

MAYOR OF LONDON

The Mayor of London's Annual Report

2018-19

APPENDICES



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Appendix 1: Mayoral strategies

Appendix 1: MAYOR'S ANNUAL REPORT 2018-19 STRATEGY UPDATE		
The Mayor's statutory strategies	Position as at June 2018 as reported in the 2017-18 MAR	Update as at June 2019
Culture Strategy	<p>The Mayor's Cultural Leadership Board developed the draft Culture Strategy in dialogue with the designated consultative bodies; Arts Council England, Historic England, British Film Institute and Film London, throughout 2017. The Chair submitted the proposed draft to the Mayor's Office in early 2018 and the Mayor launched his draft Culture Strategy, 'Culture for all Londoners', on 23 March 2018 for consultation. 'Culture for all Londoners' outlines the Mayor's ambitious vision to sustain a city that works for everyone, and is built on four priorities:</p> <p>Love London - more people experiencing and creating culture on their doorstep</p> <p>Culture and Good Growth - supporting, saving and sustaining cultural places</p> <p>Creative Londoners - investing in a diverse creative workforce for the future</p> <p>World City - maintaining a global powerhouse in a post-Brexit world</p> <p>The consultation closed on 19 June 2018 and the final version will be published late 2018.</p>	<p>The Mayor's Culture Strategy was published following public consultation in December 2018. 'Culture for all Londoners' outlines the Mayor's ambitious vision to sustain a city that works for everyone, and is built on four priorities:</p> <ul style="list-style-type: none"> • Love London: more people experiencing and creating culture on their doorstep • Culture and Good Growth: supporting, saving and sustaining cultural places • Creative Londoners: investing in a diverse creative workforce for the future • World City: a global creative powerhouse today and in the future <p>The Mayor has published a high-level implementation plan, which includes key policies, proposals and actions; and headline indicators of success.</p> <p>'Sport for All of Us', the Mayor's draft strategy for sport, was published for public consultation on 20 July 2018. Consultation closed on 12 October. Following submission to the London Assembly of the proposed culture and sport strategies, 'Sport for All of Us', the Mayor's Sport and Physical Activity Strategy was published in its final form on 13 December 2018.</p>

Appendix 1: MAYOR'S ANNUAL REPORT 2018-19 STRATEGY UPDATE

The Mayor's statutory strategies	Position as at June 2018 as reported in the 2017-18 MAR	Update as at June 2019
Economic Development Strategy (EDS)	The Mayor's draft Economic Development Strategy (EDS) was published for consultation on 13 December 2017. The consultation closed on 13 March 2018. The Mayor is now finalising the strategy to take account of the consultation responses. The final Economic Development Strategy will be published at the end of the year. The strategy takes a fresh approach to economic development: Inequality is not inevitable and tackling it can lead to greater economic prosperity. In this strategy, the Mayor sets out his plans to create a fairer, more inclusive and sustainable city with an economy that works for all Londoners.	The Mayor published his Economic Development Strategy in November 2018. In it, he set out his vision for London's future economy – for a more inclusive and sustainable economy, that works for all. Great progress has been made, including developing his Good Work Standard; committing c.£30m from the GLA's Good Growth Fund to support local regeneration and growth; and supporting hundreds of businesses through the London Growth Hub.
London Environment Strategy (LES)	The LES currently in draft form sets out a vision 'for London to be the greenest of all global cities'. Following public consultation in the forthcoming months the LES will be published.	<p>In May 2018, the final London Environment Strategy was published. For the first time, this strategy brings together policies on every aspect of London's environment, kick-starting action that will improve the city's environment right away, whilst setting ambitious long-term goals. This includes London being a zero-carbon city, a zero-waste city and 50 per cent green by 2050.</p> <p>Alongside the strategy, an Implementation Plan was published which sets out those actions that the Mayor has prioritised to take forward directly between 2018 and 2023 to help implement the policies and proposals set out in the strategy.</p>
London Health Inequalities Strategy (HIS)	<p>London's health inequalities are stark, with a gap in healthy life expectancy of more than 15 years between boroughs in different parts of the city.</p> <p>In July 2016, the Mayor announced his commitment to develop a new strategy to help meet his strong manifesto ambitions to</p>	The Mayor's Health Inequalities Strategy, published in October 2018, sets out his plans to tackle unfair differences in health to make London a healthier, fairer city.

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	<p>reduce mental health stigma, reduce child obesity, help more Londoners to live healthy lives, and get to grips with TB and HIV.</p> <p>There are many causes of health inequality and reducing it needs commitment and endeavour from across the system – including local government, the NHS, businesses, charities and from Londoners themselves.</p>	<p>The strategy tackles the determinants of health which lead to these differences - or health inequalities - by focusing on five key areas:</p> <p>Healthy Children – helping every London child to have a healthy start in life by supporting parents and carers, early years settings and schools, and acting on key issues such as child obesity.</p> <p>Healthy Minds – supporting Londoners to feel comfortable talking about mental health, reducing stigma and encouraging people across the city to work together to reduce suicide.</p> <p>Healthy Places – working towards London having healthier streets and the best air quality of any major global city, ensuring all Londoners can access good-quality green space, tackling income inequality and poverty, creating healthy workplaces, improving housing availability, quality and affordability, and addressing homelessness and rough sleeping.</p> <p>Healthy Communities – making sure all Londoners can participate in community life, helping people to feel safe, and empowering people to improve their own and their communities' health and wellbeing, including through social prescribing, and addressing stigma associated with conditions such as HIV.</p> <p>Healthy Living – helping Londoners to be physically active, making sure they have access to healthy food, and reducing the</p>

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		<p>use of, or harms caused by, tobacco, illicit drugs, alcohol and gambling.</p> <p>The Mayor has published a high-level implementation plan which includes key policies, proposals and actions; Mayoral targets or milestones where these have been agreed, and headline indicators of success.</p>
Housing Strategy (LHS)	<p>The new draft London Housing Strategy (LHS) was published for public consultation in September 2017. Responses to the three-month consultation are being considered and a final version of the London Housing Strategy will be submitted for the London Assembly and then Secretary of State for consideration in summer 2018.</p>	<p>Following consultation, the final London Housing Strategy was submitted to the London Assembly, and to the Secretary of State for consideration in June 2018. The Secretary of State approved the strategy with no changes, and it was statutorily adopted in August 2018.</p> <p>The Strategy sets out the Mayor's priorities in relation to housing in the capital, which include building more homes, including many more genuinely affordable homes; delivering high quality homes and inclusive neighbourhoods; securing a fairer deal for private renters and leaseholders; tackling homelessness and helping rough sleepers.</p>
Transport Strategy (MTS)	<p>The Mayor's Transport Strategy was published in March 2018 following consultation in 2017. The strategy set out policies and proposals to transform London's streets, improve public transport and create opportunities for new homes and jobs, with the overall aim of creating a city that is not only home to more people, but is also a better place to live.</p>	<p>In March 2018, the Mayor published his Transport Strategy, which sets out ambitious plans to make London a cleaner, safer, healthier city with more affordable and accessible public transport.</p> <p>Highlights over the last year include the launch of the Mayor's Vision Zero Action Plan, aiming to eliminate all death and serious injuries from London's transport network by 2041. Last July, London's first ever Walking Action Plan was published,</p>

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		<p>setting out how to make walking the most obvious, enjoyable and attractive means of travel for short trips. In December, the Mayor unveiled his ambitious Cycling Action Plan, which sets out plans to create a unified cycle network across the capital. Transport for London (TfL) fares were frozen for a third year in a row as part of the Mayor's continuing commitment to make transport more affordable for millions of Londoners. The Mayor's Hopper fare also celebrated its second anniversary in September, with more than 220 million Hopper journeys made, rising to more than 300 million by May 2019. Over the last year, step-free access has been provided at five Underground stations across the London Underground network, including Finsbury Park, Bromley-by-Bow, Buckhurst Hill, South Woodford and Newbury Park.</p> <p>In December 2018, TfL published its latest Business Plan which sets out how TfL will continue to invest in the vital transport improvements that London needs, despite an average reduction of £700m per year in TfL's funding from government. TfL continues to reduce operating costs and will continue to forge ahead with its work to make the organisation more efficient over the coming five years.</p>
<p>Spatial Development Strategy (London Plan)</p>	<p>The Spatial Development Strategy (commonly called the London Plan) provides the Mayor's strategic land use planning policies and the geographical framework to coordinate all his strategies. Together the Borough Local Plans and the London Plan represent the Development Plan for London. Borough Local Plans must be in general conformity with it and under the statutory 'duty to cooperate' it is also a material consideration</p>	<p>A formal public consultation was held on the new Draft London Plan from December 2017 – March 2018. Following the public consultation, in August 2018, the Mayor published Minor Suggested Changes to the plan. The plan was also subject to a full Examination in Public from January 2019 – May 2019, where independent planning inspectors assessed the plan and the comments submitted during the consultation period.</p>

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The Mayor's statutory strategies	Position as at June 2018 as reported in the 2017-18 MAR	Update as at June 2019
	<p>in preparing relevant Local Plan's beyond London and the Mayor has a statutory Duty to Inform and Consult on issues it raises. Unlike the other Mayoral strategies, it is subject to a formal Examination in Public.</p> <p>The London Plan was first published by Ken Livingstone in 2004 and formally replaced by Boris Johnson in 2011. This version, consolidated with subsequent alterations in 2016, forms the current statutory London Plan. It is at present being replaced by Sadiq Khan in light of his Manifesto commitments, consultation on his 'City for All Londoners' document and new research. Consultation on the new draft London Plan is programmed for autumn 2017, with an Examination in Public in late summer 2018 and formal publication in late 2019.</p>	<p>Following examination of the plan, the inspectors will submit their report to the Mayor in summer 2019, and subject to the Secretary of State and the London Assembly approving the plan, the plan will be published in early 2020.</p>

Appendix 2: GLA Corporate Health Performance Indicators

Introduction

Introduced in 2018-19, the quarterly Corporate Health Performance Indicator (CHPI) report brings together a suite of indicators that measure the performance of the GLA across four dimensions:

- an organisation with efficient and effective support services
- a greener organisation
- a people focussed organisation
- an organisation that is responsive to the public

The indicators share a common thread: they are about doing simple things well. They complement the indicators that are used to measure project delivery.

The summary table overleaf shows, for each indicator:

- the reference and short definition (title)
- the target for 2018-19
- annual performance (either performance over the year or, where the indicator is based on a snapshot, the position at year-end)
- a traffic light (red, amber, green rating). Each indicator has a threshold, related to the risks arising from underperformance, that triggers a red traffic light (anything below target is at least amber)
- a trend arrow, showing whether performance has improved (an up arrow, irrespective of whether good performance is a high or low figure), deteriorated (a down arrow) or stayed the same

Q4 CHPI Report Summary Page

Theme	Ref.	PI Title	Target	Performance	RAG	Trend
An organisation with efficient and effective support services	E1	Percentage of posts moving from 'approval to fill' to advert within 10 working days	90%	49% Apr-Mar, 18/19	R	↑
	E2	Percentage of agency staff that are covering posts on the establishment	80%	69% At 31 March 19	A	↑
	E3	Spend on temporary agency staff as a percentage of total staffing costs	5.5%	5.2% Apr-Mar, 18/19	G	↓
	E4	Percentage of time for which the GLA network is available	99.90%	99.88% Apr-Mar, 18/19	A	↓
	E5	Percentage of time for which the GLA email service is available from City Hall	99.90%	99.86% Apr-Mar, 18/19	A	↓
A greener organisation	G1a	Percentage reduction in usage of electricity and gas at City Hall from a 2017/18 baseline	-5% On 17/18	-1.3% Apr-Mar, 18/19	A	↓
	G1b	Percentage reduction in CO2 emissions from electricity and gas usage at City Hall, and from travel by City Hall staff, from a 1990 baseline	-48%	-52% Apr-Mar, 18/19	G	↓
	G2a	Percentage reduction in waste produced at City Hall against a 2017/18 baseline	-5% -20% 20/21	-14.2% Apr-Mar, 18/19	G	↑
	G2b	Percentage of waste recycled	83% 90% ambition	83% Apr-Mar, 18/19	G	↑
	G3	Number of pages printed on City Hall multi-functional devices	1.5m Each quarter	1,422,850 Jan-Mar, 18/19	G	↑
A people focussed organisation	P1	The average number of working days lost to sickness absence per member of staff	6.0	4.0 Apr-Mar, 18/19	G	↔
	P2	Leavers in the past 12 months as a percentage of the total number of staff	15.0%	15.8% Apr-Mar, 18/19	A	↓
	P3	Percentage of fixed-term contracts as a proportion of all fixed term and permanent staff in post	15.0%	21% At 31 Mar 19	A	↑
	P4a	Percentage of female staff within the workforce	46% London	57% At 31 Mar 19	G	↔
	P4b	Percentage of BAME staff within the workforce	36% London	27% At 31 Mar 19	R	↑
	P4c	Percentage of disabled staff within the workforce	12% London	4.6% At 31 Mar 19	R	↔
An organisation that is responsive to the public	R1a	Percentage of all invoices paid within 30 day	90%	91% Apr-Mar, 18/19	G	↓
	R1b	Percentage of SME invoices paid in ten days	90%	82% Apr-Mar, 18/19	A	↑
	R2	Volume of correspondence responded to within 20 working days	90%	88% Apr-Feb, 18/19	A	↓
	R3	Percentage of Freedom of Information requests responded to within 20 working days	90%	91% Apr-17 Mar, 18/19	G	↓
	R4a	The number of data breaches within the GLA over the past year	10	12 Year to 31 Mar	A	↔
	R4b	The number of notifiable data breaches	0	0 Year to 31 Mar	G	↔

Appendix 3: Council Tax 2018-19

TEXT FROM THE MAYOR'S 2018-19 COUNCIL TAX LEAFLET

Introduction

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

Sadiq Khan will not tolerate any waste of public money, particularly against a background of tightening resources from the Government over the last decade. This year's budget has required some tough choices. It will improve the key services Londoners need. That means ensuring transport fares are more affordable and building more homes. The budget provides resources to support jobs and growth, tackle rough sleeping and make London a fairer and cleaner place to live too. It also provides extra resources from council tax and business rates for the Metropolitan Police Service and London Fire Brigade to keep Londoners safe. This will help offset the ongoing impact of real terms cuts in government grant since 2010.

Council tax for GLA services

The GLA's share of the council tax for a typical Band D property has been increased by £26.28 (or 50p per week) to £320.51. The additional income raised will fund the Metropolitan Police Service and the London Fire Brigade. Council taxpayers in the City of London, which has its own police force, will pay £78.38.

Council Tax (£)	2018-19	Change	2019-20
MOPAC (Metropolitan Police Service)	218.13	24.00	242.13
LFC (London Fire Brigade)	50.22	2.78	53.00
GLA	23.84	-0.46	23.38
TfL (Transport)	2.04	-0.04	2.00
Total	294.23	26.28	320.51

Controlling costs at City Hall and delivering the Mayor's key priorities

The Mayor's budget includes significant efficiency savings across the GLA group in 2019-20. This has allowed him to release resources to help meet his key priorities. This includes plans to invest £4.8bn to support starts of 116,000 new affordable homes in London by 2022. He will also continue to provide extra funding to support disadvantaged young Londoners and increase investment in green spaces. In addition, he is taking steps to improve air quality in London by introducing a new Ultra Low Emission Zone (ULEZ) in Central London from April 2019. He is setting up a £48m fund for small businesses and Londoners on low incomes to encourage them to scrap polluting diesel vehicles.

The Mayor will also work with London's business community and key investors to ensure London's interests are protected. He will put Londoners' economic opportunities centre stage in light of the uncertainty arising from the UK's expected departure from the European Union. He will provide funding for new projects to bring communities together, tackle social inequality and boost London's economy.

The Mayor's Office for Policing and Crime (MOPAC)

The Mayor's Police and Crime Plan – a Safer City for Londoners 2017-21 – sets out his strategy for policing over the next three years. His key priorities include improving the Metropolitan Police Service (MPS), providing a better criminal justice service in London and keeping children and young people safe. He will also tackle domestic violence, which particularly affects women and girls, and stand up against hate crime, intolerance and extremism.

The MPS has to rise to meet these challenges at a time of acute financial pressure. As a result of the reductions in Home Office grant for policing over the last decade, it has had to close more than 100 police stations and remove 2,800 police support staff and Police Community Support Officer roles in order to protect officer numbers.

To keep Londoners safe, the Mayor is raising the police element of his council tax precept by £24 for a typical Band D property. He will also maintain an additional £59 million of funding through business rates. This will fund an additional 1,300 police officers but will not compensate for the government's cuts to police funding since 2010.

Transport for London (TfL)

London's population is forecast to grow by one million in the next decade. TfL is investing to make the transport network more reliable and accessible. The Mayor's priorities for TfL include:

- making transport more affordable. Single bus fares, single pay as you go fares on the Tube and DLR and the charges for the Santander cycle hire scheme will be frozen until at least 2020. This will save travellers an estimated £40m in 2019-20;
- the introduction of the new Bus and Tram one-hour Hopper fare and investing to improve journey times and reliability on the bus network;
- working with London boroughs to maintain existing concessionary travel and assisted door-to-door transport schemes. This includes providing free 24-hour travel for the over 60s, the disabled, armed forces personnel in uniform and eligible war veterans and protecting the Taxicard and Dial a Ride schemes. Discounts on travelcards are also available for apprentices;
- increasing capacity on the London Underground and rail services and maintaining the Night Tube and Night Overground services;

- extending the Barking Gospel Oak line to Barking Riverside and expanding capacity on the DLR and tram network;
- planning for the Bakerloo line extension to South-east London and new river crossings in East London;
- working to complete the Elizabeth line (formerly Crossrail) - which will increase central London's rail capacity by 10 per cent - and the Northern line extension to Nine Elms and Battersea Power station as soon as possible;
- continuing work to develop Crossrail 2 and working towards the release of more TfL land to provide new affordable workspaces and homes across London;
- introducing an Ultra Low Emission Zone (ULEZ) in Central London from April 2019 to tackle local air pollution and adopting a Vision Zero plan which will help to eliminate deaths and serious injuries on London's roads;
- making public transport more accessible for everyone. Step-free access is planned to be introduced at a further 15 suburban tube stations by Spring 2020. All new Elizabeth line stations will also be step free; and
- investing a record £2.3bn by 2024 through his Healthy Streets scheme to fund a range of schemes designed to make walking, cycling and public transport safer, cleaner and more appealing. This includes funding for major new high-quality cycle routes between Brentford and Olympia, Tower Bridge and Woolwich, Tottenham and Camden and Hackney and the Isle of Dogs.

London Fire Commissioner (LFC)

The Mayor's funding ensures that the London Fire Brigade's first and second fire engines attending an emergency incident arrive, on average, just over five minutes and just over six and a half minutes, respectively. He is also supporting the Brigade's investment in new vehicles and equipment, and the continued promotion of community safety and fire prevention across London.

London Legacy Development Corporation (LLDC)

The LLDC was set up to ensure that the city benefits from a long-term legacy from the London 2012 Olympic and Paralympic Games. The Mayor's 2019-20 budget provides funding for the development of a world class cultural and education district, East Bank, in Queen Elizabeth Olympic Park. This is expected to create 3,000 new jobs, attract 1.5 million additional visitors and bring £2.8bn of economic value to East London.

Old Oak and Park Royal Development Corporation (OPDC)

The OPDC will help create 65,000 new jobs and at least 24,000 new homes in west London over the next 20 years. It will build on the regeneration that the new High Speed 2 (HS2), Elizabeth line and Great Western Mainline stations at Old Oak Common will bring to the area.

Summary of GLA Group budget

The tables below show where the GLA's funding comes from and the reasons for the year-on-year change in the budget. It also explains how the GLA has calculated the sum to be collected from council tax (the council tax requirement).

How the GLA budget is funded (£ million)	2019-20
Gross expenditure	12,232.6
Government grants and retained business rates	-4,754.5
Fares, charges and other income	-6,522.1
Use of reserves	4.6
Amount met by council taxpayers (£m)	960.6

Changes in spending (£ million)	2019-20
2018-19 council tax requirement	865.7
Inflation	235.9
Efficiencies and other savings	-243.2
New initiatives	641.1
Other changes (for example fares revenue and government grants)	-538.9
2019-20 council tax requirement	960.6

Detailed budget by service area

The table below compares the GLA group's expenditure on policing, fire and other services (including transport) in 2019-20 with 2018-19.

The GLA's gross expenditure is higher this year. This is mainly due to the impact of extra investment planned by the Mayor in transport, policing and the fire service. Overall the council tax requirement has increased because of the extra funding for the Metropolitan Police Service and the London Fire Brigade. There has also been a 1.9 per cent increase in London's residential property taxbase. Find out more about our budget at: www.london.gov.uk/budget (tel: 020 7983 4000).

Summary of Spending and Income (£ million)	Police (MOPAC)		Fire (LFC)		Other Services (incl. GLA, TfL, LLDC and OPDC)		GLA Group Total	
	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20
(figures may not sum exactly due to rounding)								
Gross expenditure	3,331.5	3,556.7	435.8	450.3	8,411.1	8,225.6	12,178.4	12,232.6
Government grants and business rates	-2,397.3	-2,656.4	-250.9	-245.7	-1,990.1	-1,852.4	-4,638.3	-4,754.5
Other income (incl. fares and charges)	-263.8	-278.5	-36.9	-38.3	-5,863.3	-6,205.3	-6,163.9	-6,522.1
Net expenditure	670.4	621.8	148.0	166.3	557.8	167.9	1,376.2	956.0
Change to level of reserves	-29.0	103.4	0.0	-7.1	-481.5	-91.7	-510.5	4.6
Council tax requirement (income)	641.4	725.2	148.0	159.2	76.3	76.2	865.7	960.6

Appendix 4: Leading by example equality, diversity and inclusion objectives

This appendix includes information on GLA group organisations' achievements in 2018-19 additional to that covered in Chapter 11 of the Mayor's Annual Report, 'Leading by example'.

HUMAN RESOURCES AND WORKFORCE

The Mayor's Equality, Diversity and Inclusion Strategy's strategic diversity and inclusion human resource objectives for the GLA group are:

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

In 2018-19, the GLA group undertook the following actions against these objectives:

WORKFORCE

This year, the GLA created and recruited to a Media and Marketing BAME Internship aimed at students from a BAME background interested in pursuing a career in PR or marketing. The successful candidates will begin their internship in September. The GLA has also worked with BAME Recruitment to assist with providing more diverse pools of candidates for senior appointments.

London Fire Brigade's (LFB) 2018 Firefighter recruitment campaign saw a total of 6,545 people apply for the role. In terms of representation 13 per cent of applicants were female, 21 per cent BAME, 10 per cent LGBT and 3 per cent had a disability. Outreach activity has remained focussed on working with groups and communities to remove barriers and encourage diverse groups to consider a career as a Firefighter. LFB is addressing the way in which Fire Cadets can access the Firefighter (and non-operational) apprenticeship schemes in a more streamlined way. LFB Cadets are a diverse group of young

people (currently 55 per cent female and 48 per cent BAME), who have had a lot of investment made in them and therefore possibly one of the safest recruitment methods available to the Brigade. It is also looking at how it might extend this to its volunteer workforce.

London Legacy Development Corporation (LLDC) has improved its external recruitment page to engage a wider diversity of applicants and all roles are advertised as flexible. LLDC is a Disability Confident Employer to encourage applications from disabled people. It is also a London Living Wage (LLW) employer.

A number of organisations in the GLA group – the GLA, LLDC and Old Oak and Park Royal Development Corporation (OPDC) have introduced ‘anonymous applications’ processes so that all personal information is removed during the application process. After a trial, TfL will roll out this imminently.

The Mayor’s Office for Policing and Crime (MOPAC) has rolled out mandatory unconscious bias training and is trialling techniques to improve the diversity of the candidate pool, including at the most senior level.

The Metropolitan Police Service (MPS) has seen increases in the numbers of BAME police officers that have been recruited over the last five years and has resulted in the overall BAME population increasing from 3,163 to 4,141 overall. There has also been a slight increase in the number of female police officers in the MPS.

TfL is developing targeted recruitment campaigns to increase applications from underrepresented groups, including a new train manager high volume recruitment process in London Underground, and a Disability Roadmap – a programme of work to help recruit, retain, promote and include disabled staff. A new BAME internship project was also created this year.

APPOINTMENTS

The Mayor is committed to reflecting London’s diversity in all board appointments: the aspiration is for boards to match the profile of the economically active population of London. In order to meet this aspiration and reach the widest possible candidate pool for board appointments in 2018-19, the GLA, LLDC and MOPAC have used a range of recruitment methods and media platforms, from social media tools such as proactive use of LinkedIn, to the Women on Boards website, and targeting use of social media to diverse candidate groups.

In addition, the GLA worked with specialist executive search companies with proven track records on diversity in order to successfully fill a number of board vacancies and improve the diversity profile of boards. OPDC also successfully recruited diverse representation for its board and planning committee.

LFB has established a wide range of non-executive boards to deliver various projects. All boards are attended by a mixture of operational and non-operational employees, representing different ranks and all departments to ensure all of the organisation’s aims and values are represented.

PAY

GLA group organisations continued to lead the way this year by publishing ethnicity pay gap data together with action plans setting out how they will work to close the ethnicity pay gap.

In January 2019, the Mayor published City Hall's second ethnicity pay gap report. The data showed that the ethnicity pay gap is 11.4 per cent, down from 16 per cent in 2017. Additionally, as of 31 March 2018, data shows that the gender pay gap at the GLA has fallen from 6.14 per cent to 4.82 per cent during the last year.

LFB set up an Equalities Forum with staff-side representation to focus on achieving representation at more senior grades for BAME staff. The Forum's remit includes the development and progression for non-operational staff, assisting on work streams that are focussed on supporting staff from underrepresented groups.

LLDC is reducing its gender and ethnicity pay gaps and has detailed action plans in place. LLDC's median ethnicity pay gap for 2018 is 24 per cent, which is an improvement from 30 per cent in 2017, and its median gender pay gap for 2018 is 17.6 per cent, which is an improvement from 22.3 per cent in 2017. All information in relation to Equality and Diversity data is published here: <https://www.queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/good-governance/transparency>

MOPAC has a negative gender pay gap with female members of staff on average paid more than men. Compared to last year, the MPS has seen a slight reduction in its ethnicity pay gap and a reduction in its gender pay gap. On ethnicity, the median pay gap for police officers has reduced from 6.56 per cent in 2017 to 5.24 per cent in 2018. BAME PCSOs for a second year in succession already earn more than their white colleagues with figures showing a -4.25 per cent median pay gap. However, the median pay gap for police staff has risen from 1.95 per cent to 3.15 per cent.

On gender, the median pay gap for police officers has reduced from 0.7 per cent in 2017 to 0.34 per cent in 2018. There has also been a reduction for PCSOs from 2.69 per cent in 2017 to 0.34 per cent. However, the median pay gap for police staff has risen from 6.85 per cent in 2017 to 10.41 per cent.

OPDC publishes gender and ethnicity pay gap information and implements initiatives to address any issues that arise. The ethnicity pay gap for OPDC had reduced significantly from the previous year, from 37.5 per cent in 2018 to 17.14 per cent this year.

TfL's ethnicity pay gap (median) has reduced from 9.8 per cent to 9.3 per cent in 2017, however its median gender pay gap increased from 19.7 per cent to 21.5 per cent. TfL has been working with the Government's behavioural insights team to develop bespoke solutions to address its gender pay gap.

Workforce profiles for GLA group organisations can be found at:

[Greater London Authority:](#)

[London Fire Brigade:](#)

[London Legacy Development Corporation:](#)

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

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

[Transport for London:](#)

OPEN AND INCLUSIVE CULTURES

Corporate equality objectives across the GLA group are contained within the Mayor's Equality, Diversity and Inclusion Strategy. These are now monitored and reported through this Annual Report and through published workforce reports.

The GLA's Diversity and Inclusion Management Board is responsible for corporate oversight of all workforce diversity activity and is chaired by the Chief Officer. The GLA has an Equality and Fairness team which provides expert advice to help mainstream equality into the work of other teams and projects, as well as to fulfil duties under the Equality Act 2010.

LFB conducts annual staff surveys and is reviewing and updating its equality and diversity training courses for new fire fighter apprentices and staff. LFB's Cultural Change team has developed and delivered a number of workshops for departments and teams to promote a change in culture, and improve staff engagement, motivation and retention. This has included unconscious bias workshops. LFB is also signed up to the GLA group's Diversity and Inclusion Standard, and the Good Work Standard. LFB has seven staff support groups that help shape positive improvement on diversity matters.

LLDC has introduced an Agile Working approach and continue to promote Flexible Working – with over 40 per cent of the workforce now working to a formal flexible pattern. The LLDC has policies, programmes and training in place to address bullying, harassment and discrimination, employee induction and learning and development, diversity and inclusion, and health and wellbeing. LLDC achieved Excellence for the Healthy Workplace Charter Awards. To underpin the work LLDC is undertaking, Gender Pay, Ethnicity Pay and Mental Health Wellbeing Action Plans have been produced. LLDC has also developed an action plan for Equality and Inclusion which will further build on the work that has been delivered.

MOPAC has a Diversity and Inclusion Strategy, which sets out its ambition to improve diversity, build an inclusive culture and drive equality and diversity in the work it does. It has 6 work strands: recruitment, internal development, awareness and communications, openness and support, governance and assurance, and inclusive delivery. Progress is reported to a People Board, chaired by the Chief Executive, by HR and the Director Diversity and Inclusion sponsor. MOPAC also has a senior-level Pay Committee to improve consistency and ensure equality in pay decisions. MOPAC launched a new

Performance and Development Framework in September 2018 with the aim of improving the quality and consistency of performance management and development for all staff.

All diversity and inclusion activity at the MPS has been aligned under one strategy via its Strategy for Diversity, Inclusion and Equality Board. Specialist units have also launched a Diversity and Inclusion Strategy to improve representation. Action plans and trackers are due to be rolled out across the MPS with three key schemes of mentoring, recruitment and diversity. The MPS has four corporate independent advisory groups – youth, race, disability and LGBT, and twenty-eight staff support associations, whom it works with to ensure there is a good awareness of Met careers across all London communities. These groups and associations also provide advice, highlight community concerns and feedback to the MPS in the event of significant events or issues such as Brexit. The MPS has a range of initiatives to recruit and retain a diverse workforce, including outreach programmes in local communities, positive action development within recruitment processes and improved career development schemes. Last year, it ran a gender recruitment campaign which enabled the MPS to recruit more women, including into senior roles.

OPDC's Assistant Director – People is responsible for leading on diversity and inclusion across the organisation, supported by the senior management team, and decision-making sits with the senior management team. As part of creating an inclusive culture, OPDC staff are required to attend dignity and inclusion training. Unconscious bias training has also been rolled-out across the organisation. OPDC is a member of Inclusive Employers, with the objective that all colleagues feel valued and can contribute their skills and ideas fully for the good of the organisation. The corporation continued to engage with Transitions, a not-for profit careers and employment service that specialises in providing employers with refugees from professional backgrounds for short-term placements. As a member of Working Forward, the OPDC developed plans to make its workplace the best it can be for pregnant women and new parents.

Last year, TfL piloted a carers' passport, set up a 2-year London Underground Inclusive Operational Culture Team, established a LGBT Allies programme and developed a new Employee Health and Wellbeing Strategy. The Director for Diversity, Inclusion and Talent is a member of the Executive Committee and workforce diversity and inclusion activity is governed by TfL's HR Leadership Team and their Diversity and Inclusion HR Group, and is a regular item at Executive Committee meetings. Diversity and inclusion performance is reported through scorecard measures on workforce diversity, senior leadership teams and inclusive culture. Over 400 staff members have completed training in their Equality Impact Assessment process, unconscious bias training and 350 staff members have completed disability equality training.

COMMUNITY ENGAGEMENT AND PARTNERSHIPS

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

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

The Mayor's Police and Crime Plan sets out an ambition for London to be a safer city for all, no matter who you are or where you live. Accordingly, engagement with all of London's communities is central, and in 2018-19, engagement activities have included close consultation with Londoners from BAME communities most affected by the MPS Gangs Matrix¹.

LFB's Community Safety Team host an Older Person's Forum and Youth Board twice a year to discuss and understand current issues and concerns, inform them about the role of the Fire Service and consult on policies and projects. LFB is working with these forums to consult on accessibility of safety information, how to engage local communities better, and plans for the its new museum.

Through the work of its Local Communities and Partnerships team, TfL has engaged with organisations at the borough-level to keep disabled and other people with accessibility needs informed about its accessible services and other initiatives that may impact them, for example relevant consultations. This has included: Camden Disability Action; W9 Empowerment Group; Action Disability, Kensington & Chelsea; Kilburn Older Voices Exchange (KOVE); Enfield Disability Action; Real (Tower Hamlets); and, DABD (Barking and Dagenham).

As part of delivering its Communications and Engagement Strategy, OPDC partnered with local club Sharks Canoe, to run free canoeing days for 7-18-year-olds throughout the summer. OPDC also participated in events and workshops hosted by the Urban Land Institute and Business Education Events Ltd. (BEE), at Twyford High School and Dormers Wells High School. The corporation drafted an Engagement Strategy for 2019-21, which focuses on the co-creation and implementation of a programme of engagement projects and events with residents and businesses, to help OPDC better plan for the area with the benefit of local knowledge and expertise. Informal consultation on the Strategy began in 2018 and is ongoing with groups like the Grand Union Alliance and Old Oak Neighbourhood Forum.

LLDC has proactive engagement with The East London Citizens Organisation, as well as through its established Legacy Youth Voice programme, Park Champions Volunteers, and Park Panel which represents over 10,000 local residents.

MOPAC and the new Violence Reduction Unit (VRU) work alongside colleagues in wider City Hall to ensure that all crime and policing issues have community engagement at their core. This has included engagement on issues such as serious youth violence, stop and search, countering extremism, violence against women and girls, and victims' issues.

TfL has just over 800 Dementia Friends and supported Dementia Action Week last year, raising awareness of Dementia and the Dementia Friends principles. They are planning a week of events and activities to not only raise these messages internally amongst staff, but also with their supply chain and other transport authorities and operating bodies. TfL has continued to develop stronger relationships with disabled people in order to inform practices and policies related to delivering more safe, affordable and inclusive end-to-end journeys. This has been through its Independent Disability Advisory Group – of paid experts with lived experience – and its Valuing People group of adults with learning difficulties.

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

A RESPONSIBLE PROCURER

The strategic Equality, Diversity and Inclusion procurement objectives for the GLA group are:

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

Outcomes achieved in 2018-19 include:

The MPS used the CompeteFor contracts portal to make procurements between £5,000 - £50,000 available to small and diverse businesses, awarding 159 contracts through the portal in 18-19.

TfL reviewed and updated its equality, diversity and inclusion tender questions and contract conditions, which are included in relevant contracts to ensure our suppliers share our vision on diversity and inclusion.

LFB paid 98 per cent of SME suppliers within 10 days

LLDC has implemented a modern slavery clause into all relevant construction contracts to ensure contractor and sub-contractor compliance with the modern slavery act and to further ensure that all labour is procured from a certified labour provider.

CELEBRATING LONDON'S RICH DIVERSITY AND BRINGING COMMUNITIES TOGETHER

The Mayor's Equality, Diversity and Inclusion Strategy's strategic campaigns and events objective is to celebrate London's rich diversity and bring communities together through a series of high profile, accessible and inclusive events and campaigns.

These included a range of events programmed by LLDC to open up access, including the Great Get Together, free Family Fun Days, schools and youth outreach. This is in addition to their targeted skills training and apprenticeships programmes which ensure the jobs created on the Park are open to local residents from a broad range of backgrounds.

Fire stations also hosted popular open days over the summer for their local areas as well as Christmas events at fire stations, bringing in some of the most socially isolated and vulnerable people in our communities. And in the OPDC area, the corporation held a range of community events and activities this year, including the Winter Warmer event held in December 2018 to thank the community for their input and involvement throughout the year.

More info about events can be found in chapter 10 of the Mayor's Annual Report 2018-19.

INCLUSIVE COMMUNICATIONS

To ensure that the work the GLA group delivers is open and transparent to London's communities through accessible and inclusive communication. In 2018-19:

The GLA aims to meet Web Accessibility standards in line with the [Public Sector Bodies \(Websites and Mobile Applications\) \(No.2\) Accessibility Regulations 2018](#) on London.gov.uk. This includes:

- Meeting the WCAG 2.1 AA accessibility standard
- Publishing an accessibility statement
- Providing an accessibility page which provides information on tools and translations - www.london.gov.uk/what-we-do/accessibility
- Using plain English, clear headings and descriptive names for links

The GLA uses accessible print material standards:

- The RNIB's recommended guidelines are used in all printed communications, including statutory documents
- Some statutory documents and strategies are available in Easy Read format for those with Learning Disabilities.
- The Greater London Authority's Public Liaison Unit is currently re-writing our Accessible Communications policy and it will be available in Quarter two of 2019.

LLDC has a dedicated [transparency section](#) of its website. LLDC has also pursued a rigorous open consultation process on its Stratford Waterfront planning application with over 7,000 active participants which has been shortlisted for the RIBA London planning awards.

A new LFB website, live in March 2018, has been built to AA accessibility standards. New content is produced with user needs and accessibility at the fore.

MOPAC continues to develop its interactive data tools to help Londoners understand policing and crime in the city; providing access to complex data in more easily explored, understandable ways. In 2018-19, MOPAC published new data dashboards on Violence Against Women and Girls, Hate Crime and Dedicated Ward Officers.

OPDC is committed to conducting communications and engagement in accordance with a set of guiding principles. Namely, to ensure that work delivered by OPDC is open and transparent to London's communities through accessible and inclusive communication. The team is committed to communicating and engaging professionally and courteously, efficiently (value-for-money) and collaboratively through co-creation and co-production. The business engagement charter extends into areas that include actively seeking feedback from communities and respecting personal data.

TfL publishes a huge amount of data on a range of subjects including contracts, expenditure, the reliability of its services, customer satisfaction, journey data, and financial performance. This data helps people understand how TfL runs London's transport network, and how it spends the money raised through fares and taxes. TfL's Transparency Strategy explains its commitment to transparency, which starts with a presumption that all its information should be made publicly available (and, in the case of data, provided in machine readable form), unless there are legitimate reasons why not - for example, disproportionate cost, personal data or information which would harm TfL's ability to maximise value for money for customers and taxpayers. This information enables innovation in the way customers travel, with open data feeds leading to the development of hundreds of smartphone apps to help people get around the capital. Transparency also helps TfL drive efficiency across the business.