 54 London stations will benefit from safety improvements when TfL takes control of the North London Railway in November, as the first part of the London Overground network.

The Docklands Light Railway (DLR) – which has continued to run at 97.9 per cent reliability – has helped create a world-class business centre in Docklands. It plays a major role in both the regeneration of east London as a whole and the development of the 2012 Olympic and Paralympic Games infrastructure. Passenger numbers grew strongly again this year.

Construction is well underway to extend the DLR line by 2.5km to Woolwich Arsenal via a tunnel under the Thames. It is due to become operational in 2009. New platforms are being built for the DLR at Stratford regional station and are due to be completed in 2007.

Besides triggering more regeneration and offering fast and frequent services to the City and Docklands, the new route will provide essential cross-river connections to Olympic venues. To provide further increased capacity for the Games, the DLR ordered 31 new carriages to cope with extra passenger demand. TfL's Investment Programme and the Olympic Delivery Authority are funding the new carriages.

London Underground

Despite TfL's ongoing concerns over the Public Private Partnership (PPP) contracts inherited in 2003 – especially those concerning Metronet, as highlighted by the PPP arbiter's report in November – parts of the London Underground system are now benefiting from huge investment. Thirty-four stations have been upgraded or refurbished in 2006/07; passenger capacity on the Waterloo and City line has been increased by 30 per cent; a cooling system has been installed at Victoria station; and the commitment continues towards making 25 per cent of stations step-free by 2010 and 33 per cent by 2013.

The new £2 billion digital radio Connect system, paid for as part of the investment programme, is now being rolled-out across the Underground and will be completed in 2007. The Connect system means every station (including Network Rail owned and disused stations), depot and control centre will be linked. Connect will help bring improvements in train service performance, especially during incidents, by helping speed up the recovery of service.

Connect will also boost safety and security on the network. A £115 million contract for the Airwave radio network used by police and the emergency services to

'piggy back' on the Underground's new digital radio system has been signed. This will mean that the Metropolitan Police Service and other UK police forces including the City of London Police will have Airwave radio coverage at all 125 below-ground stations.

This progress has been made at the same time as catering for unprecedented demand. In 2006, for the first time ever in one calendar year, the total number of passenger journeys on the Underground was more than one billion.

A particular focus of attention in 2006 was King's Cross St Pancras station, where state-of-the-art ticket halls were completed. They were opened in May 2006 and have doubled the station's capacity, helping meet increased demand as it now handles 250,000 passengers a day, making it the busiest station on the network. The newly refurbished Wembley Park station also opened last year, providing increased capacity ready for the completion of the National Stadium.

The Waterloo & City line reopened in September after being closed for five months for a major upgrade. The refurbished trains now have CCTV cameras in every carriage. Also in September, construction started on a new Underground station at the major new transport hub at White City. It will play a significant part in supporting the new shopping development planned for the area.

Better bus services

London's buses have continued to provide a flexible, frequent, reliable and fully accessible service to millions of passengers every day. This was recognised in May by the House of Commons Public Accounts Committee.

The Night bus network has been expanded and improved, too, so that it consistently provides a safer, cheap and reliable journey home. The number of Night bus routes stood at 100 in the summer of 2006 compared with 57 in 2000.

Last summer was one of the hottest on record and TfL is delivering a range of initiatives aimed at cooling London's buses. The measures taken – including extra windows upstairs and trials of cooling methods – aim to make it more comfortable for passengers during hot weather in the future.

Another initiative that will benefit passengers is the £117 million iBus system, which uses satellite tracking and General Packet Radio Service (GPRS) data transfer

to help service controllers improve reliability and provide better bus arrival information. iBus trials started in 2006 and the system is due to become operational across the bus network in June 2007.

Expansion of the tram network

A consultation was launched in October 2006 to consider an extension of the Croydon tram to Crystal Palace. Although the system continues to be successful in providing an alternative to car use in this part of south London, both TfL and the Mayor have expressed concerns about the ongoing management of the network by the private concessionaire Tramtrack Croydon Ltd. It is being pressed to make the improvements that are considered vital to meet demand in the area for tram travel.

The latest consultation concerning the West London Tram ended in February 2007. As for the proposed Cross River Tram, from Euston to Waterloo, consultations on route options came to a close early this year. Currently, feasibility work is taking place into the proposal for a tram to run along Oxford Street.

● On average the London Underground carried over three million passengers a day.

Streets

The Central London Congestion Charge zone was extended into parts of Kensington and Chelsea in February. The extended scheme is already operating successfully in what was one of the most congested areas in the UK. Traffic levels have now reduced in line with predictions – by 15 per cent – helping to keep London moving. Research shows that the increase of utility works in Central London – especially works to stop water leaks – has caused congestion to increase in the zone despite lower traffic levels. Without congestion charging, central London would be gridlocked during much of the day.

TfL is continuing to support a number of Local Area Schemes devised by boroughs, including town centre schemes, improvements in residential areas, and enhanced station accesses.

Wider priorities

Tackling climate change is a key priority for TfL, which has implemented a variety of schemes to improve air quality to ensure that the Mayor's five-yearly carbon dioxide reduction targets for London up to 2025 are met.

In November, approval was given to the setting up of a Climate Change Fund, and a consultation was launched on the proposed Londonwide Low Emission Zone that would require HGVs, coaches, taxis and buses to meet Euro 3 emission standards. Work is also underway to ensure that all taxis reduce their emissions by having to reach a Euro 3 standard of cleanliness.

Last summer, 39 new-generation, low-polluting, double-deckers went into service. The Enviro400 is almost 20 per cent more fuel-efficient and generates 18 per cent less carbon dioxide emissions. TfL will seek to reduce emissions from its bus fleet further by accelerating the introduction of diesel-electric hybrid buses. The world's first hybrid diesel electric double-decker began service on route 141 in March. TfL is keen for bus manufacturers and operators to rise to the challenge of making hybrid buses more financially feasible so as to speed up their introduction across London.

In parallel, it will ensure that all existing diesel buses use a low-blend biofuel mix as soon as possible. At the same time it has started the procurement process for 10 hydrogen internal combustion engine, or fuel cell, buses.

Sustainable freight operations are also being encouraged through the eight proposals contained in the draft London Freight Plan, launched in September.

Cycling on London's major roads has risen by 72 per cent on 2000/01 levels and TfL has increased its investment in this area to £24 million compared with £5.5 million in 2002. Walking schemes have also received extensive TfL investment through the Borough Spending Plan (BSP) process.

Important work has continued in tackling deaths and injuries on our roads with casualties reduced by 40 per cent compared with the mid-to-late 1990s. The number of children killed or seriously injured has been reduced by 58 per cent.

Solid progress has been made to influence behaviour to encourage people to leave their cars at home for short journeys through the introduction of Travel Demand Management plans. This has included the three-year Sustainable Transport Town Centre Scheme that started in September 2006 in Sutton.

2007/08

Key GLA deliverables

- Deliver improvements in public transport, including working with TfL to issue the new North London Railway contracts, following transfer to TfL.
- Support successful delivery of major transport infrastructure projects, including taking forward the West London Tram scheme to public inquiry.
- Improve the sustainability of the transport system, including implementing the Low Emission Zone.

Public safety

• The Night bus network has been extended so that it provides safer, cheap and reliable journeys home. The number of Night bus routes stood at 100 in the summer of 2006 compared with 57 in 2000.

• Policing of London's transport network has been improved, with an additional 375 Police Community Safety Officers deployed to improve safety on transport in 21 outer London boroughs.

• Since the late 1990s, the number of children killed or seriously injured on London's roads has been reduced by 58 per cent.



- There was a seven per cent reduction in crime between April and December 2006. This means that over 180 fewer crimes were committed in the capital each day.

- Since December 2006, every London ward has a dedicated policing team of at least six officers. Each month, the teams meet over 20,000 people to discuss local issues.

- The Mayor's budget provided funding for an additional 89 British Transport Police. They concentrated on preventing robbery and violent crime across the transport network.

- Additional funding is needed for the capital's fire and police services because they have national as well as regional roles when they meet the challenge of terrorist attacks.

The London Regional Resilience Forum published a report into the lessons learned from the 7 July 2005 terror attacks on London.



Introduction

The full rollout of the Safer Neighbourhoods teams was completed ahead of schedule in December 2006. This means that all of London's wards now have a dedicated policing team of at least six officers. The teams will provide the public reassurance sought by Londoners and will enable perceptions of crime to match the continued reduction in recorded crime in the capital.

Mainstreaming crime reduction

Reducing crime and the fear of crime, building confidence in the criminal justice system and ensuring that London is one of the world's safest cities remain among the Mayor's very highest priorities.

2006 has seen the GLA preparing for Section 17 of the Crime and Disorder Act 1998 becoming a statutory duty for the authority. This will lead to crime reduction becoming an additional cross-cutting theme for the GLA and will for the first time place a statutory duty on the

entire GLA group to do all that it reasonably can to prevent crime, disorder, anti-social behaviour and the misuse of drugs and alcohol in London. This will be a major responsibility, and one that the Mayor had argued for and which he wholeheartedly welcomes.

Crime rates and perceptions of safety

2006/07 was another successful year in terms of making London safer. There was a seven per cent reduction in crime between April and December 2006 compared with the same period the previous year – with recorded crime down by 51,800 offences to 696,300. This translates to over 180 fewer crimes in the capital every day. All crime categories have decreased with the exception of robbery (up 2.5 per cent) and there have been particular successes with regard to gun crime (down 16 per cent to 2,563), racist crime (down 12 per cent to 7,892) and business crime (down 12 per cent to 88,581).

The rollout of Safer Neighbourhoods teams has resulted in an unprecedented increase in local policing activity.

Each month teams facilitate around 1,300 pre-planned community meetings with over 20,000 people attending. This engagement is leading to countless interventions and actions tackling local issues. The Annual London Survey 2006 has shown that 27 per cent of Londoners have seen more police in their local neighbourhood over the past 12 months; a three per cent increase on the previous year. It is expected that crime and the fear of crime will be reduced further as the teams become more established and recognised in their communities.

Improved and more effective justice

The GLA has developed new and improved relationships to help deliver more effective justice and to build Londoners' confidence in the criminal justice system. This year the Mayor became a member of the London Criminal Justice System Ministerial Steering Group and Lee Jasper, the Mayor's Director for Equalities and Policing, joined the London Criminal Justice Board and continued his work as acting chair of the Board's Race and Diversity Action Group, which seeks to address the

● The Annual London Survey 2006 has shown that 27 per cent of Londoners have seen more police in their local neighbourhood over the past 12 months.

over-representation of minority ethnic groups in the criminal justice system.

Violence against women

Ensuring that London is one of the world's safest cities means that community safety must begin at home. Over the last year the Mayor has worked hard to ensure that London is a city where women need not live in fear of intimidation, harassment or violence, and where everyone can be safe in their homes.

Much of this work has been through a range of multi-agency partnerships that are tackling issues such as domestic violence, rape and sexual assault, human trafficking, safer travel at night and women's safety in public spaces and parks.

In 2006/07 these multi-agency partnerships delivered many successes, including:

- Being on target to achieve a decline in domestic violence murders to less than 20 in London per year – a reduction of more than 50 per cent. This is a significant reduction.

- More Specialist Domestic Violence Courts. London started with none in 2001, reached two by the launch of the Mayor's second strategy on domestic violence and is on course to have at least three by the end of 2006/07.
- The development of Havens (Sexual Assault Referral Centres), Young Person and South Asian Outreach Projects. Projects to support young people and south Asian victims of rape and sexual assault, and to build confidence and trust with the local communities and schools.

Over the coming year priorities will include:

- The rollout of community-based children's services across all London boroughs to provide support to children exposed to domestic violence. The aim is to have these services in at least eight London boroughs by the end of 2007.
- Action planning to tackle honour-based violence within London's communities. A programme of actions to combat honour-based violence including female genital mutilation and forced marriage including awareness raising and community engagement.

- Delivery of the MPS Rape Review Implementation Plan. A plan to improve and monitor rape investigation standards across all London boroughs and to increase joint working with the Crown Prosecution Service to raise the number of offenders brought to justice.
- The introduction of a survey for victims of rape and sexual assault and domestic violence to enable views and experiences to be fed into future planning and service provision.

Transport crime

Significant progress has been made in improving safety on London's public transport, including investment in additional policing on the transport network. The Mayor's budget for 2006/07 provided funding for an additional 89 British Transport Police for London, concentrating on robbery and violent crime hotspots. These mobile and visible teams patrol stations and trains on the Bakerloo Line overground stations and Silverlink Services in London and south London Overground rail stations, providing security and reassurance for the public.

New Safer Transport Teams of Police Community Safety Officers (PCSOs) are to be introduced between February and July 2007. These additional 375 PCSOs will be deployed to 21 outer London boroughs where patterns of anti-social behaviour have been identified to increase public confidence and safety. The teams have been designed to deal with local issues on the transport networks alongside colleagues from Safer Neighbourhoods teams, TfL and the British Transport Police.

The development of TfL's first Crime and Disorder Reduction Strategy in 2007 and voluntary adoption of Section 17 principles of the Crime and Disorder Act 1998 – in preparation for this becoming a statutory duty – further strengthened the Mayor's commitment to improving safety and security on the transport system.

• The Mayor worked with other agencies to cut domestic violence murders by more than 50 per cent. Projects were launched to support south Asian victims of rape and sexual assault.

Diverse police and fire services

While there is no room for complacency, progress continues to be made in improving the diversity of London's police and fire services. By December 2006, a third of PCSOs in the capital were from black, Asian and minority ethnic (BAME) groups. The proportion of BAME police officers has also increased, up to 7.7 per cent in December 2006, compared with 4.2 per cent in 2001. The proportion of women police officers has also increased, and stood at 20.3 per cent in December 2006.

The proportion of BAME firefighters, which has almost doubled in the past five years, continues to increase. In December 2006, 9.4 per cent of firefighters were from BAME groups. The proportion of BAME operational management staff has also increased, up from 1.2 per cent in 2001 to 4.3 per cent in December 2006.

Resilience

7 July bombings

In October 2005 following the London bombings, the London Regional Resilience Forum – chaired by Phil Woolas MP with the Mayor as his deputy – set up a multi-agency debrief process to ensure that the essential lessons learnt were captured. In September 2006 a report was produced titled *Looking back, moving forward*. The report summarises the main findings and lessons, focusing on the frontline responses from London emergency services and other key agencies involved. The report also considered the recommendations from the 7 July Review Committee Report which was set up by the London Assembly.

• The number of people feeling safe on the Underground at night rose from 55 per cent to 63 per cent .

Anniversary of the London bombings

The Mayor attended and marked the first anniversary of the London bombings with commemorations on 7 July 2006. The Mayor along with senior politicians, emergency workers, passengers, members of the public and bereaved families of victims paid tribute to all those killed and injured. Flowers were laid at all three of the sites at the time of the explosions in memory of the victims and a national two-minute silence was observed at 12 noon.

Funding

Responding to the London bombings gave recognition to all the emergency and transport services that handled the challenges on the day itself and in the following months. The Mayor recognises that there has been much needed additional investment and funding to enhance London's resilience in responding to incidents such as the 7 July bombings. He continues to make the case to government for additional funding for the capital's fire and police services given the fact they have national as well as regional roles.

The threat of further attacks

In August 2006 there was a huge anti-terror operation, following an ongoing investigation into the alleged plot to manufacture and smuggle explosive devices onto aircraft at airports. Effective partnership working meant the police and security services prevented what could have resulted in a massive loss of life. This incident recognised the need to continue increasing police presence at all London airports.

The Mayor is on track to have in place a policing services agreement between the MPS and the British Airports Authority. The Stephen Boys Smith independent review of airport policing is likely to recommend that a policing services agreement be developed at each airport between the policing body and the airport operator to set the future level of cost recovery.

2007/08

Key GLA deliverables

Work with MPA/MPS to achieve a reduction in Public Service Agreement (PSA1) volume crime by 20 per cent (compared to 2003/04).

- Work with partners to ensure Londoners feel safer:
 - Delivery of the London anti-social behaviour strategy
 - Work with partners and stakeholders to develop and strengthen London Week of Peace
 - Work with partners to help deliver the community safety transport terminal initiative.
- Enhanced proportions of BAME/women recruits and reduced levels of BAME/women leavers in the fire brigade and police force.

Economic growth

- A custom-designed facility was opened with support from the London Development Agency. It will provide office and laboratory space for up to 15 early stage technology companies.

- The Mayor supported the increased use of the city as a film location through working with Film London and the London Film Partnership. There were over 1,000 productions in the first nine months of 2006.

- Partnerships were set up with 11 local authorities to deliver literacy and numeracy support for employees in low-skilled occupations.



- A conference was held with the International Labour Organization on combating discrimination and promoting equality in the workplace as part of the Diversity Works for London initiative.

- 2006 saw a record number of overseas visitors to London. An extra 1.3 million visits were made to the capital. London's share of world tourism rose, boosting London's economy by £600 million.

- Plans were announced for the zero carbon regeneration scheme at Gallions Park in Docklands. Local power generation will cut energy bills for residents.

- The *London Plan* underwent further review and development with an Examination in Public of draft Early Alterations in June and draft Further Alterations published for consultation in September.



Introduction

Employment rates and regeneration schemes are key to London's economic growth. The establishment of the London Skills and Employment Board – chaired by the Mayor – is a key development in ensuring that Londoners receive maximum benefit from the employment opportunities available in the capital. The LDA continues to support physical regeneration initiatives across London, including those supporting the expanding number of homes in east London.

Regeneration initiatives

Throughout 2006/07, the LDA made substantial progress on its major sites. This included driving forward a commercially viable zero-carbon scheme at Gallions Park, in the Albert Basin, which will help to lead the way in environmentally sustainable development throughout London and the UK. Setting a target of 100,000 homes to be built in the Thames Gateway by 2016 will ensure a scale of development that will make environmental innovation economically viable. Establishing Design for London – which brings together the design expertise of the LDA, TfL and the GLA's Architecture and Urbanism Unit – will also set the tone and raise standards for high-quality design throughout the capital.

Key achievements include:

- At Woolwich, there has been continued development on the LDA's Royal Arsenal site, with more than 2,000 people living there and 90 businesses employing 300 people. Work on The Warren is now underway, which will integrate the Arsenal site into Woolwich town centre.
- Work has continued on developing a new town centre at Silvertown, which includes the Biota! aquarium.
- The public inquiry for the LDA's Compulsory Purchase Order (CPO) for Silvertown Way in Canning Town has been held – a significant milestone for a project that will have a catalytic effect on improving the area.
- There is now planning consent for the major development of Dalston station, a joint project between the LDA and TfL that includes developing the station to provide a mixed-use scheme and public plaza.
- The development of a sustainable industrial park at Dagenham Dock is continuing apace. Much of the public realm and road works along Chequers Lane have already been completed.
- A development partner has been approved for St Andrews, which will be a high-quality design, low carbon scheme of 800–1,000 units, with at least 20 per cent renewable energy on site.

Science

In August 2006, Catalyst, the Science and Industry Council (SIC) for London, published *Profit for Knowledge: A Strategy for London* that provides a strategic framework that will shape the council's programme of activity over the next three years. The strategic priorities set out in Catalyst's user-driven strategy are grouped into three key themes:

- providing a unified voice to champion London's science, technology and design agenda
- mobilising business demand for London's science, technology and design base expertise
- addressing strategic barriers to increased business R&D investment in London.

Catalyst will deliver these objectives through new projects supported by resources and funding from the LDA. Equally important will be joint working between London's knowledge base and industry stakeholders.

The Imperial BioIncubator opened in November 2006 with support from the LDA. The BioIncubator is a custom-designed facility which will provide office and laboratory space for up to 15 early-stage companies. Companies currently based at the centre are developing technologies in a wide range of sectors such as renewable energy and drug discovery.

In November 2006 the UK Stem Cell Foundation made its first funding award utilising matched funding provided by the LDA. The research, to be carried out at University College Hospital and Bart's and the London NHS Trust aims to trial a new treatment for heart attack victims.

London Genetics Limited, a specialist agency created to facilitate partnerships between industry and world class academic centres of excellence in genetic and genomic-based research across London, was launched in December 2006. London Genetics is funded by the LDA and is an equal partnership between Imperial College London, Kings College London, UCL, Queen Mary University of London, St George's Medical School, London School of Hygiene and Tropical Medicine, and the Institute of Cancer Research.

Food strategy

The Mayor's strategy, *Healthy and Sustainable Food for London*, was published by the LDA in May 2006.

It focuses on five themes: health, environment, economy, social/cultural and security; and the Mayor's cross-cutting themes of health, equality and sustainability.

London Food approved an Implementation Plan reflecting the actions required to improve Londoners' health through better diet, and the need to increase the choice, availability and quality of food for all Londoners, especially the most disadvantaged. This is currently awaiting approval from the Mayor and should be published in spring 2007. The LDA has approved two projects to be delivered from 2006/07, the first of which is a feasibility study, to be completed in spring 2007, into the possibility of a 'Local Food Hub'.

The second longer term project relates to food sustainability training for public sector caterers in order to address the food on offer in hospitals and schools. Funding is until March 2009.

Film in London

Film London continued a variety of activities designed to support film activity in the capital during 2006. Activities included industry advocacy and support to keep attracting inward investment and encouraging export promotion, as well as securing employment for the capital's industry workforce.

Through the London Film Partnership, the organisation has delivered a highly successful film location service. London's local authorities recorded 6,752 shooting days in the first six months of the year. In the first nine months of 2006, Film London assisted over 1,000 productions with a UK spend on feature projects exceeding £450 million. Major titles Film London has assisted include: *Penelope*; *Brick Lane*; *28 Weeks Later*; *The Other Boleyn Girl*; *Run, Fat, Boy, Run*; *The Bourne Ultimatum*; *Holiday*; *Death at a Funeral*; *The Deaths of Ian*; *Death Defying Acts*; and *His Dark Materials: Golden Compass*.

The London UK Film Focus (LUFF) continues to boost the export of British features. Early indications show that sales from LUFF 2006 are predicted to be at around US \$2 million.

The London Film Festival was a huge success, with Film London being a major contributor. A number of films shown have gone on to major awards, including *The Last King of Scotland* and *Babel*.

Highlights of filming on Trafalgar Square during 2006/07 include:

- Judi Dench and Ewan McGregor starring in a film directed by Kevin Spacey for FilmFour to launch its free film channel in June 2006.

- Filming for *Salaam-E-Ishq (A Tribute To Love)*, which was shot in August 2006. The filming on the square involved over 60 dancers, a four-poster bed and a white stallion. *Salaam-E-Ishq*, directed by Nikhil Advan, features several high-profile Bollywood stars and was released on 25 January 2007.
- The new film *28 Weeks Later*, starring Robert Carlyle, transformed Trafalgar Square into a desolate location for a scene set six months after the initial virus attack in the movie *28 Days Later*. The film is due for release in May 2007.

Diversity Works

Diversity Works for London has completed a pilot project with commercial organisations in London and is now embarking on its second phase of implementation. The programme supports companies in their efforts to develop and enjoy the benefits of having a diverse workforce. In addition to promoting the benefits of diversity to the business community, the programme team is working closely with other LDA and GLA teams to ensure it is integrated into the implementation of the sustainable procurement agenda.

In 2006/07 the programme partnered with the International Labour Organization (ILO) to deliver an international conference on combating discrimination and promoting equality in the workplace. Looking forward, a major new product development drive has begun which will include the launch of a new website and business engagement tools. The Diversity Works for London programme will continue to work in partnership with key stakeholders to bring about a lasting change in diversity for business and for Londoners.

Employment initiatives

London now has a higher proportion of its working age population who are not in paid work than any other region of the country. Demand for labour is high and employment is growing but at the same time, London has a lower proportion of its resident population in paid employment than any other region or country in the UK and the gap has been widening.

- The London Skills and Employment Board was set up. Chaired by the Mayor, it aims to boost skills and employment opportunities for Londoners.

To help understand and address the problem of worklessness, the LDA and GLA Economics published *What Works with Tackling Worklessness?* This is a comprehensive and timely review of evidence to help tackle this problem. The report looks at the effectiveness of policies to help workless people get and keep paid employment.

During the course of 2006/07 the LDA worked with stakeholders in the public, private and voluntary sector to develop and deliver a range of programmes to help people access work and address the barriers that they face in accessing employment.

Activities included:

- The LDA leading the delivery of two City Strategy Pathfinder (CSP) programmes for the Department of Works and Pensions (DWP) – one directed at six boroughs in west London and the other at the five Olympic boroughs in east London. These programmes are designed to deliver significant improvements in the working age employment rate and achieve a measurable reduction in child poverty – particularly for disadvantaged groups such as benefit claimants, lone parents, disabled people and those with health conditions.

- Sector specific employment and skills support programmes linking disadvantaged young people with London employers in the hospitality and leisure industries.
- Partnerships with 11 London boroughs to deliver literacy and numeracy support for employees in low skilled occupations.
- Introducing accredited qualifications and quality improvement standards for those delivering job brokerage services in London.
- Funding the provision of additional training to increase the supply of qualified basic skills and English for Speakers of Other Languages (ESOL) teachers.
- Pilot project with Registered Social Landlords and the voluntary and community sector to encourage greater interaction with the workless communities that they house.

In 2007/08 the LDA and the GLA will be looking to use the *What works* research, along with evaluations from LDA funded support, to help inform the work of key stakeholders such as Jobcentre Plus and the Learning and Skills Council.

The LDA will also be seeking to maximise the opportunities that the London Skills and Employment Board Adult Skills Strategy and the two City Strategy Pilots present for London.

Work of the London Skills and Employment Board

In July 2006 the Mayor and the GLA were granted additional powers and new lead roles in relation to adult skills in London. The Mayor now chairs a new London Skills and Employment Board that draws from business and other key sectors. The board has a statutory duty to promote skills in London and will publish a new Skills and Employment Strategy for London setting priorities and budgets.

The strategy, to be published in 2007/08, will address two principal objectives: raising the skill level of the London workforce to meet the demands of employers and tackling worklessness.

2007/08

Key GLA deliverables

- Work to ensure the Opportunity Area Planning Framework for the Royal Docks, Canning Town and North Woolwich is adopted.
- Work with the LDA to support the Mayor's new role on London skills and employment, including:
 - Ensuring the delivery of the work plan as agreed, for the Skills and Employment Board.
 - Implementing a lead from the Mayor on allocation of EU structural funds for London (subject to agreement from government).
- Implement Design for London
 - Ensure Design for London objectives and business plan align with the relevant Mayor's strategies.
 - Develop close integration between the GLA and Design for London through the establishment of working protocols.

Promoting London

• Tourism supports about 280,000 jobs in London while 82 per cent of overseas visitors rate Londoners as friendly.

• Visit London is implementing projects to encourage tourists to visit areas outside central London. The projects include Positioning Guides and days out itineraries.



- London's visitor economy continued to grow in 2006. Hotels experienced their best year since 2000 and the top museums attracted higher visitor numbers.

- The London Employment and Skills Taskforce agreed a programme to target 15,000-20,000 people from communities across the capital to obtain an accredited volunteer qualification to support the delivery of the 2012 Olympic and Paralympic Games.

- Significant progress was made on the 2012 Olympic and Paralympic Games. Most of the land for the Olympic Park is now under public ownership and power lines have been re-routed underground.

- Offices were opened in Shanghai and Beijing to maximise opportunities for promoting London as a place to study, invest in and visit.



Introduction

Significant progress has been made in the preparation for the London 2012 Olympic and Paralympic Games. The vast majority of the land required for the Olympic Park is now under public control, local power lines have been re-routed underground and a skills and employment taskforce has been established so that east Londoners can benefit from job opportunities arising from the Games. London continues to be an attractive destination for visitors with hotels experiencing their best year in 2006 since 2000.

- For the first time all 33 boroughs have consistent data on the volume and value of tourism and the number of people employed in the sector.

Visitor economy

London's visitor economy continues to grow on the back of solid overseas growth and strong spending by Londoners. Airport security alerts in August had very little impact. Hotels experienced their best year since 2000 with both occupancy levels and room rates up. There were also increased visitors to attractions, particularly high profile museums. The USA, France and Germany were the largest sources of overseas visitors with notable increases coming from Poland, Hungary and Spain.

A number of development projects have been implemented to encourage dispersal of tourists beyond central London together with pan-London projects to improve the overall visitor experience:

- Positioning Guides were produced for each of London's sub-regions – north, south, east and west – to help Visit London and the industry to have a clear understanding of the uniqueness of each region and therefore how to promote the destinations and their products.
- Days out itineraries for north London have been produced in downloadable format on the Visit London website and due to their success are now being produced for east and west London.
- The Local Area Tourism Impact (LATI) model was launched giving information at a sub-regional and borough level. For the first time all 33 boroughs have consistent data on the volume and value of tourism and the number of people employed in the sector.
- Two research projects on the River Thames were completed. First, the Non-user Survey identified the barriers that need to be overcome to encourage more tourists to use the river. Second, the International Best Practice Study provided useful information to be incorporated into development work.
- For the Darwin at Downe World Heritage Site bid, the LDA has funded and assisted with the development of a visitor management plan.

Marketing campaigns run by Visit London targeted at leisure and business visitors include:

- The world's first 24-hour art exhibition in London, Berlin, Milan and Barcelona. This one-off event featured work by 24 artists inspired by life in London.
- Pre-Christmas campaigns in press, radio and online media highlighted the sub-regions (14 boroughs) in the creative executions by inspiring Londoners to shop and entertain themselves outside central London.
- A forty-eight page London supplement was produced and distributed with the magazine *Conference & Incentive Travel*.

Offices in China

Offices were opened in Shanghai and Beijing to build relationships, co-ordinate all London activity and maximise opportunities for promoting London as a place to visit, study and invest in during the run up to and during the 2008 Olympics Games and Shanghai 2010 Expo.

Maximising the benefits of the 2012 Olympic and Paralympic Games

In 2006/07 the LDA invested heavily in the preparations for the construction of the Olympic Park and has also laid the foundations for a series of programmes to maximise the benefits to London business and people that this once-in-a-generation opportunity brings.

Power lines

As part of the catalyst for the regeneration of the Lower Lea Valley, the LDA led on a project to put the power lines underground that currently separate communities and facilities across the valley. This is part of a wider strategy to bring communities and businesses closer together to encourage social cohesion and sustainable economic growth in the area.

Preparations for the construction of the Olympic Park

To meet the objectives set out in the Mayor's *London Plan* and Opportunity Area Planning Framework the LDA is working to assemble the land required for the construction of the Olympic Park. This investment in infrastructure is part of the ambition for the long-term sustainable regeneration of the Lower Lea Valley.

Achievements in 2006/07 include:

- ninety-three per cent of the land brought within public control
- confirmation of the compulsory purchase order (CPO) to put power lines underground – April 2006
- confirmation of the Lower Lea Valley, Olympic and Legacy CPO – December 2006
- construction of modern, sustainable business parks at Beckton, Leyton and Enfield, made available specifically to businesses relocating from the Olympic Park
- procurement of £220 million of contracts for the demolition and remediation of the Olympic Park
- confirmation of the opening of a new cycle circuit at Hog Hill, Hainault to open in Autumn 2007
- agreement with London Borough of Hackney for the upgrading of sports facilities on Hackney Marshes.

In 2007/08 the LDA will complete its work on land assembly and hand over the land required for the Olympic Park to the ODA. The focus of the LDA's work on the physical Olympic Park will then shift to the Olympic legacy.

Legacy

The LDA's investment in infrastructure, people and business in the run up to the hosting of the 2012 Olympic and Paralympic Games is laying the foundations for the benefits that the Olympic legacy will bring to the whole of London and the UK. In 2007/08 the LDA, ODA and GLA will be working with other key stakeholders on the detailed planning for this legacy.

London Employment and Skills Taskforce

The LDA spearheaded the work of the London Employment and Skills Taskforce for 2012 that met from January to October 2006 to develop programmes that improve the employment and skills prospects for Londoners as a result of hosting the 2012 Olympic and Paralympic Games. It set itself a target of reducing the level of worklessness in London by 70,000. Launched at No.11 Downing Street in October 2006, it now has an implementation group of key partners that are collectively delivering projects including the Employer Accord and the Pre-Volunteer Programme (PVP).

The Employer Accord is an agreement between employers and the public sector to ensure job vacancies and interviews (Games and non-Games related) are offered to job seekers in return for improved industry-relevant training and employment support.

The Pre Volunteer Programme will target 15-20,000 people from disadvantaged communities across the capital with the aim of achieving an accredited volunteer qualification. This NVQ course is designed to assist clients to secure a volunteer role at the Games (and other events) and also to improve their employability and career prospects.

- Boost is launched, a local labour scheme for the five Olympic host boroughs, to promote employment opportunities.

In addition, the LDA established the Local Employment & Training Framework (LETf) to realise the economic benefits of the Games for residents and businesses in the five host Olympic boroughs. Leaders of the five Olympic boroughs agreed the framework in September 2006, and a strategic partnership board has been established to lead its development and implementation.

2007/08

Key GLA deliverables

- Develop a process to monitor, analyse and promote progress with the Mayor's Delivery Plans for the 2012 Olympic and Paralympic Games.
- Develop detailed proposals (including financial and legal mechanisms) for the long-term management of the Olympic Park and venues post-Games.
- Develop and deliver a programme of events and activities to commemorate the bicentenary of the abolition of the transatlantic slave trade in Britain to include the establishment of a Slavery Memorial/ Remembrance Day on 23 August 2007.

Equalities

• The Mayor has committed to London being a beacon for inclusivity and accessibility by 2012. The refurbished O₂ arena will have a high level of access for disabled people.

• Fifty per cent of the top 100 companies in the Stonewall index have their headquarters in London, including a number at Canary Wharf.

• Lifetime homes standards which are part of the *London Plan* are increasing the availability of accessible accommodation in London.



- Thirty-seven per cent of people in Stepney were born outside the UK and the community includes people from across four continents.

- Nine boroughs have ethnic minority populations greater than 50 per cent. These include Newham, Tower Hamlets, Hackney and Ealing.

- Parts of the London Underground system are now benefiting from huge investment. Thirty-four stations have been upgraded or refurbished in 2006/07, and the commitment continues towards making 25 per cent of stations step-free by 2012 and 33 per cent by 2013.

- The GLA achieved the highest local government standard for equalities during 2006/07. It also won a national public services award for innovation in equalities.

- London's population is the most ethnically diverse in Europe, speaking 300 languages, representing over 1,500 countries and practising 14 faiths.



Introduction

Equalities remains at the core of the Mayor's policies for the capital. The GLA's achievement of the highest level of local government award for equalities recognises the priority accorded to these issues by London's government. 2007 is both the bicentenary of the abolition of the transatlantic slave trade in Britain and the European Year of Equality, providing further opportunities for the GLA to promote its equalities work.

Age equality

Draft Supplementary Planning Guidance has been produced which identifies the needs of younger and older people. It sets out key principles that should guide planning and key planning issues, ranging from a safe, inclusive and accessible environment to the provision of community and leisure facilities.

The London Older People Strategies Group is the main way in which the Mayor engages with older people. This group played a key role in the consultation exercise that led to the Older People's Strategy and in the Capital Age Festival held in August 2006.

The Young Londoners' Network publicises and co-ordinates opportunities for young Londoners to speak their mind about their city and to become involved in

London life. There are plans to develop a dedicated website. In 2006, a sub-group of young disabled people was set up.

The fourth Older People's Assembly took place in July. This annual event provides a forum for older Londoners to discuss issues of concern and how they find living in the capital. The focus of this event was quality of life and topics included lifelong learning, the arts, culture and active health, access to leisure and sport and the role of neighbourhood centres.

Faith equality

The GLA has benefited from contributing to a variety of wide-ranging debates around religious diversity. This has provided opportunities for the Mayor to make submissions regarding his views in terms of effective engagement with faith groups. The Mayor believes it is essential that faith groups should be protected against discrimination in all areas of public life. This was articulated in his submissions to the following consultations:

- the creation of a Single Equality Body, and the Commission for Equalities and Human Rights
- each stage of The Equality Bill
- Domestic Violence and Faith Communities Roundtable Report
- draft delivery plans for Mayoral-owned Olympics objectives

- London Development Agency Corporate Plan 2006/07
- improving Opportunity, Strengthening Society – the first cross-government strategy to increase race equality and community cohesion. One of its key aims is to achieve the objectives of the newly created Faith Communities Consultative Council whose membership is drawn from the nine major world faiths.

Disability equality

The GLA won The Guardian's Public Services 2006 award in the innovation and progress section: diversity and equality for its Challenging Disablism Project, in recognition of the pioneering work that has been done in working towards the goal of making London an inclusive place for disabled people.

In 2006, the role of the Disability Policy Group was reviewed. It now has members from across the GLA Group. This is chaired by the senior policy adviser to the Mayor, a further example of the GLA's inclusive approach and involvement of disabled people.

The GLA's procurement processes have also been used to ensure that disabled and Deaf people are involved in delivering services for Londoners. Examples include the catering at the Liberty festival being provided by people with learning difficulties, and communication support for most equalities events being provided by a Deaf-led company.

The Mayor's fourth disability equality conference, Disability Capital, again attracted a large number of people. In response to the feedback received from delegates and consultation with stakeholders, it has been decided that a series of additional smaller events will be held in 2007.

Sexual equality

Combating homophobic bullying in schools

The Mayor has worked closely with Stonewall and Beat Bullying UK on this issue and commissioned and launched a schools DVD resource earlier this year. The DVD, titled *Education for All*, was distributed to schools across the London region.

Civil Partnership Registration

The Mayor established the London Partnerships Register (LPR) on 5 September 2001, which was influential in encouraging the government to introduce legislative change. When the LPR finally closed on 17 December 2006, 984 couples had signed the register. Following the introduction of Civil Partnership Registration in December 2005, same-sex couples formed 3,648 civil partnerships in England and Wales by 31 January 2006.

Pride Parade and Community Rally

The Mayor held his annual reception at City Hall to mark the occasion of Pride in London. The GLA supported and sponsored the annual Pride Parade and Community Rally

in Trafalgar Square and the event formed part of the Mayor's Summer in the Square programme. The Pride Parade has been running for well over 30 years and has evolved as a key cultural event in London's calendar and the main cultural event for London's lesbian and gay community. The Mayor is committed to ensuring that it grows steadily each year to become an international event.

Euro Pride 2006

London hosted Euro Pride in 2006 and welcomed lesbian and gay people, their friends and families from all over the world to the Euro Pride Festival in June and July. The Mayor and his officers worked with the event organisers to showcase London and promote the capital nationally and internationally as Europe's most gay-friendly city.

Addressing the needs of older lesbian, gay and bisexual (LGB) people

LGB older people played a key consultative role in developing the Mayor's Older People's Strategy. The strategy is intended to provide a basis for the Mayor to challenge negative perceptions of older people, promote the contribution they make to London, ensure they are adequately supported, and influence government and other sectors to promote and achieve equality for older LGB people in all aspects of their lives.

2007/08

Key GLA deliverables

- Work with partners (such as the LDA on skills pilots) to drive greater representation in the TfL workforce of:
 - women bus drivers
 - disabled bus drivers
 - BAME taxi drivers.
- Continue to encourage and ensure fair business practices:
 - monitor delivery by the GLA group of the Sustainable Procurement Policy, including environmental and supplier diversity objectives
 - work with LDA to ensure rollout of diversity tools for business.
- Promote the GLA's approach to equality and diversity by delivering a series of conferences, workshops and events as part of the European Year of Equal Opportunity.

Housing

- The government announced new housing powers for the Mayor. Subject to the passing of the GLA Bill, the Mayor will be responsible for a new statutory housing strategy and strategic housing investment plan.

- New targets for housing were published in the London Plan to increase London's housing provision from 23,000 to 30,500 new homes a year.

- London secured £51.5 million of central government funding from the Estate/ Area Renewal Fund to regenerate homes on nine London estates.



- The Artesian Building at Bermondsey Spa has been given an EcoHomes rating of very good. It has been built with high levels of insulation to help reduce heating and energy use, water saving devices, and a communal recycling store. The green roof on the adjacent health centre is planted with sedum, which improves biodiversity and air quality and reduces rainwater run off.

- Pending the passing of the GLA Bill, major progress was made in developing the Mayor's new housing strategy with completion of the first stage of consultation. Key priorities included reshaping investment priorities to meet the needs of Londoners, closer integration between housing and other policy areas and a reduction in carbon emissions.

- The Capital Moves partnership, including the Housing Corporation, London Housing Federation and London boroughs, developed plans for a pan-London choice based lettings and mobility scheme to make it easier for people to find homes.



Introduction

London faces substantial housing challenges. A lack of affordable housing, overcrowding and homelessness are major issues in the capital. The government's decision to give the Mayor a greatly expanded housing role will not only provide the Mayor with a say over housing investment priorities, but will also link up work on housing with the Mayor's policies in transport, regeneration and the environment.

New Mayoral housing powers

In July 2006 the government announced that the Mayor will prepare and publish a statutory Housing Strategy for London and a Strategic Housing Investment Plan, setting out the priorities to meet the housing needs of all Londoners.

● London has over 62,000 households living in temporary accommodation: two thirds of all such households in England.

The Mayor will also decide the broad distribution of the affordable housing part of the capital's regional housing funds in line with his Housing Strategy. In the future the Mayor will be responsible for the prioritisation of public expenditure on new affordable housing in London.

Before the GLA Bill receives Royal Assent, the government has transferred the roles and responsibilities of the London Housing Board (which used to be overseen by the Government Office for London) to the Mayor.

The Mayor's new housing powers will provide clear strategic leadership in delivering a Housing Strategy for all tenures and all communities in London. They will complement his stronger planning powers, also part of the review of the GLA's powers, which will ensure that borough development plans and strategic development applications conform to the Mayor's *London Plan*. The Housing Strategy will also provide an opportunity to ensure that investment in housing is joined up with investment in transport and economic development in the capital.

Investing in London's housing

As part of his new responsibility for the London Housing Board, the Mayor announced the distribution of the £51.5 million Estate/Area Renewal Fund in November 2006. The fund's aims are to improve existing council owned homes, to increase the overall number of homes within the estate or area and to develop more mixed and sustainable communities.

The £51.5 million package is expected to attract nearly £200 million of private sector money, and other public sector funding of around £92 million from London boroughs and the Housing Corporation. This will deliver 2,264 new homes, of which 792 will be affordable and include a minimum of 360 new homes that have three or more bedrooms. All other properties in the schemes will be upgraded to at least Decent Homes standard, if they are not so already.

The Mayor has also announced the allocation of a £19 million fund to develop new initiatives to tackle overcrowded social housing in London. Seventeen London boroughs submitted a total of 38 bids. The Mayor identified 24 schemes for funding. These schemes included the provision of new large family homes, enlargements and conversions of existing homes, bringing long-term empty homes back into use, and a number of financial measures to encourage under-occupiers to move.

In February 2007, the Mayor announced the names of those organisations that had been successful in bidding for the £30 million 'Settled Homes Initiative'. This initiative helps London families living in temporary accommodation to move into quality long-term housing.

Engaging with partners on housing delivery

The Mayor has put in place new structures to support him in carrying out his additional housing responsibilities. The structures have been informed by the results of a widespread consultation exercise with a range of housing stakeholders. Ipsos MORI carried out the exercise for the GLA in 2006.

The groups are:

- the Mayor's Housing Forum, comprising a wide range of London housing stakeholders. It advises and supports the Mayor in the development of his Housing Strategy
- the Housing Equalities Standing Group, including representatives from target equality groups
- the Housing Investment Panel, bringing together public sector investors in housing in London
- the Housing Delivery Group, acting as the forum through which the Mayor and the Housing Investment Panel meet directly with those public and private sector organisations delivering new homes.

Towards the Mayor's Housing Strategy

In November 2006 the Mayor published his consultation document *Towards the Mayor's Housing Strategy*. This consultation exercise had three purposes:

- to set out the Mayor's approach to his new housing powers
- to discuss seven key policy areas where the Mayor envisages significant changes in emphasis from the current London Housing Strategy
- to launch a period of consultation during which the Mayor invites comments from all Londoners.

The Mayor indicated that he wanted to:

- consider some re-balancing of housing investment priorities
- reap the benefits of closer integration between the Housing Strategy and his other Londonwide strategies
- make the reduction of carbon emissions from homes an explicit objective.

The consultation paper set out the priorities of the new Housing Strategy. These are:

- putting people first: linking the Housing Strategy to the wider policy aims set out in the Mayor's other strategies
- building more homes: increasing housing supply and achieving the new targets set out in the revised *London Plan*
- building the right homes in the right places: making the best use of investment and utilising London's housing capacity to deliver the mix of homes London needs
- designing places where people want to live: promoting good urban design and aligning housing and other investment in order to create an inclusive and better-connected city.

- reviewing intermediate housing: meeting the needs of Londoners on low to middle incomes by assessing the value of investment in intermediate housing
- promoting choice and mobility: ensuring all Londoners can access housing opportunities by offering more choices across London
- tackling climate change: reducing carbon emissions from London's homes, ensuring that they are resource efficient and adapted to the inevitable changes in our climate.

Raising London's housing targets

The Mayor announced new London Plan targets for housing in December 2006, to increase London's annual housing provision target from 23,000 to 30,500 new

homes each year. This sets the policy framework for distributing housing capacity among the boroughs and for monitoring that development.

The Secretary of State on behalf of the government has since endorsed these targets. In forming part of the *London Plan*, the new housing targets will need to be adopted by London boroughs.

Delivering new homes

There were 28,300 homes completed in London in 2005/06, the last financial year for which data is available. This figure is well above the existing benchmark of 23,000 and approaching the new target of 30,500 per annum. It includes 24,000 self-contained dwellings,

nearly 500 non-self contained units (for example hostels and student accommodation) and an estimated 3,800 long-term vacant homes returning to use. The figures take into account demolitions and so the number of new homes actually built in 2005/06 was a higher figure of 29,345.

In 2000, the year the GLA was established, only 19,500 self-contained dwellings were completed. Since the Mayor's *London Plan* was published, this output has increased from 21,000 in 2003/04 to 22,900 in 2004/05. The current 2005/06 figure of 24,000 is the highest level of output since 1988.

● The average house price in London is around £279,000: one third higher than the average for the UK as a whole.

Promoting choice and mobility

The Capital Moves partnership brings greater choice for those Londoners who need affordable housing. The partners – the GLA, London boroughs, the London Housing Federation and the Housing Corporation – are establishing a pan-London choice-based lettings and mobility scheme. Rather than being told where to live, people looking for social housing and low cost home ownership 'bid' for the properties they want – more like those renting or buying in the housing market.

2007/08

Key GLA deliverables

Produce a statutory housing strategy and Strategic Investment Plan for London:

- Set up external consultation and engagement structures to deliver the statutory housing strategy and Strategic Investment Plan.
- Develop an effective evidence base for housing strategy and delivery.
- Publish a draft housing strategy and Strategic Investment Plan.

Environment

- A consultation was launched on the proposed Londonwide Low Emission Zone, which would require HGVs, coaches, taxis and buses to meet Euro3 emission standards.
- The Mayor agreed a new three-year delivery programme for the Capital Standards Partnership to work with London boroughs to make London cleaner and greener.
- The Mayor published his Climate Change Action Plan to cut London's carbon emissions. The Action Plan will mean stabilising emissions at 60 per cent below the 1990 levels by 2025. It commits £78 million over three years to fund the plan.



- All London boroughs now have Air Quality Management Areas to take action to improve air quality across London.

- The Climate Change Action Plan sets out how annual transport emissions can be cut by 4.3 million tonnes. CO₂ emissions from road transport would fall by as much as 30 per cent if people bought the most fuel efficient version of the car they want.

- The Mayor announced a cut-price loft and cavity wall insulation programme for Londoners to improve the energy efficiency of homes across the capital.

- The Mayor continued to lobby for improved waste management arrangements for the whole of London.



Introduction

Tackling the effects of climate change and preventing further damage to the climate are at the top of the Mayor's agenda. The launch in February 2007 of the Mayor's Climate Change Action Plan for London is a major step forward for the city. The plan commits the GLA group to work with partner organisations to reduce harmful carbon dioxide emissions in the capital.

Climate change

In February the Mayor set out the first comprehensive plan to cut London's carbon emissions. The Mayor's Climate Change Action Plan – *Action Today to Protect Tomorrow* – shows that Londoners need not reduce their quality of life to tackle climate change, but do need to change the way they live.

The plan demonstrates that there must be a decisive shift from an economy in which large amounts of energy are produced, and large amounts wasted, to an economy in which energy is conserved. It also shows that cutting carbon emissions will deliver financial benefits. By using energy less wastefully London's economy will become more efficient and Londoners and London businesses will be better off through lower energy bills.

As part of the launch of the plan, the Mayor announced a major programme of reducing Londoners' energy bills which started with the offer of cut-price loft and cavity wall insulation, available across the whole of London to every home that can benefit from it. The offer was free for Londoners on benefits.

- The majority of Londoners are concerned about climate change, with 57 per cent citing it as a problem for London's environment in the Annual London Survey.

At its heart, the Action Plan includes four Mayoral environmental programmes:

- Green Homes Programme
- Green Organisations Programme
- Green Energy Programme
- Green Transport Programme

The Mayor announced that £78 million would be reprioritised over three years within existing GLA finances to launch these programmes. The Action Plan also shows that, without action, London's carbon emissions will grow from 44 million tonnes to 52 million tonnes by 2025.

The programmes cover:

- *Green Homes Programme* – Homes are responsible for 38 per cent of emissions. The plan sets out how annual domestic carbon dioxide emissions can be reduced by 7.7 million tonnes by 2025. By making homes more energy efficient, the average London household could save £300 per year off their fuel bills, as well as cutting emissions. In March 2007 the Mayor announced an offer of cut-price loft and cavity wall insulation, available across the whole of London to every home that can benefit from it. The offer was free for those on benefits.
- *Green Organisations Programme* – London's employers, both commercial and public sector, are responsible for 33 per cent of the capital's emissions. If all of London's employers introduced simple changes like turning off lights and IT equipment at night, emissions would be cut by over three million tonnes a year. Modest

improvements to the energy efficiency of London's commercial and public buildings would cut emissions by a further two million tonnes. If all of the actions in this plan were implemented they would save employers up to 20 per cent on their energy bills.

- *Green Energy Programme* – decentralised energy. It will not be possible for London to achieve its carbon reduction targets without a fundamental change in how energy is generated and supplied. The Action Plan sets a target to move a quarter of London's energy supply off the National Grid and on to more efficient, local energy systems by 2025.
- *Green Transport Programme* – Transport is responsible for 22 per cent of London's emissions. The plan sets out how annual transport emissions can be cut by 4.3 million tonnes. CO₂ emissions from road transport would fall by as much as 30 per cent if people simply bought the most fuel-efficient version of the car they want.

Successful implementation of the Action Plan means stabilising London's emissions in 2025 at 60 per cent below 1990 level. Without action, London's annual carbon emissions would instead grow from 44 million tonnes to 52 million tonnes by 2025. London must therefore produce 33 million tonnes less of CO₂ by 2025 than its current levels – an annual emissions reduction of four per cent a year.

Twenty million tonnes of this reduction can be achieved through the actions set out in the plan. A further 13 million tonnes requires additional national and international action. The Action Plan sets out that the problem is not that new technologies are required but that the government needs to introduce comprehensive carbon pricing to encourage the faster take-up of existing energy efficiency measures.

- Without action, London's annual carbon emissions would grow from 44 million tonnes to 52 million tonnes by 2025.

Air quality

The Mayor's Air Quality Strategy – *Cleaning London's Air* – was issued in September 2002. During 2006/07, the GLA:

- Supported TfL's work on the proposed Low Emission Zone and the Climate Change Action Plan, and worked with TfL and the London Hydrogen Partnership to procure and promote hydrogen vehicles and technologies.
- Fulfilled the Mayor's statutory duties on Local Air Quality Management (LAQM), responding to all borough LAQM reports. All London boroughs now have Air Quality Management Areas, to take action to improve air quality.
- Launched the London Atmospheric Emissions Inventory and associated modelling, which provides the basis for air quality action by the GLA group and boroughs. Additional information and a workshop were provided for the boroughs to assist LAQM work.

- Launched the London Best Practice Guidance: *The control of dust and emissions from construction and demolition*, and promoted this guidance at relevant conferences.
- Launched the AirTEXT project, which provides pollution alerts to vulnerable Londoners, to allow them to reduce the impact of air pollution on their health.
- Continued to work with key experts and stakeholders, through forums such as the Air Pollution Research in London network (APRIL).
- Lobbied the government and EU for stringent legislation, by giving evidence at a European Parliament debate, responding to consultations on the national air quality strategy, vehicle emission standards and options for reducing CO₂ from cars.
- Held a scoping event for the review of the Mayor's Air Quality Strategy for key stakeholders.

- Pollution remains a top concern for Londoners with 72 per cent of people saying in the Annual London Survey that it is a problem.

Noise

The Mayor's Ambient Noise Strategy was adopted in March 2004, and a second progress report was published in October 2006. The Mayor continued to work through TfL and with others to reduce noise from transport, including quieter road surfaces, improved railway track, trialling fuel cell and hybrid-electric buses, and the introduction of a new bus noise test. The Mayor supported further legal action on night aircraft noise, and promoted exemplary acoustic design of new development projects. A major 'Sunder Spaces' Conference was held in March 2007 to raise the profile of sound quality in open space design and management.

Nature

The Mayor's Biodiversity Strategy, *Connecting with London's Nature* – was published in July 2002. During 2006/07, the GLA:

- published *Improving Londoners' access to nature*, a London Plan Implementation Report, for consultation in March 2007
- added 450 sites of local importance to Wildweb (www.london.gov.uk/wildweb), completing coverage of London's wildlife sites.

Waste

The Mayor's Municipal Waste Management Strategy, *Rethinking Rubbish in London* – was published in September 2003. Over the course of 2006/07, the GLA:

- continued to convene the Capital Standards Partnership: outcomes included letting a new three-year contract with delivery partner Encams, letting a three-year contract for street enforcement training, the '100 day clean up campaign', a Graffiti Action Week, launching the Capital Standards website, and expanding its membership to include five major waste contractors, and continuing to support the London Schools Environment Awards

- commissioned research into the opportunities for recycling and reprocessing of waste in London
- undertook a Recycle for London campaign in November 2006, which was based on the *Flushed Away* animated film that was in cinemas at the time and contained a recycling theme
- commissioned a study of the greenhouse gas impacts of various waste treatment technologies
- developed the capitalwastefacts.com website, including adding several new information pages and building a mapping tool to enable data to be transferred directly from the Environment Agency's WasteDataFlow website to capitalwastefacts.com.

2007/08

Key GLA deliverables

- Lead work to develop policies to reduce greenhouse gases and other harmful emissions and promote sustainable decentralised energy by developing and publishing:
 - Water Action Framework
 - Business Waste Strategy
 - Draft update of Municipal Waste Management Strategy
 - Climate Change and Energy Strategy
 - Updated Air Quality Strategy.
- Develop a range of projects to support the Mayor's international leadership role on climate change through working with the Cities Climate Leadership group (C40) and Clinton Climate Initiative, including:
 - facilitating the New York Summit in May 2007
 - holding quarterly meetings of the C40 steering group.
- Implement new arrangements for waste management by:
 - contributing to the passage of the GLA Bill by ensuring that the waste aspects are effective and workable
 - working with government and stakeholders to clarify a proposal for a London Waste and Recycling Forum and Fund, and alternatives
 - continuing to lobby for a London Single Waste Authority.

The London Assembly





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- 1 Tony Arbour
- 2 Jennette Arnold
- 3 Richard Barnes
- 4 John Biggs
- 5 Robert Blackman
- 6 Angie Bray
- 7 Brian Coleman
- 8 Dee Doocey
- 9 Len Duvall

- 10 Roger Evans
- 11 Nicky Gavron
- 12 Sally Hamwee
- 13 Damian Hockney
- 14 Elizabeth Howlett
- 15 Peter Hulme Cross
- 16 Darren Johnson
- 17 Jenny Jones
- 18 Joanne McCartney

- 19 Bob Neill
- 20 Andrew Pelling
- 21 Geoff Pope
- 22 Murad Qureshi
- 23 Valerie Shawcross
- 24 Graham Tope
- 25 Mike Tuffrey

Introduction

The London Assembly is made up of 25 Members, elected to hold the Mayor of London to account and investigate issues that matter to Londoners. The Assembly also has the power to amend, subject to a two-thirds majority, the Mayor's proposals for the budget of the GLA group, and is responsible for the appointment of most GLA staff. A number of Assembly Members also serve as members of the Metropolitan Police Authority and the London Fire and Emergency Planning Authority.

The 2004–08 London Assembly is made up of nine Conservative, seven Labour, five Liberal Democrat, two Green Party and two One London Members (as shown).

Constituency Members

Member	Constituency	Party
Brian Coleman	Barnet & Camden	Conservative
Bob Neill	Bexley & Bromley	Conservative
Robert Blackman	Brent & Harrow	Conservative
John Biggs	City & East (Barking & Dagenham, City of London, Newham and Tower Hamlets)	Labour
Andrew Pelling	Croydon & Sutton	Conservative
Richard Barnes	Ealing & Hillingdon	Conservative
Joanne McCartney	Enfield & Haringey	Labour
Len Duvall	Greenwich & Lewisham	Labour
Roger Evans	Havering & Redbridge	Conservative
Valerie Shawcross	Lambeth & Southwark	Labour
Elizabeth Howlett	Merton & Wandsworth	Conservative
Jennette Arnold	North East (Hackney, Islington & Waltham Forest)	Labour
Tony Arbour	South West (Hounslow, Kingston-upon-Thames & Richmond-upon-Thames)	Conservative
Angie Bray	West Central (Hammersmith & Fulham, Kensington & Chelsea and Westminster)	Conservative

Londonwide Members

Member	Party
Geoff Pope	Liberal Democrat
Jenny Jones	Green
Graham Tope	Liberal Democrat
Damian Hockney	One London Group
Sally Hamwee	Liberal Democrat
Darren Johnson	Green
Mike Tuffrey	Liberal Democrat
Peter Hulme Cross	One London Group
Nicky Gavron	Labour
Murad Qureshi	Labour
Dee Doocey	Liberal Democrat

London Assembly meetings

The London Assembly, with Brian Coleman its Chairman and Sally Hamwee its current Deputy Chair in 2006/07, meets ten times a year to question the Mayor about his wide-ranging responsibilities in the capital. Information on Mayor's Question Time is provided in the 'Your city' section of this report.

The Assembly also meets in plenary sessions to debate key issues affecting Londoners. Topics discussed at these sessions during 2006/07 included:

- Preparations for the 2012 Olympic and Paralympic Games – the Assembly questioned representatives from the five Olympic boroughs, the Olympic Delivery Authority, the London Organising Committee for the Olympic Games, and the LDA about the budget for the Games and how Games' organisers will ensure that there is a lasting legacy for London.
- The GLA's relationships with other capital cities – the Assembly asked questions on a dossier of information it had requested on how much had been spent on foreign travel by the Mayor and his staff, and questioned senior members of staff about what had been achieved as a result of the Mayor's relationships with other cities.

- The Mayor's budget proposals for 2007/08 – the Assembly considered and voted on the Mayor's budget proposals for 2007/08.
- Questions to the chairs and chief officers of the MPA, LFEPA, TfL and the LDA – the Assembly questioned the chairs and chief officers of the GLA group about their policies, administration and expenditure levels.

London Assembly scrutiny and investigation

Committees of the Assembly carry out reviews into issues that matter to Londoners. The committees gather views and information by meeting in public and hearing from expert witnesses, stakeholder organisations and service users. They then publish their findings and make recommendations to the Mayor and others with the power to bring about improvements. Between April 2006 and March 2007, the Assembly published 31 reports. Details of a selection of these reports are given on the next page.

Review of lessons to be learned from the response to the 7 July attacks

The 7 July Review Committee, chaired by Richard Barnes, published its report in June 2006, outlining the findings of its review of the lessons to be learned from the response to the 7 July terrorist attacks on London.

The committee found that there had been insufficient planning to care for survivors of major incidents. Survivors had in many cases remained unknown to the authorities and had not been given the necessary support and assistance in the weeks and months following 7 July. The committee also looked at communications within and between the emergency services, highlighting the continuing lack of underground radios for some of the emergency services, and an over-reliance on mobile telephones in some cases.

Emergency plans have been revised to take account of the likely needs of survivors of major incidents. Action has also been taken to improve communications within and between the emergency services.

The committee held a follow-up review in November 2006 to assess progress in implementing its recommendations, and found that steps had been taken to address many of the points raised in its report. The Assembly will continue to keep a watching brief on London's preparedness for emergencies during 2007/08.

2012 Olympic and Paralympic Games

The Assembly and its committees have been keeping a close eye on preparations for the 2012 Olympic and Paralympic Games, looking in particular at the budget and funding of the Games and considering how a lasting legacy will be secured for London. Work over the year has included:

- The Economic Development, Culture, Sport & Tourism Committee, chaired by Dee Doocey, has published reports looking at the Olympic employment and skills legacy, financing the Games, and the sporting legacy of the Games for people with disabilities.

- The Budget Committee, chaired by Sally Hamwee, considered how the Games will be funded and made recommendations about the need for transparent information on the costs and sources of funding.
- The Environment Committee, chaired by Darren Johnson, examined the environmental and sustainability aspects of the Games.

During 2007/08 the Assembly will continue to monitor spending on the Games, and will carry out further work to assess the work being done to maximise the long-term Olympic legacy.

The Underground

London Underground has been managing the Underground for four years, and the London Assembly Transport Committee, chaired by Geoff Pope, is responsible for scrutinising its performance in managing the Public Private Partnership.

The Transport Committee published its second review of the Tube Public Private Partnership, which examined the performance of the two Infracos, Metronet and Tubelines. The committee made recommendations to improve the performance of Metronet, and will continue to press for improvements during 2007/08 so that real improvements can be implemented on the capital's tube network.

London's drought

In summer 2006, London faced the possibility of water rationing, following a shortage of rain throughout the spring. The Health and Public Services Committee, chaired by Joanne McCartney, questioned representatives from Thames Water about what measures they were putting in place to respond to the risk of drought. The committee published a report making recommendations for action to raise public awareness about the risks of drought and expand the provision of water meters in London in the short-term, and reduce leakage in the long-term.

London's environment

The Environment Committee, chaired by Darren Johnson, is responsible for holding the Mayor to account for the delivery of his environmental policies and investigating environmental issues of concern to Londoners. The committee has examined the Mayor's work on creating a low emission zone in London and establishing the new London Climate Change Agency. It has also published reports on helicopter noise in London, London's allotments, and the sustainable procurement policies of the LDA.

London's economic development, culture, sport and tourism

The Economic Development, Culture, Sport and Tourism Committee, chaired by Dee Doocey, has published reports on a range of issues, including apprenticeships in London, incapacity benefit reforms, the LDA's childcare programme, and tourism in outer London. The committee has also carried out scrutiny work looking at preparations for the 2012 Olympic and Paralympic Games to ensure that Londoners benefit from the Games' legacy.

Affordable housing in the capital

The Planning and Spatial Development Committee, chaired by Tony Arbour, produced a report looking at the lack of good quality family-sized affordable housing for families in London. The report recommended that boroughs take the size of affordable homes into consideration, as well as looking at the overall amount of affordable homes, when assessing proposals for developments. The committee recommended that the Mayor included size requirements in his Supplementary Planning Guidance, a recommendation that the Mayor was happy to accept.

London Assembly: scrutiny reports issued during 2006/07

Scrutiny report	Date issued	Committee
Low emission zone – consultation response	April 2006	Environment
You're hired – apprenticeships in London	June 2006	Economic Development, Culture Sport and Tourism (EDCST)
Size matters – the need for more family homes in London	June 2006	Planning and Spatial Development
Review of the LDA's childcare programme	June 2006	EDCST
Report of the 7 July Review Committee	June 2006	7 July Review
Offside – the loss of London's playing fields	June 2006	Environment
Counting the cots – neonatal care in London	June 2006	Health & Public Services
The GLA Group's expenditure on tourism	June 2006	Budget
Sustainable procurement and the role of the LDA	June 2006	Environment
Climate change – letter to Mayor and Chief Operating Officer of the Climate Change Agency	June 2006	Environment
Response to the review of the London Plan	July 2006	Environment
Response to the review of the London Plan	July 2006	Planning and Spatial Development
London's Drought	July 2006	Health and Public Services
London Cultural Consortium	July 2006	EDCST
London Olympic & Paralympic Games: A sporting legacy for people with disabilities	September 2006	EDCST

London Assembly: scrutiny reports issued during 2006/07 – *continued*

Scrutiny report	Date issued	Committee
London's Forgotten Highway	September 2006	Transport
Tube and Bus Fares	September 2006	Budget
London in a spin – a review of helicopter noise	October 2006	Environment
A lot to lose: London's disappearing allotments	October 2006	Environment
East London & Greenwich Waterfront	November 2006	Transport
Film Friendly London	November 2006	EDCST
Financing the 2012 Olympic and Paralympic Games	November 2006	Budget
Pre-budget Report	November 2006	Budget
Tourism in Outer London	December 2006	EDCST
PPP Review	January 2007	Transport
Response to Consultation Budget	January 2007	Budget
Incapacity Benefit	February 2007	EDCST
Safer Neighbourhoods teams	February 2007	Budget
Community Mental Health Services in London	March 2007	Health and Public Services
Response to DTI consultation on post office closures	March 2007	Health and Public Services
Response to NHS consultation on NHS London	March 2007	Health and Public Services
Employment and skills legacy of the Olympic and Paralympic Games	March 2007	EDCST

2007/08

Key GLA deliverables

- Conduct effective investigations to monitor progress towards the London 2012 Olympic and Paralympic Games.
- Make an effective contribution to the government's review of GLA powers.
- Review the Assembly's public engagement strategy, including reviewing and improving the Assembly's part of the GLA website.

Appendix 1

Delivering effective regional government for London

The GLA is committed to operating in an efficient and effective way so that it makes best use of its resources and supports other London-based organisations to do the same. The GLA plays an increasingly significant role on strategic pan-London issues, a role that has been recognised and strengthened by the government's review of the GLA's powers. The authority adds value by bringing together expertise and specialist skills and using its influence and powers to get things done in the capital.

The Mayor's priorities for London are being successfully delivered by the GLA group. However, it is increasingly clear that closer working within the GLA group offers exciting opportunities to deliver real improvements in London's governance. Over the past year the GLA group has developed a framework for improving how the different organisations works together. The aim of this work is to support the delivery of effective regional government for London, on the basis that, by working more closely together, the GLA group as a whole achieves greater results than the sum of its parts.

Greater convergence within the GLA group members is a natural progression. Since its inception, the GLA group organisations have co-operated to serve a specific purpose or deliver a particular project. The Delivering Effective Regional Government for London programme aims to embed collaborative working in every area of the group's work to deliver better services to Londoners.

In addition, closer working between the GLA group organisations will ensure that we all make the best use of our resources. Financial benefits have already been realised where two or more members of the group have worked together to buy services such as internal auditing and advertising.

This approach is already delivering better value in terms of service delivery across London, with the launch of the Your London website being just one example. An official website for London, Your London promotes London, provides joined up services, allows Londoners to become involved in issues concerning their city and provides a tool for collaborative working and information sharing between partner organisations. Your London has been made possible by the GLA's innovative approach to partnership working.

Our work to drive service improvement through the GLA group is supplemented by that of the Mayor's various policy commissions. The commissions develop pan-London policy and good practice which is routinely shared with others.

The GLA gained recognition for its approach in 2006 when the Audit Commission, an independent body responsible for ensuring that public money is used economically, efficiently and effectively, carried out its annual assessment of the GLA's progress. The commission found that the GLA had made good progress on improving outcomes, and recognised the progress that had been made in implementing plans to sustain future achievement and increasing delivery capacity. During 2006 the Audit Commission also assessed how well the authority used the resources available to it. It found that the GLA was performing well and consistently exceeded minimum requirements.

The commission noted in its assessment of the GLA that the 'past year has been one of considerable progress against the Mayor's priorities. Establishing the London Climate Change Agency is a key step towards tackling climate change, the Mayor's single biggest priority. Crime is at a five year low, and local policing is now a reality in every ward in London. Investment in public transport is at its highest for 60 years.'

As a small strategic organisation, the GLA is dependent upon effective partnerships and third party co-operation to deliver its priorities. Building and supporting these mechanisms often requires substantial investment of the authority's funds or its staff's time.

In line with the government's efficiency agenda, the GLA produces an Annual Efficiency Statement (AES) that reflects the expectation that local government must deliver 2.5 per cent efficiency savings each year between 2005/06 and 2007/08. Half of the efficiency gains the authority makes need to be 'cashable', which means that a direct financial saving or benefit is generated which will release money to be spent by the authority elsewhere.

The remainder of the gains can be 'non-cashable', where the gains do not necessarily lead to lower costs, but do lead to improved performance for the resources currently used. To date, the GLA has exceeded its efficiency targets.

The GLA's approach to generating efficiencies is tailored to its strategic role. The authority aims to:

- optimise the benefits of its partnership working with the GLA group organisations and other key stakeholders so that through its investment it supports other organisations to achieve efficiencies
- build on previous efficiency gains within the GLA and target new development and review programmes to optimise future efficiencies across all parts of the organisation.

Four areas are central to supporting the GLA's approach to value for money. First, an understanding of its costs: analysing reasons for high costs, and reviewing how they align with corporate priorities. Second, reviewing whether there could be more focus on priorities, whether better use can be made of resources and whether objectives could be achieved more efficiently. Third, making clear recommendations where change is required and ensuring that action plans to deliver changes are monitored and reviewed. Fourth, putting in place mechanisms to capture savings and maintain efficiency improvements.

The 2007/08 GLA budget reflects the outcomes of past efficiency reviews which have contributed to allowing programme budgets to be frozen and the organisation's vacancy factor to be maintained at 4.5 per cent. The GLA's budget is relatively small and past reviews of a wide range of the GLA's functions have provided a good foundation which now allows the authority to be even more ambitious about delivering both efficiency gains and service improvements for Londoners.

In 2006, as well as carrying out a series of efficiency reviews, the GLA also completed its programme of best value reviews. A best value review on sustainable development evaluated the effectiveness of the GLA in addressing and integrating sustainable development issues in its own activities and in identifying and proposing action to contribute to the achievement of sustainable development in London. Its key recommendations were to:

- develop a single definition for sustainability, linked to GLA group operations
- continue to mainstream and raise awareness of sustainability, led from the top of the organisation and rolled out across the GLA group
- improve the impact of decision-making in terms of sustainability
- build upon the current budget process and continue the development of a consistent approach to, and effective alignment of, sustainable development across the group
- strengthen the London Sustainable Development Commission by reviewing governance arrangements, and developing a code of conduct and more transparent recruitment.

The second review, Delivering Better Services to London, examined how the Mayor's role in delivering services to Londoners through the members of the GLA group can best be performed. It found that:

- there are more opportunities to develop its quarterly finance and performance reports across the group through learning from best practice in other world cities
- building on the existing officer networks and the six monthly lunchtime meetings for GLA group executives, a bulletin of key issues could be disseminated across the five authorities in the group
- the annual budget-setting process is at the centre not just of the GLA's democratic accountability to the public but also of its performance and priority setting regime. The review helped to form proposals to sharpen the focus of the budget process to deliver Mayoral priorities.

Since delivering its best value review programme, the GLA's approach to securing continuous improvement has evolved. The authority's business development reviews are more strategic and focus on key areas for improvement. During 2006/07 the effectiveness of the programme management of Information and Communication Technology within the GLA was reviewed to ensure projects were delivered to time, cost and quality. The authority has also reviewed the outcomes, consistency and value for money of its partnership working.

Appendix 2

Contracts and Best Value Performance Indicators

Statement on contracts

The GLA's procurement practices actively promote sustainable development including workforce welfare. Where contracts awarded have involved the transfer of staff, the GLA has complied with the Code of Practice on workforce matters.

Best Value Performance Indicators (BVPIs)

The tables below detail the GLA's performance against those BVPIs that apply to the GLA. Targets are set by the Mayor unless otherwise stated.

BVPI 2a# – The level of the Equality Standard for local government to which the authority conforms in respect to gender, race and disability.

Year	Target	Performance	London Average
2002/03	Level 2	Level 2	Not available
2003/04	Level 3	Level 3	Not available
2004/05	Level 5	Level 4	Not available
2005/06	Level 5	Level 5	Not available
2006/07	Level 5	Level 5	Not available
2007/08	Level 5		
2008/09	Level 5		
2009/10	Level 5		

Performance indicators changed in 2005/06 (figures for earlier years relate to previous indicators)

BVPI 2b# – The quality of an authority's Race Equality Scheme and the improvements resulting from its application.

Year	Target	Performance	London Average
2003/04	Not set	100%	63%
2004/05	100%	100%	71 %
2005/06	100%	100%	79%
2006/07	100%	100%	Not yet available
2007/08	100%		
2008/09	100%		
2009/10	100%		

Performance indicators changed in 2005/06 (figures for earlier years relate to previous indicators)

BVPI 8# – The percentage of invoices for commercial goods and services paid by the authority within 30 days of receipt or within the agreed payments terms.

Year	Target	Performance	London Average
2001/02	97.5%*	32%	77%
2002/03	100%*	70%	78%
2003/04	100%*	82%	81%
2004/05	90%	79%	82%
2005/06	90%	76%	87%
2006/07	85%	90.8%	Not yet available
2007/08	90%		
2008/09	95%		
2009/10	95%		

Performance indicators changed in 2005/06 (figures for earlier years relate to previous indicators)

*government target

BVPI 11a – The percentage of top 5 per cent of earners that are women.

Year	Target	Performance	London Average
2002/03	52%	32%	38%
2003/04	52%	29%	38%
2004/05	52%	41%	39%
2005/06	52%	39%	41%
2006/07	52%	41.18%	Not yet available
2007/08	52%		
2008/09	52%		
2009/10	52%		

BVPI 11b# – The percentage of top 5 per cent of earners of local authority staff who are from an ethnic minority.

Year	Target	Performance	London Average
2002/03	25%	16%	11%
2003/04	25%	16%	12%
2004/05	25%	19%	12%
2005/06	29%	18%	12%
2006/07	29%	20.59%	Not yet available
2007/08	29%		
2008/09	29%		
2009/10	29%		

Performance indicators changed in 2005/06 (figures for earlier years relate to previous indicators)

BVPI 11c# – Percentage of top paid 5 per cent of staff who have a disability.

Year	10%	Performance	London Average
2005/06	10%	3%	4%
2006/07	10%	8.82%	Not yet available
2007/08	10%		
2008/09	10%		
2009/10	10%		

Performance indicator introduced in 2005/06

BVPI 12 – The number of working days/shifts lost due to sickness absence.

Year	Target	Performance	London Average
2001/02	Less than 9.1	5.3	9.7
2002/03	9.1 *	5.5	9.8
2003/04	6	6.8	9.2
2004/05	6	8.1	8.9
2005/06	7	7.8	9.0
2006/07	7	6.76	Not yet available
2007/08	6.5		
2008/09	6		
2009/10	6		

*government target

BVPI 14 – The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce.

Year	Target	Performance	London Average
2001/02	0.45%*	0%	0.4%
2002/03	0.45%*	0%	0.5%
2003/04	0%	0%	0.4%
2004/05	0%	0.2%	0.5%
2005/06	0%	0%	0.5%
2006/07	0%	0.29%	Not yet available
2007/08	0%		
2008/09	0%		
2009/10			
0%			

*government target

BVPI 15 – The percentage of employees retiring on grounds of ill-health as a percentage of the total workforce.

Year	Target	Performance	London Average
2001/02	0.35%*	0%	0.4%
2002/03	0.35%*	0%	0.4%
2003/04	0%	0%	0.3%
2004/05	0%	0.2%	0.3%
2005/06	0%	0%	0.2%
2006/07	0%	0%	Not yet available
2007/08	0%		
2008/09	0%		
2009/10	0%		

*government target

BVPI 16 – The percentage of local authority employees declaring that they meet the Disability Discrimination Act (DDA) 1995 disability definition compared with the percentage of economically active disabled people in the authority area.

Year	Target	% GLA employees	% in authority area	London average employees declaring that they meet the DDA
2001/02	6%	4.4%	8.2%	1.7%
2002/03	10%	4.4%	11.1%	2.5%
2003/04	10%	4.8%	10.9% ⁽¹⁾	2.7%
2004/05	10%	4.4%	10.7% ⁽¹⁾	3.0%
2005/06	10%	4.2%	12.7% ⁽²⁾	3.6%
2006/07	10%	10.25%	12.66% ⁽²⁾	Not yet available
2007/08	10%			
2008/09	10%			
2009/10	10%			

⁽¹⁾Labour Force Survey (2002/03) produced by ONS on behalf of the GLA used to provide the economically active disabled people in the authority area.

⁽²⁾Source 2001 Census, Standard Table ST016

BVPI 17 – The percentage of local authority employees from minority ethnic communities compared with the economically active minority ethnic community population in the authority area.

Year	Target	% GLA employees	% in authority area	London average employees declaring that they meet the DDA
2001/02	25%	24%	24%	22%
2002/03	25%	25%	25%	22%
2003/04	25%	27%	26% ⁽³⁾	23%
2004/05	25%	27%	27% ⁽³⁾	25%
2005/06	26%	28%	28% ⁽⁴⁾	26%
2006/07	29%	26.3%	29.2% ⁽⁵⁾	Not yet available
2007/08	29%			
2008/09	29%			
2009/10	29%			

⁽³⁾Labour Force Survey (2002/03) produced by ONS on behalf of the GLA used to provide the economically active minority ethnic people within the authority area.

⁽⁴⁾Annual Population Survey

⁽⁵⁾Office for National Statistics Annual Population Survey 2005 (Jan-Dec)

BVPI 156 – The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.

Year	Target	Performance	London Average
2001/02	100%	100%	22%
2002/03	100%	100%	22%
2003/04	100%	100%	29%
2004/05	100%	100%	35%
2005/06	100%	100%	Not yet available
2006/07	100%	100%	Not yet available
2007/08	100%		
2008/09	100%		
2009/10	100%		

Appendix 3

The Mayor's strategies

The Mayor is responsible for eight statutory strategies under the GLA Act 1999.

The Mayor's strategies	Current position
Ambient noise strategy	The Mayor's ambient noise strategy was adopted in March 2004, and a second progress report was published on the GLA's website in October 2006. In 2006/07 the Mayor continued to work through TfL and others to reduce noise from transport, including through quieter road surfaces, improved railway track, the trialling of fuel cell and hybrid-electric buses, and the introduction of a new bus noise test.
Air quality strategy	The Mayor's air quality strategy, <i>Cleaning London's Air</i> , was published in September 2002. In 2006/07 the GLA supported TfL's work on the proposed Low Emission Zone and the Climate Change Action Plan and also worked with TfL and the London Hydrogen Partnership to procure and promote hydrogen vehicles and technologies.
Biodiversity strategy	The Mayor's biodiversity strategy, <i>Connecting with London's Nature</i> , was published in July 2002. In 2006/07, 450 sites of local importance were added to Wildweb, completing coverage of London's wildlife sites.

The Mayor's strategies	Current position
Culture strategy	Mayor's culture strategy, <i>Cultural Capital</i> , is well into its delivery phase. The London Culture and Creativity Forum has been established to expand the remit and membership of the London Cultural Consortium and will provide a mechanism to ensure that the cultural Olympiad is delivered. Cultural diversity initiatives are progressing well – the second phase of the GAIN board diversity programme has been successfully launched and attracted a high level of interest and the Mayor's Commission on African and Asian Heritage is pushing forward a programme of work flowing from its findings. A number of cultural campaigns have been successfully delivered, showcasing the strength of the capital's diversity, building new audiences and communicating what contemporary London has to offer the world – particularly in relation to the key emerging markets of China, India and Russia.
Economic development	The economic development strategy was adopted in January 2005 and no revision is currently proposed. The first implementation annual report was published as part of the LDA's Annual Report in September 2006. The second implementation report will be available in the LDA's 2006-07 Annual Report which is due to be published in autumn 2007.

The Mayor's strategies	Current position
London Plan (Spatial strategy) strategy)	The main purpose of the Further Alterations to the London Plan is to strengthen the Plan's climate change policies. Other proposed changes extend the plan period to 2025, redraw the sub-regional boundaries and modify several policies based on the latest research on the supply and demand for land use. There were over 330 responses to the consultation on the further alterations, which extended from September to December 2007. The proposed changes to the London Plan will be considered at an Examination in Public, chaired by an independent panel, starting in June 2007. Following the panel's report, the revised London Plan is expected to be published in early 2008.
Municipal waste management strategy	The Mayor's municipal waste management strategy, <i>Rethinking Rubbish in London</i> , was published in September 2003. In 2006/07 the Capital Standards Partnership continued to meet. Outcomes included letting a new 3-year contract with a delivery partner (Encams), letting a 3-year contract for street enforcement training, undertaking the '100 day clean up campaign' (which started in March 2007), undertaking a Graffiti Action Week in September 2006, launching the Capital Standards website, expanding the membership to include five major waste contractors and continuing to support the London Schools Environment Awards.

The Mayor's strategies	Current position
Transport strategy	The policy framework in the transport strategy will be reviewed to include strengthening the approach regarding climate change mitigation. Consultation on the review will take place from Summer 2008.

Appendix 4

London Assembly requirements

Under the terms of the GLA Act 1999, the London Assembly has requested that certain categories of information are included in the full version of the annual report published on the GLA's website. Below, the categories of information requested are set out, as well as details of where more information can be found. In each case the most complete and up-to-date information has been made provided.

London Assembly requirement	Where the information is provided
1. Information sources	Referenced in the text See also Appendix 6 to this report
2. Key deliverables	See below
3. Budget	See below
4. Olympics and Paralympic Games	See below
5. Environment	See below
6. Congestion Charging	See below
7. Cycling	See below
8. & 9. Policing	See below
10. GLA Funded Organisations	See below
11. Efficiency	See below See also Appendices 1 and 2 to this report
12. Major marketing initiatives	See below
13. & 14. Complaints and Enquiries	See below
15. Mayoral Engagement with the London Boroughs	See below

Requirement 2

Key deliverables – 2006/07 performance

Objective	Key milestones	Has this been achieved?
An Accessible City		
Delivering improvements in public transport performance, especially London Underground	Work with TfL to complement London's accessible bus network by delivering the Step Free programme, which aims to make 25% of London Underground stations step free by 2010	Yes
Ensuring delivery of key transport infrastructure projects	Support TfL in delivering major projects including: Awarding the contract for main works on the extension of the East London Line Taking forward the West London Tram through the submission of a transport and works order The Parliamentary approval process for Crossrail	Yes
Achieving a more sustainable transport network	Work with TfL to implement the western extension of the Congestion Charge Zone Work with partners to deliver a continued advertising campaign for Safer Travel at Night Work with TfL to deliver free fares on buses and trams for those aged 16 and 17 in full-time education Work with TfL to deliver TfL's Walking Action Plan and Cycling Action Plan	Yes

Objective	Key milestones	Has this been achieved?
A City for People		
Overseeing a fall in crime in the capital	Work with MPA and MPS to deliver a full roll out of safer neighbourhoods	Yes
Ensuring Londoners feel safer	Work with partners to implement the London Anti-Social Behaviour Strategy including: Implement two learning projects on tackling anti-social behaviour in the late night economy, and on anti-social behaviour at transport interchanges Hold an annual clean up London day as part of 100 days of action with the Capital Standards partnership Contribute fully to the work of the Transport Crime and Disorder Group Work with LFEPA in its efforts to reduce the incidence and risk of fires in London	Yes
Reflecting the diversity of London in its police and fire services	Work with the MPA, MPS, LFEPA, Home Office and CLG to introduce challenging but realistic targets for workforce diversity, for all six pillars of diversity in the MPS and LFEPA	A review of existing legislation has been initiated to get a definitive view of what positive action is allowed under existing legislation.

Objective	Key milestones	Has this been achieved?
Being prepared for terrorism and other major emergencies	Review the authority's emergency and business continuity plans	Yes
A Prosperous City		
Increasing employment opportunities and productivity to enhance London's position as Europe's leading world city	<p>Deliver a series of economic development focused events and conferences:</p> <p>Asian Business Reception</p> <p>Women in London's Economy conference and report</p> <p>Develop policy framework for the successful and sustainable future of the West End</p>	Yes
	Support Russian Winter Festival and establish it as an annual event	Yes
	<p>Establish Mayoral Offices:</p> <p>In Beijing</p> <p>In Shanghai</p>	Yes

Objective	Key milestones	Has this been achieved?
Promoting London as a leading world city for the 21st century – socially, culturally and economically	<p>Successfully manage the relationships with London boroughs including:</p> <p>A programme of sub-regional liaison meetings</p> <p>Managing regular meetings and engagement between the Mayor and borough political leaders</p>	Yes
	Deliver a programme of monitoring, lobbying and promotion of the Mayor's strategies and policies for London to ensure the Mayor's interests and policy priorities are represented to the EU institutions	Yes
	Deliver two cultural campaigns a year to time and budget	Yes
	Continue to develop the work of the London Cultural Consortium to promote the excellence, accessibility, diversity and educational potential of culture in London	Yes

Objective	Key milestones	Has this been achieved?
Promoting London as a leading world city for the 21st century – socially, culturally and economically	Continue the Mayor's Fourth Plinth Commissioning Programme	Yes
	Commission maquettes for next round of sculptures	
	Commission fabrication of second sculpture	
	Deliver Carnival London	Yes
	Deliver a programme of world-class events to promote London and where appropriate, promote the 2012 Olympic and Paralympic Games. Events programme to include:	Yes
	Summer in the Square	
	London Asian Mela	
	Rise Festival	
	London New Year's Eve celebration	
	Chinese New Year	
	St Patrick's Day	
	Continue an international programme of engagement with Partnership and Friendship cities	Yes

Objective	Key milestones	Has this been achieved?
Regenerating London to deliver sustainable improvements in the living standards and quality of life of all Londoners	Agree plan for responding to and taking forward Government proposals on the review of GLA powers	Yes
	Publish the Older People's Strategy	Yes
	Complete and publish Opportunity Area Planning Frameworks for Waterloo, City Fringe and Lower Lea Valley	Yes
	Work with LDA to deliver major regeneration projects across London including Wembley, Stratford, Kings Cross, Tottenham Hale, Dalston, and Lewisham Gateway	Yes
	Produce a strategic options appraisal for the Royals Docks, Canning Town and North Woolwich, based on urban design scenarios for the area to help develop a strategic overview of City East	Yes

Objective	Key milestones	Has this been achieved?
Regenerating London to deliver sustainable improvements in the living standards and quality of life of all Londoners	<p>Work with CLG, LDA, the boroughs and other partners to ensure that policy and practice in the Thames Gateway reflects Mayoral policy and commitments, including providing support for the Green Grid:</p> <p>Develop, with partners, the London section of the CLG's new Thames Gateway strategic framework</p> <p>Influence the production of the area-based regeneration frameworks and other policies and strategies in the Thames Gateway</p> <p>Develop an implementation and a bidding strategy for the Green Grid</p>	Yes
	Promote design excellence across the London Thames Gateway	
	Establish a design panel to ensure design excellence is achieved on the Thames Gateway Bridge	Yes
	Develop a vision document for Cross River Park in London Thames Gateway	Yes
	Work with partners to complete sub-area master plans in Lower Lea Valley for Bromley-by-Bow and West Ham	Yes

Objective	Key milestones	Has this been achieved?
Regenerating London to deliver sustainable improvements in the living standards and quality of life of all Londoners	Implement the Mayor's 100 Public Spaces programme	Yes. Five projects have started on site and a prioritisation of projects has been undertaken by the newly formed Design for London group.
Increasing employment opportunities and productivity to enhance London's position as Europe's leading world city	<p>Implement the London Plan including:</p> <p>Ensuring that strategic development proposals comply with policies to protect strategic employment locations</p> <p>Ensuring that local development frameworks generally conform to the London Plan</p> <p>Optimising environmental outputs especially reductions in CO₂ and increases in renewable energy</p> <p>Working with developers and other stakeholders to increase the rate of new supply of housing in line with the Mayor's new targets</p>	Yes
	Continue to develop 3D mapping and modelling facility of London	Work to develop 3D mapping and modelling will continue in 2007/08

Objective	Key milestones	Has this been achieved?
	Hold the Examination in Public on the waste, minerals and housing alterations to the London Plan	Yes
	Revise the London Plan including Send draft report of the London Plan Review to Assembly and GLA group Carry out formal Public Consultation on the London Plan review	Yes
Increasing employment opportunities and productivity to enhance London's position as Europe's leading world city	Complete and update Supplementary Planning Guidance, Best Practice Guidance and sub-regional development frameworks	Yes
	Work with the London Health Commission and London Sustainable Development Commission to support employment-related health and sustainable development programmes and initiatives	Yes
Delivering a successful 2012 Olympic and Paralympic Games	Support the formal Olympic Structures and work with LDA/ODA and other partners to ensure that Olympic Sites and infrastructure reflect Mayoral policy and commitments	Yes

Objective	Key milestones	Has this been achieved?
Delivering a successful 2012 Olympic and Paralympic Games	Work with partners to develop programmes of work associated with Olympic and Paralympic Games including: Optimise the employment and skills benefits to Londoners arising from Games-related business Optimise the wider economic benefits of the Games to London, including those for tourism and business promotion Optimise social benefits to Londoners, including health, education, social inclusion and volunteering, of hosting the Games Ensure London's diverse communities are engaged with and benefit from changes and opportunities arising from hosting the Games in London Optimise participation at community and grass roots level in all sports and across all social groups Optimise the economic and environmental benefits the Games bring to London and all Londoners	Yes

Objective	Key milestones	Has this been achieved?
	Work with LSDC to deliver Bid Book Commitments about making the Games the most sustainable yet	Yes
Regenerating London to deliver sustainable improvements in the living standards and quality of life of all Londoners	Establish London Child Poverty Commission with London Councils including: Agree workplan for the Commission Publish research to illustrate what will need to be done in London to meet the government target to halve child poverty by 2010	Yes
Promoting London as a leading world city for the 21st century – socially, culturally and economically	Continue to manage, maintain and develop Trafalgar and Parliament Squares as world class squares and public spaces including: Agree future redevelopment options for Parliament Square Manage a programme of events, rallies and demonstrations on Trafalgar Square	Yes
	Deliver the London Tourism Action Plan, and build on the opportunity afforded by the 2012 Olympic and Paralympic Games to promote London as a prime destination	Yes

Objective	Key milestones	Has this been achieved?
Increasing employment opportunities and productivity to enhance London's position as Europe's leading world city	Understand and monitor London's economy by: Producing a monthly electronic magazine Delivering a planned programme of work, including reports and seminars, as agreed by the GLA Economics steering board	Yes
	Monitor the costs of living and levels of salaries and wages in London through the work of the Living Wage Unit	Yes
A Fair City		
Removing the barriers preventing Londoners getting out to work	Tackle inequalities in London: Support ongoing delivery of London Health Commission's programme, including Healthy Young London initiatives Support partnership work to improve access to health-related services Lead partnership work to reduce alcohol- and drug-related harm Deliver initiatives to promote mental health	Yes

Objective	Key milestones	Has this been achieved?
Removing the barriers preventing Londoners getting out to work	Publish annual Health in London Report Deliver the Mayor's affordable childcare strategy	Yes
Ensuring a fair share of economic prosperity for minority groups	Establish Board for Refugee Integration in London	Yes
Accelerating the increase in London's housing supply and that of affordable homes	Implement a programme of work to deliver the Mayor's housing objectives: Establish structures and processes to deliver the Mayor's new housing powers Develop a pan-London choice based lettings and mobility scheme, incorporating an accessible housing register Negotiate optimum affordable housing outputs on strategic development schemes	Yes
Removing the barriers preventing Londoners getting out to work	Work with the LDA to deliver the agreed number of childcare places	Yes
	Publish the Food Strategy	Yes

Objective	Key milestones	Has this been achieved?
Promoting fair business practices	Work with the LDA and the private sector to deliver the Mayor's Diversity Works initiative	Yes. The Diversity Works Programme and products for business are being revised by the LDA in light of results of the work undertaken on successful pilots.
	Aim to ensure minority groups are able to benefit from a fairer share of contracts, through GLA group procurement activities and the LDA's procurement development programme and in Olympic contracts	Yes
Ensuring a fair share of economic prosperity for minority groups	Provide an efficient and effective data management and analysis service, addressing the Mayor's objectives and the needs of the GLA, functional bodies and other London users Producing a fresh round of demographic projections and supporting documentation, to assist the GLA-wide work on reviewing the London Plan	Yes

Objective	Key milestones	Has this been achieved?
A Fair City – continued		
Ensuring a fair share of economic prosperity for minority groups	An analysis of the association between school league table position and the types of pupils admitted Working towards the creation and implementation of a corporate GIS strategy	Yes
A Green City		
Consuming fewer resources and improving the quality of London's environment	Publish Water Action Framework	Yes. The draft Water Strategy was published in March 2007 for consultation with the Assembly and functional bodies. A revised draft will be published for public consultation later in 2007.
	Make London's view heard on Heathrow proposals for runway alteration and a third runway by supporting research and polling on the impact of the proposals	Yes

Objective	Key milestones	Has this been achieved?
Consuming fewer resources and improving the quality of London's environment	Deliver projects to reduce CO ₂ and promote sustainable energy by: Working with the London Climate Change Agency and London Energy and Hydrogen Partnerships Contributing to the Government's Energy Review	Yes
	Assist TfL in implementing a Low Emission Zone Complete and appraise first round of public consultation Launch public consultation on the scheme order	Yes
	Publish a Climate Change Adaptation Strategy	This strategy will be published for consultation in summer 2007
	Re-let three-year Capital Standards programme to improve street environments	Yes

Objective	Key milestones	Has this been achieved?
Increasing the level of recycling in London	Publish the draft Wider Waste Strategy	The draft Wider Waste Strategy, known as the Business Waste Strategy has been published for Assembly and GLA group consultation
	Publish the revised Assembly draft Mayor's Municipal Waste Management Strategy	The revised Assembly draft Mayor's Municipal Waste Strategy has been published for Assembly and GLA group consultation
Listening to London		
	Deliver the State of London Debate	Yes
	Complete and publish Annual London Survey	Yes
	Launch the London Forum	The conference 'A World Civilisation of a Clash of Civilisations' was held

Objective	Key milestones	Has this been achieved?
Listening to London	Deliver stakeholder engagement programme and a series of stakeholder conferences including: London Schools & the Black Child Capitalwoman Disability Capital The State of Race Equality in London	Yes
	Work to mainstream children and young people's interests and concerns across all relevant Mayoral strategies and GLA group work programmes including the continuing development of Young Londoners Network	Yes
	Publish 10 issues of The Londoner including a series of articles promoting and encouraging public engagement with the 2012 Olympic and Paralympic Games	Yes
	Maintain and develop effective engagement with Government and Parliament including: Regular Mayoral meetings with ministers Monitoring of and engagement with Government and Parliamentary processes	Yes

Objective	Key milestones	Has this been achieved?
Listening to London	Deliver a programme of advertising led marketing campaigns	Yes
	Organise and run two People's Question Times	Yes
	Agree and meet annual sponsorship income targets to generate sponsorship to support the delivery of the Mayor's programme of events and policy-led initiatives	A sponsorship target of £189,000 was agreed. At the time of this report going into print, the GLA's accounts for 2006/07 had not been closed so the finally level of income generated can not reported at this stage
	Develop the GLA's visual identity through: Use of design and photography and roll out of the London marque	A brand audit was completed and provided the basis for consolidation of the GLA visual identity.

Objective	Key milestones	Has this been achieved?
Listening to London	Provide round-the-clock communication services including: A media plan to support work of the GLA in economic and tourism recovery Improve links with women's and BME media by promoting events such as Women in London's Economy and Capitalwoman	Yes
	Carry out a feasibility study for the development of one non-emergency number for London	Yes
	Secure agreement as to future development of the London Portal	Yes
	Managing the Organisation	
Managing the Organisation	Deliver performance management framework: Corporate Plan Annual Report Annual Equalities Report Quarterly reports to MMB and Assembly Risk management report	Yes

Objective	Key milestones	Has this been achieved?
Managing the Organisation	Develop and produce the GLA's capital and revenue budget each year in line with agreed guidance and within the statutory timetable, including equalities submissions and integrating with the business planning process	Yes
	Ensure the proper administration of the GLA's financial affairs including reviewing, developing and reporting on the financial aspects of the corporate governance framework annually	Yes
	Achieve a legal budget for the GLA group	Yes
	Maintain Level 5 of the Local government Equalities Standard, and support the functional bodies in reaching level 5	Yes
	Work with GLA teams to deliver the Operational Equality Action Plans (OEAPs) covering the equalities aspects of their work programmes	Yes

Objective	Key milestones	Has this been achieved?
Managing the Organisation	Deliver an effective ICT service including: An annual review of ICT business needs Annually agreed ICT programme Comprehensive ICT support service supporting all applications and technology	Yes
	Deliver an effective and efficient facilities management service	Yes
	Provide effective human resource management including: Review employment targets, and produce annual recruitment plans to address any areas of under representation Implement work experience and trainee schemes targeted at under represented groups Produce annual report on achievement of HR strategy objectives	Yes

Objective	Key milestones	Has this been achieved?
Managing the Organisation	Facilitate effective Internal Communications to all staff about the GLA's activities including The Scoop and London@Work	Yes
	Provide effective information services including developing and promoting knowledge and information sharing; ensuring efficient records management and coordinating Freedom of Information compliance	Yes
	Review the GLA Freedom of Information Publication Scheme	
	Provide timely and effective legal advice to the Mayor, the London Assembly and the Standards Committee within agreed timescales and avoid successful legal challenge including;	Yes
	Developing GLA group sustainable procurement policy and practices	
	Supporting the GLA's role in preparations for the 2012 Olympic and Paralympic Games	

Objective	Key milestones	Has this been achieved?
The Work of the London Assembly		
Assisting the Assembly to develop, articulate and promote its position on the issues raised by the Commission on London Governance and in any government and/or Parliamentary debates on the role of the GLA	Participate in CLG's discussions about future powers of GLA and London governance and promote of the Assembly's role in legislation	Yes
Raising the profile and reputation of the London Assembly	Implement external relations strategy covering public, media, Parliamentary, Whitehall and local government relations	Yes
	Review existing communications and external relations activities	
	Review Assembly website and develop future strategy	
	Develop strategy for promoting Members as authorities on scrutiny and open government	
	Develop appropriate group-based outreach and public engagement activities	

Objective	Key milestones	Has this been achieved?
Increasing public engagement in the role of the Assembly	Provide 6-monthly update on the extent of participation by different groups of people in scrutiny	Yes
	Identify two pilot projects within scrutiny programme that will use innovative methods of public engagement	Yes
	Support the Assembly's role as sponsor of London Travel Watch	Yes
Implementing a project approach to scrutiny with effective forward planning of scrutiny programmes	Agree 12 months rolling programmes for the Assembly and all committees and ensure that programmes include provision for review and evaluation of recommendations	Yes
	Implement a project approach to scrutiny	
Enabling Members to take a strategic approach to the policy issues within the Assembly's and Committees' terms of reference	Develop skills and reputation of scrutiny team so that they are seen as a source of high quality, impartial advice to Members, based on rigorous evidence-based research Deliver first year of staff training programme	Yes

Objective	Key milestones	Has this been achieved?
Enabling Members to take a strategic approach to the policy issues within the Assembly's and Committees' terms of reference	Develop system for reviewing, analysing, researching and advising Members of strategic scrutiny opportunities	Yes
	Develop the Assembly's capacity effectively to scrutinise the preparations for the 2012 Olympic and Paralympic Games	
	Present proposals to Business Management and Appointments Committee on a performance assessment framework for scrutiny and adopt a performance assessment framework for an annual report	Work to be delivered in 2007/08 after the enactment of the GLA Act as this impacts on the Assembly's powers
Supporting the Assembly's response to the Mayor's budget process in an appropriate and timely way	Plan budget briefing and scrutiny as appropriate for the different stages of the budget planning and consultation process	Yes
Develop good working relationships with the rest of the GLA and GLA group	Regular exchanges of information on forthcoming work programmes, co-operation in briefing Assembly Members and contributing to the scrutiny process. Joint scrutiny with the Mayor as appropriate on issues of mutual interest	

Objective	Key milestones	Has this been achieved?
GLRO		
Plan, prepare for and deliver the 2008 Mayoral and London Assembly elections	Incorporate the impact of the Electoral Administration Bill in planning for 2008	Yes
	Analysis of provisions of the Bill and assessment of impact on GLA elections	
	Seek to influence decisions during the passage of the Bill through Parliament and on relevant secondary legislation	
	Statement of financial and other needs for the 2008 elections arising from the new provisions	
	Commence build-up of London Elects 2008 team	Yes
All	Work with the GLA group to support delivery of Mayoral priorities through improved integration across the group	Yes

Requirement 3

Expenditure against budget for 2006/07

Performance against each key deliverable is listed above under 'Requirement 2'. Financial spend against each key deliverable is not information which the Authority holds.

The most recent information on expenditure against budget for 2006/07 is included in the GLA's quarter 3 2006/07 monitoring data. Therefore the financial position, as at the end of the Quarter 3, is summarised below. At present, the year-end forecasts indicate a number of variances resulting in an overall underspend of £1.355m against the approved budget requirement of £122.5m; equating to an underspend of 1% of the budget requirement.

GLA's Financial Position as at 31 December 2006:

	Original Budget 2006/07	Revised Budget 2006/07	Qtr 3 Actual 2006/07	Qtr 2 Forecast 2006/07	Qtr 3 Forecast 2006/07	Variance for Year 2006/07
	£000	£000	£000	£000	£000	£000
Expenditure						
Staff costs	36,664	37,551	28,136	37,114	37,348	(203)
Premises	11,177	10,936	9,683	11,580	10,983	47
Supplies and Services	23,988	29,930	21,559	28,346	29,581	(349)
Olympics Funding Agreement	57,700	57,700	33,000	55,000	55,000	(2,700)
Capital funded by revenue and reserves	1,436	1,451	703	1,436	1,451	-
	130,965	137,568	92,379	133,476	134,363	(3,205)
Income	(12,798)	(18,471)	(15,253)	(17,757)	(19,421)	(950)
	118,167	119,097	77,126	115,719	114,942	(4,155)
Net contributions to reserves	4,333	3,403	3,123	6,009	6,203	2,800
	122,500	122,500	80,250	121,728	121,145	(1,355)

Requirement 4

2012 Olympic and Paralympic Games

Expenditure and funding issues

The council tax precept was increased by £20 at band D in 2006/07 to raise £57.7 million towards funding for the 2012 Olympic and Paralympic Games. This reflected the GLA commitment to raise up to £625 million from council tax set starting in 2006/07 as part of the agreed public sector funding package and set out in the Memorandum of Understanding between the Mayor and the Government.

The application of the £57.7m is set out in the table below.

2006/07 Olympic precept	£m
Total raised from council tax – band D £20	57.700
Less,	
Amount paid to Olympic Delivery Authority	-55.000
Amount paid to Department for Media, Culture & Sport	-0.418
Plus,	
Interest earned on balances	0.173
Olympic Reserve Balance at 31 March 2007	2.455

Funding agreements have been entered into with the ODA and DCMS in respect of the monies paid to them in 2006/07.

The £55 million paid to the ODA must only be used within Greater London and for capital expenditure and to perform the obligations of the Mayor in the Host City Contract and the guarantees given to the International Olympic Committee.

The £0.418 million paid to DCMS is the GLA's share towards the running costs of the Olympic Programme Support Unit which are split equally with DCMS and the London Organising Committee of the Olympic Games. The Unit supports the operation of the Olympic Board and Steering Group and provides a support service to all Olympic stakeholders.

In addition the GLA budgeted to spend £0.7 million on staff and programmes to ensure that in preparing for the Games, the Mayor's strategies and priorities are delivered to create lasting legacy benefits for communities and businesses in east London and across the capital. The in-house unit also assists the Mayor in meeting his obligations under the Host City contract.

On 15 March 2007 the Secretary of State announced a revised budget totalling £9.325 billion. There is additional funding provision of £5.9 billion of which £4.9 billion will come from central Government and £675 million from the Lottery. The Mayor has agreed to provide, with the GLA group, a further £300 million if it is necessary to draw on a revised contingency, but this will not come from any increase in council tax or fares. Therefore the contribution from council tax will remain at £625 million and there will be no increase in the £20 band D amount.

Contractual issues

Contractual issues, including those relating to the supply chain and the value of contracts let, are a matter for the ODA and the LDA rather than the GLA.

Disability issues

Each year London hosts, or is the focus for, a number of renowned world class sporting events, ranging from Wimbledon to Cricket at Lords and the Oval, the London Marathon to international football and rugby league matches and the start of the Tour De France.

These events and the building of world class sporting facilities to host the 2012 Olympic and Paralympic Games are providing a once in a lifetime opportunity to help Londoners enjoy and participate in all sorts of sports regardless of ability.

The London Summer of Sport is one of the key benefits of hosting the 2012 Olympic and Paralympic Games. The programme is based on clubs, local authorities and others opening up their facilities and organising taster sessions for all members of the public during the summer (June to September).

In 2006 over 300 events took place across the capital's local authorities and over 50,000 people took part in events ranging from swimming to rugby, through to hockey.

In 2007 the GLA is specifically focusing on disabled sports and anticipates that over 60,000 people of all ages will take part.

Requirement 5

Environment

Waste and energy

MPS

In 2005/06 the MPS reduced the level of waste it generated compared with the previous year (2004/05) by 13 per cent. The MPS's waste levels are variable depending on the changing pattern of its refurbishment programme.

In 2005/06 the MPS recycled 20 per cent of its waste.

Carbon emissions from the MPS fleet reduced by 1 per cent in 2005/06 compared with 2004/05 levels.

Energy consumption from MPS buildings in 2005/06 were:

Energy (M.kWh)	2004/05	2005/06
Oil	21	25
Gas	178	194
Electricity	176	184
Total	375	403

The MPS's CO₂ emissions in 2005/06 were:

CO ₂	2004/05	2005/06
Tonnes of CO ₂	114,811	139,199
Tonnes of CO ₂ (after taking into account the purchase of 100% of electricity from renewable sources)	39,165	67,459

TfL

In 2005/06 TfL achieved an 18 per cent reduction (like-for-like comparison with 2004/05) in the amount of commercial and industrial waste it generated.

In 2005/06 TfL recycled 26 per cent of its total waste; 34 per cent of head office building waste was recycled.

TfL's CO₂ emissions in 2004/05 and 2005/06 were (ignoring emissions from private hire cars):

- Total 2004/05 = 1,396k
- Total 2005/06 = 1,443k.

The proportion of TfL's electricity from renewable sources purchased in 2004/05 and 2005/06 were:

- 2004/05 = 15 per cent
- 2005/06 = 18 per cent.

LFEPA

An Authority-wide contract for waste has only just been developed so now overall waste figures are available. LFEPA recycled 51 per cent of its paper in 2005/06.

LFEPA's CO₂ emissions for its buildings in 2004/05 and 2005/06 were:

- 2004/05 = 14,901 tonnes
- 2005/06 = 14,289 tonnes.

LFEPA achieved a 24% reduction in CO₂ emissions from its fleet between 2002/03 and 2005/06. The Authority currently uses energy from green sources.

LDA and GLA

As solely office based organisations the LDA and GLA generate substantially less waste and consume substantially less energy than the other bodies in the group. Due to its recent office move, no data is available for the LDA. However the LDA plans to be in a position to provide data in future years. The GLA's intranet provides waste and energy data for City Hall: <http://intranet.london.gov.uk/corporate-services/facilities-management/monthly-statistics/index.jsp>

Green travel plans

Functional bodies

Ongoing quarterly meetings continue with the GLA's functional bodies to progress individual travel plans. LDA, TfL and MPS have conducted travel surveys with the GLA and LDA due to carry out further snapshot surveys this coming financial year. TfL is working with the MPS to deliver its travel plan and are hoping to work with LFEPA and LDA in the future.

GLA

The GLA's travel plan was completed in 2005 and bi-monthly internal meetings progress the agreed action plan. An analysis of results from a repeat survey completed in January 2006 showed good progress towards meeting overall targets and that more work is required on addressing travel to meetings. The action plan has been updated and revised in September 2006 and in April 2007 with the delivery of further measures on going. A second snapshot survey is due to be undertaken in January 2008 with a mini summer survey also being proposed.

TfL

TfL conducted its first travel survey of HQ staff at the end of 2005 and plans to survey operational staff in 2007. Targets have been set and signed off and a team is in place to deliver the plan. TfL has produced a guide for London's local authorities to deliver effective travel plans and is presently consulting on workplace travel plan guidance for new developments.

Requirement 6

Congestion Charging

- i. The gross income generated by the system in 2006/07 was £252.3 million.
- ii. The cost of running the system in 2006/07 was £129.8 million, broken down as follows:

Congestion Charge Operating Costs	Actuals 2005/06 £m	Estimates 2006/07 £m
Service Provider Cost (Running cost, DVLA, Adjudication, Enforcement, Debt Collection, Change Control etc)	17.3	19.0
Service Provider Cost (Running cost, Change Control, Bank Charges, Consultancy etc)	54.2	57.3
Scheme integration, strategy, legislation, modelling & monitoring.	1.9	1.7
CC management and support services	9.3	10.1
Traffic management	0.4	0.0
Communication & Public Information	1.2	1.4
Legal support & Project Consultancy	4.0	0.3
Contingency	0.0	0.0
Bad Debt Provision	43.8	40.0
Total Operating Costs	132.1	129.8

- iii. Penalty charge notice income in 2006/07 was £94.9 million.
- iv. In the financial year 2005/06 congestion charge revenue reinvestments provisionally totalled £122 million. £100 million was spent improving bus network operations, £14 million improving road quality, £4 million on pedestrian and cycling facilities and £4 million on road safety.

Provisional application of congestion charging scheme revenues, financial year 2005/06 (£ million provisional):

Bus network operations:

Contributions towards bus network and service enhancements; to all buses now being low-floor accessible; to the introduction of 1,000 illuminated bus stops; to the development and introduction of an improved bus radio and location system; and to the increased capacity and modernisation of bus garages and bus stations. **£100 million**

Roads and bridges:

Support to programmes for improving the quality of roads and bridges, including safety works on the Blackwall, Rotherhithe and Fore Street Tunnels and the strengthening of Westminster Bridge. **£14 million**

Road safety:

Contributions to programmes to reduce child accidents across London, including contributions to Borough schemes. **£4 million**

Walking and cycling:

Contributions to new pedestrian and cyclist measures, including the replacement of subways with surface facilities and contributions to Borough schemes. **£4 million**

Total: £122 million

Requirement 7

Congestion Charging

TfL is committed to the delivery of the LCN+ by the end of 2010. The Cycle Route Implementation Stakeholder Plan (CRISP) studies have been commissioned on approximately 850kms of the network and 669kms of CRISP studies have been completed to date. By the end of 2007/08, the entire 900kms of the network will have been assessed through the CRISP process. The length of the network completed in 2006/07 is estimated to be 600km and studies are currently being carried out to verify this for LCN+ Annual Report 2006/07 in September 2007. The identification and initial assessment of the barriers to completion of the network was undertaken in January 2007 and progress of the measures to resolve barriers will be tracked.

The data for cycle flows on the TLRN year-end 2006/07 shows an increase in cycle flows of 83% compared with the baseline set in March 2000.

Requirements 8 and 9

Policing

Safer Neighbourhoods: roll-out

Progress towards the full rollout of the safer neighbourhoods teams across London by December 2006:

A. By the end of December 2006, all areas of London were covered by 630 Safer Neighbourhood teams, consisting of 1 Sergeant, 2 Constables and 3 PCSOs.

B. Three extra PCSOs will be allocated to 87 larger wards (population of more than 14,000) by the end of April 2007. In December 2006, 91 of these 261 extra officers were in place.

C. The 2006/07 cost of the Safer Neighbourhood teams was £220m of which £97.8m (44%) was funded by London council taxpayers from the precept.

Safer Neighbourhoods: benefits

During the period recorded crime fell by seven per cent. Between April and December 2006, Safer Neighbourhood teams spent 75% of their working hours doing visible community policing. They carried out over 13,500 arrests, closed over 280 crack houses, issued over 600 ASBOs, carried out 4,047 prolific/persistent offender interventions, issued over 2,600 penalty notices and visited over 27,300 crime victims.

The teams were able to achieve these results because of community engagement: over 9,500 pre-planned public meetings were held (over 141,200 attendees), over 2,000 ward panel meetings were held and over 1,200 community payback projects ran. Between two phases of the Safer Neighbourhoods survey there has been an increase in public confidence in policing.

Requirement 10

GLA funded organisations

The following organisations were funded by the GLA in 2006/07 – all figures in £:

Organisation	Programme	
Wandsworth Council	Judicial Review - Night Flying restrictions at Heathrow, Gatwick & Stansted	10,000
Energy Supplier	Home Insulation Scheme	1,000,000
Potters Field Mgt Trust	The Opening of Potters Field Park	80,000
Jewish Museum	Contribution to support a new 'identities' exhibition by the Jewish Museum	20,000
Ealing Council	Contribution to the Asian London Mela	115,000
Thames Festival	Contribution towards the Thames Festival	65,000
London Youth Games Ltd	Project funding (LYG), for the LYG to co-ordinate, deliver and monitor the 2006 annual London Youth games 2006	25,000
GLADD	Financial contribution to GLADD for the Lesbian, Gay, Bisexual and Transgender Health Summit on 19 June 2006	7,000
Muslim Council of Britain	Eid celebrations in Trafalgar Square on 28 October 2006	15,000
London Notting Hill Carnival Ltd	Funding to go towards training and hiring carnival stewards	105,000
Carnival Del Pueblo	Contribution to Latin American Event in London on 6 August 2006	50,000

Organisation	Programme	
Bexley Council	Judicial Review of the application to build a waste incinerator at Norman Road, Belvedere	100,000
3Ci Limited	The continuation of the Mayor's Black History Scholarship Programme	15,000
Nubian Jak	The production, erection and unveiling of a Blue Plaque in memory of Bob Marley Black History Month	10,000
Noise Abatement Society	Judicial Review of the actions of the Office of Rail Regulation in respect of noise from new train horns	2,000
Shakespeare's Globe	Contribution to an event to celebrate Shakespeare's birthday on St George's Day, 23 April 2006.	50,000
Royal Society of St George	For a music event in Covent Garden and the annual wreath laying event at Cenotaph – St Georges Day	15,000
Southwark Cathedral	Appeal Southwark Cathedral made against the decision made by the London Borough of Southwark to grant a premises license to include regulated entertainment, striptease and lap dancing to Rembrandt Restaurants Ltd	30,000

Organisation	Programme	
Mandela Statue Fund	Funding agreement for the costs of the sculpture of Nelson Mandela	60,000
Artichoke Ltd	To enable Artichoke Ltd to produce the final stage of The Sultan and the Elephant parade by Royal de Luxe in and around the capital including Trafalgar Square 4-7 May 2006	33,000
Empty Homes Agency	Contribution towards running the London empty property hotline service.	25,000
Save the Trafalgar Square Pigeons	One off contribution towards the costs of the feeding programme	3,600
Aquabatix	'The Big Sync Project' – a pilot pan-London swimming activity programme	5,000
London Play	To deliver and facilitate up to four local play day events, which are inclusive, attractive to all ages and are geographically spread across London.	20,000
Film London	The funding to support Film London towards the cost of hiring audiovisual screens during London Film week to showcase films in Trafalgar Square.	15,000

Organisation	Programme	
Kinetica	Capacity building support – offer 15 bursaries to young people and adults wishing to pursue the Carnival training course – 'Making of Mas'	10,000
Somerset House Trust	Funding to co-ordinate, deliver and monitor the 2007 Skate School for disabled groups and community groups	15,000
Groundwork	Funding to facilitate the development of an Implementation Framework for the Wandle Valley Regional Park Opportunity area	20,000
Russian Economic Forum	Funding to support the Russian Winter Festival on Trafalgar Square on 13 January 2007	30,000
The Black Londoners Forum	Funding to support the activities of BLF in promoting BME activities	50,000
Festival of Youth Arts	Funding contribution towards the costs of development and preparation work for the Festival of Youth Arts	20,000
LB of Tower Hamlets	Funding contribution to Baisakhi mela	30,000
National Assembly Against Racism	Project funding to NAAR	60,000
London Civic Forum	Project Funding for the London Civic Forum	103,000

Requirement 11

Efficiency

The GLA is set annual efficiency targets by central government in line with the outcome of the Gershon review of public services. Targets have been set for the years 2005/06 – 2007/08 and these targets are shown in the table below along with our progress against achieving them. At least half of the savings found each year must be cashable. The GLA has exceeded its government target over the three years of the current savings programme.

It is anticipated that the government will set a further round of targets for the three years following 2007/08. These targets are expected to be higher than those previously set. In line with central government's requirements, the GLA projects its efficiency savings for the year ahead each April and reports the outcome of its efficiency measures each June. This information is submitted to Communities and Local Government (CLG). CLG publishes all submission on its website.

The GLA's main efficiency initiatives, including how it is working with other members of the GLA group to make the best use of its resources and key outcomes from its review programme are outlined in Appendix 1 to this report.

The 2007/08 GLA budget reflects the outcomes of past efficiency reviews which have contributed to allowing programme budgets to be frozen and the organisation's vacancy factor to be maintained at 4.5 per cent. An analysis of annual efficiencies, which count towards CLG targets, and are built into the budget, is set out below:

	2005/06 £000	2006/07 £000	2007/08 £000	Total £000
Cashable gains				
2004/05 cashable savings with count towards target	1,140	1,140	1,140	3,420
2005/06 budget savings	562	562	562	1,686
2006/07 budget savings	0	614	642	1,256
2007/08 budget savings	0	0	179	179
Combined Elections annualised savings	375	375	375	1,125
Anticipated gains from review implementation			390	390
Sub total	2,077	2,691	3,288	8,056
Non cashable gains				
Saving from intensive use of City Hall		333	730	1,063
Total	2,077	3,024	4,018	9,119
Target	1,380	1,380	1,380	4,140
Surplus over target	697	1,311	2,638	4,979

Requirement 12

Efficiency

The Londoner is funded directly by the GLA group and does not take any commercial advertising.

In 2006/07 *The Londoner* received £2.25 million from the GLA group and the MPS. This consisted of £500,000 from the LDA, £250,000 from the MPS and £1.5 million from TfL.

The GLA recently asked media buying agency PhD Confidential to examine the cost efficiency of the GLA group's use of *The Londoner* as a vehicle to keep Londoners informed compared to using other media.

They concluded that the available alternatives would struggle to match *The Londoner's* reach and cost efficiency.

They also concluded that, as a single source for information about the Mayor, the GLA and its functional bodies, *The Londoner* complements existing media and marketing activities and offers a unique and valuable communications tool which could not be matched by a more fragmented use of different media.

Requirements 13 and 14

Complaints and Enquiries

The GLA and its functional bodies adopt the following approaches to dealing with complaints and enquiries:

LFEPA

Enquiries

LFEPA does not currently have a formal process for handling enquiries, as calls from service users are received locally, by London Fire Brigade's borough teams, and at the service's Headquarters in Lambeth. When general enquiries are received they are dealt with as quickly as possible. The priority for the organisation remains emergency call handling for the mobilisation and deployment of fire engines and operational equipment.

Complaints

LFEPA aims to acknowledge complaints within two working days and reply to all complaints within 28 days. In 2006/07 160 complaints were received and LFEPA met its acknowledgement target 78 per cent of the time and the full response target 58 per cent.

Work has continued throughout the last year to develop an electronic database system – a version of which is currently being tested prior to implementation/roll-out. This will be used to manage and record complaints and replace the existing manual recording system which should result in improved throughput and reporting.

TfL

Enquiries

TfL's Central Customer Services (CCS) provides a focal point for the control and management of customer enquiries and feedback. CCS handles transport correspondence sent to the Mayor, e-mails sent via the TfL website and appeals correspondence from London TravelWatch. Customer service departments across TfL carry out ongoing reviews of their performance and procedures to ensure that customer correspondence and complaints are answered within agreed timescales.

Complaints

All parts of TfL have agreed procedures for handling complaints. This includes Congestion Charging operations, London Underground and Surface Transport. CCS reviews complaints handling procedures and promotes best practice across the organisation. The GLA's Public Liaison Unit (PLU) now has access to TfL's correspondence system (TCS), and is able to pass on directly to TfL correspondence that has been misdirected. This has reduced the delay in forwarding and responding to correspondence concerning transport-related complaints.

LDA

Enquiries

The LDA Public Liaison Unit receives general enquiries via telephone, correspondence (letters and emails) and direct face-to-face contact. The LDA aims to respond to enquiries within ten working days. During 2006/07 the LDA responded to 5,188 enquiries. 71 per cent of enquiries were responded to within 24 hours. Of the total number of enquiries, 99 per cent were responded to within 10 working days. Compared to the same period for last year, enquiries have increased by 3 per cent.

Complaints

The LDA aims to acknowledge complaints within five working days and provide a full response within 20 working days. During 2006/07 the LDA responded to 16 formal complaints. 87 per cent of these were responded to within the target response time.

MPA

Enquiries

The MPA's Liaison Unit deals with general enquiries about policing issues and MPA business including correspondence and enquiries addressed to the chair. These can be via email, letter or telephone. The MPA aims to acknowledge all correspondence within three days of receipt and provide a full response within 20 working days. In cases where information is required from the Metropolitan Police Service it is not always possible to meet the target, but where this is the case, the correspondent is kept informed of progress. The unit also handles Freedom of Information and Data Protection requests.

Complaints

The MPA has a Complaints and Comments Policy which is published on the MPA website and deals with formal complaints received against MPA staff. Complaints can be made via email, phone, letter, fax or using the online complaints form. The MPA aims to provide a written response to first stage complaints within five working days. If the complaint progresses to stage two, the aim is to provide an initial response within three days and a full response within 15 days.

The complaints system is regularly monitored and reviewed to ensure that the outcomes of complaints are dealt with in accordance with MPA policy.

GLA

Enquiries

The GLA has a dedicated Public Liaison Unit (PLU) that deals with all types of enquiries and provides a public information service on the work of the GLA. Enquiries can be made via email, telephone, by letter or in person at the City Hall Information Point.

The PLU currently records correspondence received on behalf of the Mayor on the Responding to London (RTL) electronic correspondence system, and all incoming calls are recorded for monitoring and training purposes.

In 2006/07 the PLU answered a total of 31,531 incoming calls (97 per cent of all calls received). During the first three quarters of 2006/07 (the latest figures available) 92 per cent of correspondence logged onto the RTL system was responded to within 20 working days, exceeding the GLA's 85 per cent target for 2006/07

The GLA will be introducing a new correspondence and enquiry management system in 2007 to further enhance our ability to effectively manage correspondence.

Complaints

The GLA's PLU also records complaints received about service delivery. The GLA aims to respond to all complaints within 20 working days. The London Assembly logs complaints on a separate system and figures are collected each quarter.

Performance against the 20-day target was 86 per cent, exceeding the GLA's 85 per cent target for 2006/07.

Requirement 15

Mayoral Engagements with the London Boroughs

The Mayor made the following visits to London boroughs in 2006/07:

Date	Borough	Event
22 June 2006	Lambeth	St Matthew's Estate & Brixton Square
3 July 2006	Richmond	Hampton Court Flower Show
6 July 2006	Haringey	Islam Expo
13 July 2006	Haringey	Visit to Highgate Nursery
27 July 2006	Southwark, Bromley	Borough visits
7 September 2006	Tower Hamlets	Future London launch
14 September 2006	Sutton	Borough visit
11 October 2006	Tower Hamlets	Unveiling of UCATT statue
12 October 2006	Newham, Tower Hamlets	Borough visit
30 October 2006	Newham	Olympic Transport Plan launch
10 November 2006	Hackney	Gillet Square launch
21 November 2006	Bromley	People's Question Time
23 November 2006	Lewisham	Borough visit
4 December 2006	Lewisham	Stephen Lawrence centre opening
14 December 2006	Islington, Haringey, Hackney	Finsbury Park interchange launch
18 January 2007	Camden	Borough visit
22 February 2007	Harrow	Borough visit
7 March 2007	Haringey	People's Question Time
20 March 2007	Bexley	Launch of Safer Transport Teams
22 March 2007	Redbridge	Borough visit

Appendix 5

2007/08 council tax

Introduction

The Mayor of London's seventh budget continues to place public safety and policing at its heart, with 27p of the 29p a week (Band D) council tax increase going towards policing and safety.

Neighbourhood policing is reinforced; there are extra Police Community Support Officers to patrol London Underground and National Rail stations; and there is extra funding for improving fire and rescue capability.

Transport continues to be improved with initiatives to meet demand growth and improve the quality of services for Londoners today while preparing for the demands of the 2012 Olympic and Paralympic Games. Free bus and tram travel will continue to be granted for those aged under 16 and for those under 18 in full time education.

A Band D household will pay £15.27 more for Londonwide services in 2007/08.

How the budget is funded	£m
Gross expenditure	10,722
Fares, charges and other income	-3,704
Government grants for specific purposes	-3,528
Government grants and redistributed business rates	-2,177
Paid out of reserves (TfL)	-390
Paid out of reserves (other)	-41
Amount met by council tax payers	882

The £882 million raised from council tax represents eight per cent of total spending and requires a Band D amount of £303.88.

Changes in council tax	£	Increase p.w.
2006/07 Band D amount	288.61	
Safer Neighbourhood teams	12.78	24p
London Fire & Emergency Planning Authority	1.49	3p
Transport for London	-0.03	
Greater London Authority	0.68	1p
Surplus on Borough Collection Funds	0.35	1p
2007/08 Band D amount	303.88	29p

Policing – Safer Neighbourhoods

Every local community in London now has a dedicated policing team, with all 630 Safer Neighbourhood teams in place 18 months early. This has helped deliver a six-year low in crime in the capital. This budget meets the cost of delivering this. Extra visible reassurance and support is provided with funding for another three Police Community Support Officers for those teams covering London's most heavily populated wards.

Policing – Safer Transport

New Safer Transport teams are to be set up – an extra 375 Police Community Support Officers to focus on transport links and communities in 21 outer London boroughs.

Policing – Counter Terrorism

The budget provides an extra £23 million for security policing and a further £15 million for dealing with the threat of terrorism.

Tackling Climate Change

The budget also accelerates the tackling of climate change with a new programme to increase the provision of decentralised energy supply and to enable Londoners to reduce emissions from energy use in their homes. It also includes a comprehensive programme to fund energy

efficient technology in transport and encourage walking and cycling, including setting up a £25 million Climate Change Mitigation Fund to support initiatives to reduce carbon emissions and investing an extra £40 million in cycling over the next three years. In 2007/08, £30 million will be spent on travel demand management to make further progress in areas such as schools, commuting, car clubs and town centres.

Changes in spending	£m
2006/07 Budget requirement	2,939.7
Inflation	238.9
Efficiency and other savings	-201.2
Existing services and new initiatives (net of grant increases)	420.8
2008 Mayor and Assembly Elections (funded from reserves)	16.0
Change in use of reserves and other financing adjustments	-352.4
2007/08 Budget requirement	3,061.8

Transport

Funding will focus on further service improvements to London Overground, London Underground, London Buses and Docklands Light Railway. Key developments are:

- Transport for London will take responsibility for the Silverlink Metro in 2007
- Oystercard ticketing on all National Rail stations in London, starting from 2008
- continuing expansion of the bus network
- extensions and capacity upgrades for the Docklands Light Railway
- construction of the East London Line extension stage 1
- increases in capacity on London Underground
- schemes to provide safe and attractive environments for pedestrians
- the western extension of the central London congestion charge.

Fire

The main aims of the budget are to continue reducing the number of fires and fire deaths and improve emergency response capability. There is funding for six new Fire Rescue Units to respond to major incidents, building on the experience of the July 2005 bombings. A fleet of new Command Support Units will assist incident commanders and there will be targeted community safety initiatives.

2012 Olympic and Paralympic Games

The contribution from council taxpayers for the Games delivery remains at the level set last year. The Band D amount is £20 (70 per cent of London taxpayers are Band D or lower). To raise funds up to £625 million, this will require £20 at Band D for 8 more years and £9 in the final year. The GLA will also spend £0.7 million to realise the wider legacy benefits.

Police and fire service preparations for the Games are to be funded by central government grant.

For every £1 raised from council tax, £7 comes from other sources including the National Lottery, the International Olympic Committee, business sponsorship and ticket sales.

£	MPA	LFEPa	TfL	LDA	GLA	Collection fund	Total
2006/07 Band D council tax precept	210.82	45.63	4.16	Nil	29.32	-1.32	288.61
Increase for 2007/08	12.78	1.49	-0.03	-	0.68	0.35	15.27
2007/08 Band D council tax precept	223.60	47.12	4.13	Nil	30.00	-0.97	303.88

The Metropolitan Police District does not include the City of London and therefore a Band D council taxpayer in the City will pay £80.28 for LFEPa, TfL and GLA.

£m	MPA		LFEPa		TfL		LDA		GLA		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Gross expenditure	3,267.0	3,309.9	431.2	443.0	5,393.0	6,397.0	422.5	418.2	130.3	153.7	9,644.0	10,721.8
Specific grants	-425.7	-500.4	-9.6	-9.5	-2,383.0	-2,598.0	-422.5	-418.2	-2.2	-1.5	-3,243.0	-3,527.6
Other income	-391.6	-272.8	-17.5	-19.6	-2,946.0	-3,397.0	-	-	-10.2	-14.6	-3,365.3	-3,704.0
Net expenditure	2,449.7	2,536.7	404.1	413.9	64.0	402.0	Nil	Nil	117.9	137.6	3,035.7	3,490.2
Use of reserves	-24.0	-4.0	-24.6	-22.4	-52.0	-390.0	-	-	4.6	-12.0	-96.0	-428.4
Budget requirement	2,425.7	2,532.7	379.5	391.5	12.0	12.0	Nil	Nil	122.5	125.6	2,939.7	3,061.8

Appendix 6

Further information, contacting the GLA and translations

Further information

Further information on the topics in this report can be found on the GLA website:

www.london.gov.uk

Readers might find the A-Z issues page of the GLA website particularly helpful:

www.london.gov.uk/londonissues/londonissues_a-z.jsp

Further information is also available from the following websites:

Metropolitan Police Authority (MPA)	www.mpa.gov.uk
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Metropolitan Police Service (MPS)	www.met.police.uk
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London Fire & Emergency Planning Authority (LFEPA)	www.london-fire.gov.uk
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Transport for London (TfL)	www.tfl.gov.uk
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London Development Agency (LDA)	www.lda.gov.uk
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Visit London	www.visitlondon.com
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London 2012 Olympic and Paralympic Games	www.london2012.com
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London Councils	www.londoncouncils.gov.uk
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Government Office for London (GOL)	www.go-london.gov.uk
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Local Government Association (LGA)	www.lga.gov.uk
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Communities and Local Government (CLG)	www.communities.gov.uk
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Home Office	www.homeoffice.gov.uk
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Department for Transport (DfT)	www.dft.gov.uk
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Department of Trade and Industry (DTI)	www.dti.gov.uk
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Other formats and languages

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Chinese

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Vietnamese

Nếu bạn muốn có văn bản tài liệu này bằng ngôn ngữ của mình, hãy liên hệ theo số điện thoại hoặc địa chỉ dưới đây.

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος εγγράφου στη δική σας γλώσσα, παρακαλείστε να επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυδρομικά στην παρακάτω διεύθυνση.

Turkish

Bu belgenin kendi dilinizde hazırlanmış bir nüshasını edinmek için, lütfen aşağıdaki telefon numarasını arayınız veya adrese başvurunuz.

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Hindi

यदि आप इस दस्तावेज की प्रति अपनी भाषा में चाहते हैं, तो कृपया निम्नलिखित नंबर पर फोन करें अथवा नीचे दिये गये पते पर संपर्क करें

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি (কপি) চান, তা হলে নীচের ফোন নম্বরে বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى الاتصال برقم الهاتف أو مراسلة العنوان أدناه

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

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