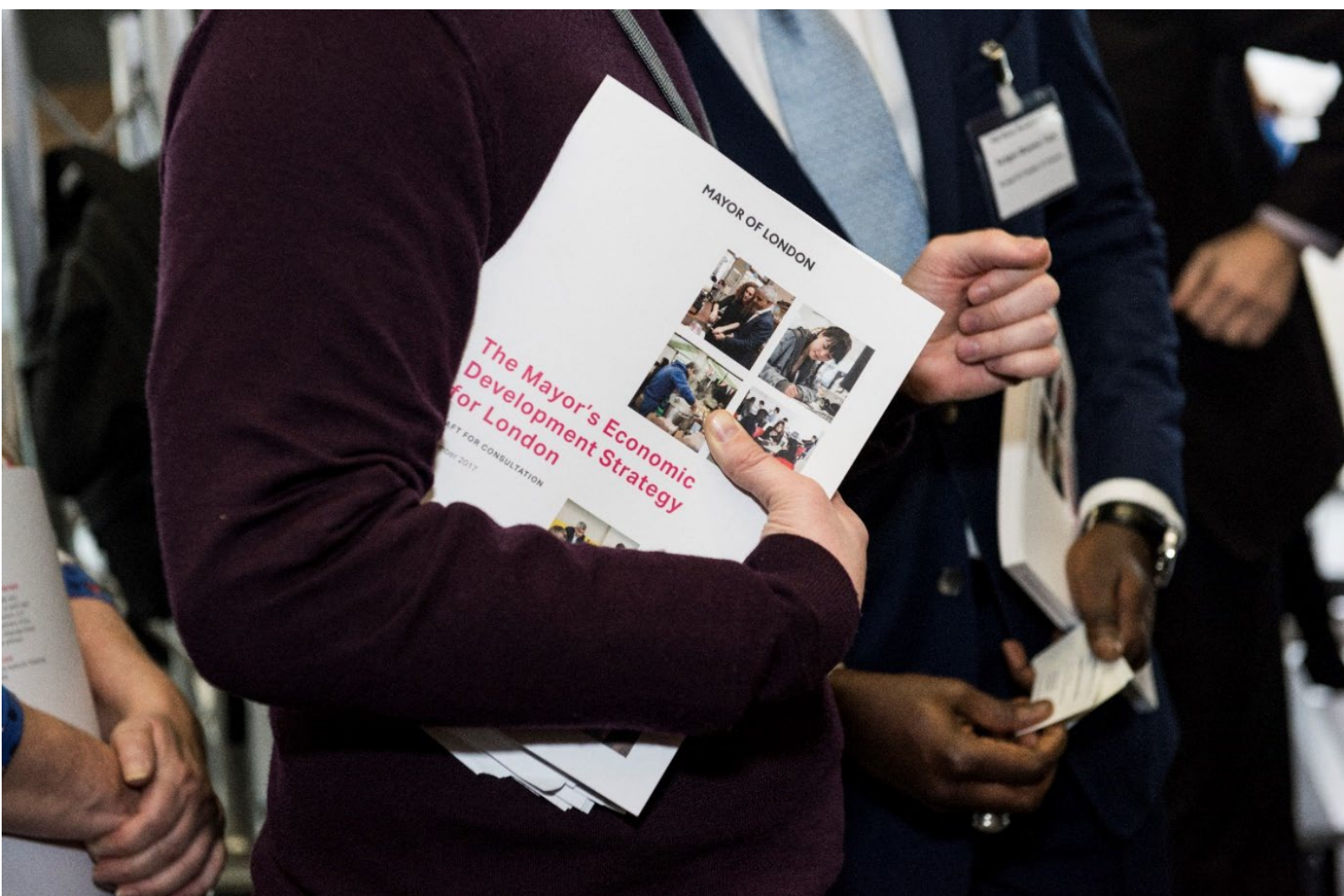


Mayoral strategies in London

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LONDONASSEMBLY

Research Unit

Overview

Under the Greater London Authority Act 1999, the Mayor is required to publish seven statutory strategies, for transport, economic development, health inequalities, housing, spatial development, the environment and culture. The Mayor is also responsible for statutory plans for London's police and fire services.

This paper gives an overview of the existing Mayoral strategies, consultation requirements and the role of the London Assembly. It also provides information on a number of non-statutory strategies, visions and plans published by the Mayor or the GLA's functional bodies.

About the Research Unit

The London Assembly Research Unit provides an impartial research and information service. We undertake research and analysis on key issues in London to inform the Assembly's work.

All of our publications are available at:

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1 Introduction

1.1 Mayoral Strategies

The Mayor is required by the [GLA Act 1999, Section 41\(1\)](#) to publish seven statutory strategies:

- transport
- economic development
- housing
- environment
- culture
- health inequalities
- and spatial development (the London Plan).

The Mayor is also responsible for two other statutory plans:

- As head of the Mayor's Office for Policing and Crime (MOPAC), the Mayor is responsible for MOPAC's Police and Crime Plan, which sets strategic objectives for the Metropolitan Police Service (MPS).
- In his role overseeing the London Fire Commissioner (LFC), the Mayor must approve LFC's Community Risk Management Plan, the primary organisational strategy for the London Fire Brigade (LFB).

These plans are required by different legislation and the Mayor and Assembly play different roles in their development and approval. For example, the Mayor does not publish the Community Risk Management Plan, but is responsible for its approval. It may therefore be helpful to think of the Mayor as being responsible for 7 + 2 statutory strategies and plans.

In some of the policy areas covered by the strategies, the Mayor is not under a statutory duty to operate specific programmes, or to deliver specific outputs. Therefore, the extent to which the GLA itself operates programmes and delivers outcomes in these areas depends upon Mayoral priorities and the availability of funding. These discretionary programmes are operated using the GLA's general power to do anything that furthers one of its core purposes (see below).

In general, strategies may be focused on one or more of the following purposes:

- 1) defining how the Mayor and functional bodies will deliver a service that they oversee, such as transport
- 2) setting out policies in areas the Mayor does not directly control, but which other organisations may be required to be in conformity with, such as in spatial planning

- 3) setting a direction of travel for the GLA, functional bodies and other public, private or voluntary organisations operating in London.¹

The GLA Act 1999 sets certain conditions for the content of the seven Mayoral strategies:

- Section 41(5) states they must be consistent with national policy, the resources available to the Mayor, the goal of promoting the safe use of the River Thames, and with each other.²
- Section 41(7) further requires the Mayor to consider health and health inequalities, climate change, and sustainable development when developing each strategy.³
- Section 33 of the Act also requires that the implementation of the statutory strategies has “due regard to the principle that there should be equality of opportunity for all people.”⁴

Many Mayoral programmes contribute to delivering more than one strategic aim and may, therefore, be cited in multiple strategy documents and web pages. For instance, encouraging cycling and walking would fall under both transport and environment (contributing to air quality), and potentially under improving health and reducing health inequalities.

The strategy documents are not required to distinguish explicitly between the GLA’s own programmes, other organisations’ actions, and the Mayor’s commitments to encourage other organisations to act.

2 Strategy consultation

2.1 Consultation requirements

The process of publishing each strategy includes a range of statutory consultation requirements. These requirements are discussed in greater depth later in this paper. The London Assembly may reject a draft strategy on a two-thirds majority of Assembly Members voting, and the Mayor may not publish a strategy that the Assembly rejects.⁵ The Mayor has also published a number of non-statutory strategy documents, such as the [City Resilience Strategy](#) and [London Food Strategy](#). The Mayor is not required to follow a statutory procedure when producing them.

The table below provides a summary of 7 + 2 statutory strategies and who needs to be consulted.

¹ For instance, the [Culture Strategy](#) aims to do this, although the Mayor does not have formal powers to compel bodies such as the Arts Council for England, the British Tourist Authority, English Heritage, or Sport England to act in accordance with it.

² GLA Act 1999, [section 41](#)

³ GLA Act 1999, [section 41](#)

⁴ GLA Act 1999, [section 33](#)

⁵ GLA Act 1999, [section 42B](#)

Table 1: The 7 + 2 statutory strategies and consultation requirements

Strategy	Legislation	Who needs to be consulted (as specified in legislation)
Transport	GLA Act 1999	<ul style="list-style-type: none"> - the Assembly - the functional bodies - each London borough council - the Common Council⁶ - other groups the Mayor considers appropriate
Housing	GLA Act 1999 (as amended by the GLA Act 2007 and Localism Act 2011)	<ul style="list-style-type: none"> - the Assembly - the functional bodies - each London borough council - the Common Council - the Homes and Communities Agency - the Regulator of Social Housing - the Secretary of State - other groups the Mayor considers appropriate
Environment	GLA Act 1999 (as amended by the GLA Act 2007)	<ul style="list-style-type: none"> - the Assembly - the functional bodies - each London borough council - the Common Council - other groups the Mayor considers appropriate
Spatial Development	GLA Act 1999	<ul style="list-style-type: none"> - the Assembly - the functional bodies - each London borough council - the council of any county or district which borders Greater London and is affected by the proposed strategy - the Common Council - the Secretary of State - other groups the Mayor considers appropriate
Health Inequalities	GLA Act 1999 (as amended by the GLA Act 2007)	<ul style="list-style-type: none"> - the Assembly - the functional bodies - each London borough council - the Common Council - the Health Adviser - the Secretary of State - NHS England - any integrated care board⁷ for an area wholly or partly in Greater London - relevant NHS trusts - other groups the Mayor considers appropriate

⁶ The [Court of the Common Council](#) is the City of London's primary non-party political decision-making body.

⁷ [Integrated Care Boards](#) (ICBs) were established in 2022 to replace Clinical Commissioning Groups (CCGs). ICBs are statutory NHS organisations which are responsible for developing a plan for meeting local health needs, managing the NHS budget and arranging the provision of health services.

Economic Development	GLA Act 1999 (as amended by the Localism Act 2011)	<ul style="list-style-type: none"> - the Assembly - the functional bodies - each London borough council - the Common Council - such persons as appear to the Mayor to represent employers in Greater London - such persons as appear to the Mayor to represent employees in Greater London - other groups the Mayor considers appropriate
Culture	GLA Act 1999	<p><u>The Mayor</u></p> <ul style="list-style-type: none"> - the Assembly - the functional bodies - each London borough council - the Common Council - other groups the Mayor considers appropriate <p><u>The Culture Board (before submitting the strategy to the Mayor)</u></p> <ul style="list-style-type: none"> - Archives, Libraries and Museums London - the Arts Council of England - the English Sports Council - the Historic Buildings and Monuments Commission for England - the Museums, Libraries and Archives Council - the UK Film Council⁸
Police and Crime Plan (MOPAC)	Police Reform and Social Responsibility Act 2011	<ul style="list-style-type: none"> - the Assembly - the Mayor
Community Risk Management Plan (LFC)	Fire and Rescue National Framework for England (publication); GLA Act 1999 (consultation) (as amended by the Police Reform and Social Responsibility Act 2011)	<ul style="list-style-type: none"> - the Assembly - the Mayor - the Deputy Mayor for Fire

⁸ [Section 376](#) of the GLA Act 1999 gives the Secretary of State the power to add or remove bodies that need to be consulted by the Culture Board.

2.2 The London Assembly

The Mayor is required by the GLA Act to consult the London Assembly and functional bodies, as well as the borough councils, and other bodies or persons they consider appropriate. The bodies that the Mayor considers consulting must include each of the following:

- a) “voluntary bodies some or all of whose activities benefit the whole or part of Greater London;
- b) bodies which represent the interests of different racial, ethnic or national groups in Greater London;
- c) bodies which represent the interests of different religious groups in Greater London;
- d) bodies which represent the interests of persons carrying on business in Greater London”.⁹

A draft strategy must be submitted to the Assembly no later than midday, six working days before the relevant Assembly or Committee meeting. The Assembly or any relevant Committee may provide a response to the consultation; however, only the whole Assembly has the power to reject a strategy.

During the last round of draft strategy consultations, most of the relevant Committees published responses to the Mayor. These responses were often in the form of a letter which contained a set of recommendations for priorities to include, or potential alterations to existing priorities. The evidence for these responses included meetings with experts, and past Assembly work. For example, the Transport Committee’s response to the draft strategy was based on meetings with professors, researchers, campaigners, the Deputy Mayor for Transport, and representatives from TfL.¹⁰ The Chair of the Committee often presented the work of their committee at the relevant Plenary session.

2.3 The power to reject draft strategies

The London Assembly has the power to reject a draft strategy if two-thirds of Members present and voting at a Plenary session, vote in favour of the following motion:

“The Assembly hereby resolves to reject Mayor’s draft xxxxx strategy”¹¹

This motion can either be set out by the Chair of the Assembly as part of the formal agenda or can be proposed by any Member at the meeting. If the motion is proposed by a Member, it must be seconded by another Member before it can be considered by the Assembly. A vote to reject a draft strategy must happen within 21 days of the paper copy being provided to the Chair of the London Assembly. A vote is not required for the Assembly to approve of a strategy.

The Assembly may agree to amend the text of the original motion to include reasons for passing the motion, or any other relevant points the Assembly would like the Mayor to consider. This applies both when the Assembly is voting to “note” or “reject” the strategy.

⁹ GLA Act 1999, [section 32](#)

¹⁰ London Assembly Transport Committee, [Agenda](#), 12 July 2017

¹¹ GLA, [Standing Orders of the Greater London Authority, section 3.19 F](#), 9 May 2022

The Mayor must not publish a final strategy that has been rejected in the draft stage by the London Assembly. If a Draft Housing Strategy is rejected it must not be submitted to the Secretary of State.¹²

2.4 Consultation on strategy amendments

The Mayor is also required to consult the Assembly on amendments that materially alter statutory strategies. It is up to the Mayor to decide whether an amendment materially alters a strategy enough for it to be put before the Assembly.¹³ If a revised strategy is placed before the Assembly, then the process of rejecting the revised strategy is the same as when voting on a draft. This process last took place in 2022, when the Assembly voted on the Mayor's revisions to the Transport Strategy to include the Ultra Low Emission Zone (ULEZ) expansion.¹⁴

2.5 The London Plan

Like the other statutory strategies, public consultation is a required part of developing the Spatial Development Strategy. However, there are some important differences. Alongside the regular bodies that are consulted on the other statutory strategies, the Mayor must also include the council of any county or district which borders the Greater London area and any bodies defined under regulations created by the Secretary of State.¹⁵ Each of these groups should receive a copy of the Draft Strategy and be able to make suggestions, referred to as representations, which must be considered by the Mayor. The Mayor is not obliged to make any changes to the Plan based on these representations.¹⁶

Before it can be published, the London Plan is also subject to an "Examination in Public" (EiP), which refers to a scrutiny process of all matters affecting the consideration of the Plan run by a panel appointed by the Secretary of State.¹⁷ The last EiP consisted of a series of structural discussions led by the members of the Panel. The EiP concludes with a report containing recommendations for the Mayor to consider. The Mayor can disregard these recommendations but is then required to send a statement to the Secretary of State explaining their reasoning.¹⁸ The Secretary of State can direct the Mayor to make modifications to the Plan where there is inconsistency with national policy, or if the Plan would be detrimental to areas outside of London.¹⁹ This power was exercised in March 2020, when the Secretary of State directed the Mayor to make changes to several policy areas, including green belt extension or de-designation, and gypsy and traveller sites.²⁰ Using the same powers, the Secretary of State can also direct the Mayor to make

¹² Under [section 333B\(1\)](#) of the GLA Act 1999, the Mayor is required to send the Draft Housing Strategy to the Secretary of State before publication.

¹³ GLA Act 1999, [section 42](#). The Mayor or GLA may introduce new policies and targets that appear to alter policies and targets set out in approved strategies, and these types of changes may not always be subject to a formal approval process. An example of this might be the Mayor's announcement of a target for [London as a whole to be carbon neutral by 2030](#), which does not appear in the Mayor's Environment Strategy (as of June 2024).

¹⁴ London Assembly Plenary, [Minutes](#), 17 November 2022

¹⁵ GLA Act 1999, [section 343](#)

¹⁶ GLA Act 1999, [section 335](#)

¹⁷ GLA Act 1999, [section 338](#)

¹⁸ GLA, [Examination in Public for the Draft New London Plan](#), accessed June 2024

¹⁹ GLA Act 1999, [section 337](#)

²⁰ Ministry of Housing, Communities & Local Government, [Annex to Letter to the Mayor of London](#), 13 March 2020

amendments to the Plan after it has been published, as happened most recently in March 2024.²¹

2.6 Other statutory plans

[Section 6 of the Police Reform and Social Responsibility Act \(2011\)](#) requires The Mayor's Office for Policing and Crime (MOPAC) to draft, consult on, and issue a [Police and Crime Plan](#) within the financial year of an election. Unlike the other statutory strategies, this Plan needs to be produced every time the Mayor is elected, even if they are re-elected. The Mayor must consult with the Commissioner of the Metropolitan Police Service when preparing a draft Plan or alteration.²² It is necessary for MOPAC to send a draft of this Plan to the Police and Crime Committee so that it can be reviewed, and recommendations can be made.²³ The Mayor must consider these recommendations and provide the Committee with a published response. Unlike the seven core statutory strategies, the London Assembly cannot reject the Plan. The Police and Crime Committee (PCC) met twice in December 2021 to discuss the most recent Plan.²⁴ In February 2022, they published their response.²⁵

From 2019 to 2021, the Levelling Up, Housing and Communities Committee held an inquiry into devolution in England. In the Committee's October 2021 report, they included the recommendation that the London Assembly be granted the power to reject the Police and Crime Plan.²⁶ The Government did not accept the proposal, stating that whilst the suggested powers could "strengthen the scrutiny of the Assembly, they also introduce additional bureaucracy and have to be balanced against the benefits of the strong mayoral model in London".²⁷

Under section 327G of the GLA Act, the London Fire Commissioner (LFC) is obliged to send any document required under the [Fire and Rescue National Framework for England](#) to the Mayor and London Assembly for review.²⁸ As one of these documents, the [Community Risk Management Plan \(CRMP\)](#) cannot be published or amended until the Assembly has had the chance to review a draft and make a report to the Mayor, at which point the Mayor may approve the Draft or make amendments.²⁹ The Assembly only has the power to make recommendations on the Plan, they cannot reject it. The Mayor's London Fire Commissioner Governance Direction 2018 placed a duty on LFC to consult the Deputy Mayor for Fire on proposals that would require approval from the Mayor.³⁰

The most recent CRMP was originally scrutinised in July 2022 by the Fire, Resilience and Emergency Planning (FREP) Committee.³¹ The Committee held a second meeting in

²¹ DLUHC, [Housebuilding in London: Letter to the Mayor of London regarding housing delivery in London](#), 18 March 2024

²² Police Reform and Social Responsibility Act 2011, [Section 6](#)

²³ GLA, [Standing Orders of the Greater London Authority](#), section 9.5

²⁴ London Assembly Police and Crime Committee, [Agenda](#), 1 December 2021 and London Assembly Police and Crime Committee, [Agenda](#), 15 December 2021

²⁵ London Assembly Police and Crime Committee [Response to the Mayor's Draft Police and Crime Plan 2021-25, February 2021](#)

²⁶ House of Commons, Housing, Communities and Local Government Committee, [Progress on devolution in England](#), October 2021, p59

²⁷ DLUHC, [Policy Paper Government response to the Levelling Up, Housing and Communities Select Committee report on Progress on Devolution in England](#), 25 February 2022

²⁸ GLA Act 1999, [section 327G](#)

²⁹ LFB, [Community Risk Management Plan 2023: Your London Fire Brigade](#), 7 September 2022

³⁰ Mayoral Decision 2260, [The London Fire Commissioner Governance Direction 2018](#), 21 March 2018

³¹ FREP Committee, [Agenda](#), 5 July 2022. FREP was one of the London Assembly's statutory Committees. It is now known as the Fire Committee.

October of the same year to review the amended Plan and to agree on a report to the Mayor.³²

3 Overview of statutory strategies

3.1 Transport Strategy

The Mayor must produce a [Transport Strategy](#), which must include policies to discharge their general duty to promote and encourage “safe, integrated, efficient and economic transport facilities and services” in London.³³ The boroughs, and any body with statutory functions in respect of London, must “have regard” to the Transport Strategy.³⁴

The most recent Strategy was published in 2018 and covers up to 2041. The Strategy focuses on the “Healthy Streets approach”, a framework for putting “human health and experience at the centre of city planning.”³⁵ The framework contains 10 indicators which are used to assess the experience of being on London’s streets. These indicators include clean air, people feeling safe, and places to stop and rest, amongst others. The strategy includes 26 policies, which are divided into four groups:

- healthy streets and healthy people
- a good public transport experience
- new homes and jobs
- delivering the vision.³⁶

The Transport Strategy was designed using an evidence base developed by TfL. This evidence base provided a summary of how transport in London has changed since 2000, and the challenges and opportunities facing the city’s transport infrastructure over the next 25 years. The report was published in 2017.³⁷

The Mayor can issue guidance to the London boroughs regarding how the Transport Strategy should be implemented. The boroughs must produce implementation plans and consult certain stakeholders on these.³⁸ They must be approved by the Mayor, who can direct boroughs to produce a plan in a given timescale, or take over the production of a plan if the direction is not completed within a reasonable time.³⁹ The Mayor can take steps to implement a local plan if the borough fails to do so.⁴⁰

³² London Assembly Fire, Resilience and Emergency Planning Committee, [Minutes](#), 19 October 2022

³³ GLA Act 1999, [section 141](#) (general duty) and [section 142](#) (strategy)

³⁴ GLA Act 1999, [section 144](#)

³⁵ Mayor of London, [Mayor’s Transport Strategy](#), March 2018

³⁶ Mayor of London, [Mayor’s Transport Strategy](#), March 2018

³⁷ TfL, [Mayor’s Transport Strategy: Supporting Evidence](#), July 2017

³⁸ GLA Act 1999, [section 145](#)

³⁹ GLA Act 1999, [section 147](#) and [section 153](#)

⁴⁰ GLA Act 1999, [section 152](#)

Transport for London, the [Deputy Mayor for Transport](#) and the GLA's Good Growth directorate would have lead responsibilities for the development of the Transport Strategy.

3.2 Economic Development Strategy

The Mayor must produce an Economic Development Strategy.⁴¹ This must include an assessment of the economic conditions of Greater London, and the Mayor's proposals for:

- promoting business efficiency, investment and competitiveness in Greater London
- promoting employment in Greater London
- enhancing the development of skills relevant to employment in Greater London.⁴²

The evidence base for the most recent Strategy was published in 2016.⁴³ The evidence base was produced by GLA Economics and provides an outline of London's position in the global economy, the spatial characteristics of the economy, and potential risks to the economy.

The strategy includes consultation requirements, and is subject to guidance from the Secretary of State, who may direct the Mayor to make changes if it diverges from national policy.⁴⁴ The [most recent Strategy](#), published in December 2018, focused on:

- early years and careers guidance
- promoting training and further education, in particular to under-represented groups and the long-term unemployed
- improving (transport) accessibility and making private renting more affordable
- promoting fairness at work and relaunching the London Healthy Workplace Charter
- addressing food insecurity and fuel poverty
- community participation, active citizenship and confronting terrorism.

The [Deputy Mayor for Business and Growth](#) and the GLA's Good Growth directorate would have lead responsibilities for the development of the Economic Development Strategy.

3.3 Housing Strategy

The Mayor must produce a London Housing Strategy. This was made a statutory strategy by the GLA Act 2007, which amended the GLA Act 1999.⁴⁵ Previously, housing issues formed part of the London Plan. The Strategy is required to contain an assessment of the conditions and needs of housing in Greater London and make recommendations for how much government spending on affordable housing should be devolved to the Mayor, and how

⁴¹ GLA Act 1999, [section 333F](#), inserted by Localism Act 2011, [section 192](#)

⁴² GLA Act 1999, [section 333F](#)

⁴³ GLA Economics, [Economic Evidence Base for London 2016](#), November 2016

⁴⁴ GLA Act 1999, [section 333F](#). At this time the Government abolished Regional Development Agencies elsewhere in England, and repealed their duty to produce economic development strategies.

⁴⁵ GLA Act 1999, [section 333A](#), inserted by GLA Act 2007, [section 28](#)

much should go to local authorities.⁴⁶ It must be signed off by the Secretary of State, who may direct the Mayor to alter it if it conflicts with national policies.⁴⁷ The boroughs must have regard to the strategy in any actions around housing or regeneration.⁴⁸

The [current Housing Strategy](#) was published in August 2018. It lists five priorities:

- building homes for Londoners
- delivering genuinely affordable homes
- high quality homes and inclusive neighbourhoods
- a fairer deal for private renters and leaseholders
- tackling homelessness and helping rough sleepers.

The Mayor does not have the required powers to achieve all of these priorities directly, for instance over the private rented sector, but can seek to work with partners to deliver them.

The Mayor also published [an Implementation Plan](#) for the Housing Strategy in May 2018. This included committing £250 million to the Mayor's Land Fund and scaling up the GLA's capacity around assembling land for housing; using land owned by the GLA for housing; and setting a target of 649,350 completions in ten years. The GLA's annual "Housing in London" report, which covers key patterns and trends affecting the city, provided the evidence base for the strategy.⁴⁹

The [Deputy Mayor for Housing and Residential Development](#) and the GLA's Housing and Land directorate would have lead responsibilities for the development of the Housing Strategy.

3.4 Environment Strategy

The Mayor is required to publish a London Environment Strategy, covering biodiversity; climate change adaptation; municipal waste management; energy; air quality; ambient noise; and an assessment of London's environment.⁵⁰ This requirement was introduced by the [Localism Act 2011](#). Prior to 2011, the Mayor was required to produce separate strategies on climate change, air quality, ambient noise, waste and biodiversity.

The Mayor published the first [London Environment Strategy](#) in May 2018. Four progress reports have subsequently been published to date. The Environment Strategy sets out six aims for 2050:

- London will be a zero carbon city by 2030⁵¹

⁴⁶ GLA Act 1999, [section 333A](#)

⁴⁷ GLA Act 1999, [section 333B](#)

⁴⁸ GLA Act 1999, [section 333D](#)

⁴⁹ London Datastore, [Housing in London – The evidence base for the Mayor's Housing Strategy](#)

⁵⁰ GLA Act 1999, [section 351A](#)

⁵¹ This target was brought forward from 2050, as stated in the original strategy. The Mayor of London, [Zero carbon London](#), accessed June 2024

- by 2026 no biodegradable or recyclable waste will be sent to landfill, and by 2030 65 per cent of municipal waste will be recycled
- to improve London's resilience to severe weather and climate change
- London will be the world's first National Park City
- London will have the best air quality of any major world city
- Londoners' quality of life will be improved by reducing the number of people impacted by noise pollution.⁵²

The final evidence base for the Environment Strategy was published in 2018 and draws together evidence on air quality, green infrastructure, climate change mitigation, waste and ambient noise.⁵³

As with other strategies, the Secretary of State may publish guidance and may direct changes to the Strategy if it is inconsistent with national policies. The Mayor must take account of certain national policies when drafting the Strategy. The Strategy is managed by the [Deputy Mayor for Environment and Energy](#), as well as the Environment and Energy team.⁵⁴

3.5 Culture Strategy

The Mayor is required to publish a Culture Strategy. The most recent Culture Strategy was split into two parts. The [Culture for all Londoners](#) and [Sport for All of Us](#) strategies were published in 2018. The Culture Strategy has four priorities:

- for more people to experience and create culture on their doorstep
- supporting, saving, and sustaining cultural places
- to invest in a diverse, creative workforce for the future
- to create a global creative powerhouse.⁵⁵

The Sport Strategy has two core strands. The first is to make London the sports capital of the world, and the second is enhancing community sport as a means of social integration.⁵⁶ The community sport strand contains three themes: sport and social integration, active Londoners, and workforce, tech and capacity building.

The Draft must be produced by the Cultural Strategy Group, which is established in statute.⁵⁷ The Mayor has renamed this group [the Cultural Leadership Board](#). The Mayor appoints the chair and members, who must have relevant experience.⁵⁸ The group is also

⁵² Mayor of London, [London Environment Strategy](#), May 2018

⁵³ Mayor of London, [London Environment Strategy Appendix 2: Evidence Base](#), May 2018

⁵⁴ As of July 2024, the position of Deputy Mayor for Environment and Energy is vacant.

⁵⁵ Mayor of London, [Culture for all Londoners](#), December 2018

⁵⁶ Mayor of London, [Sport for all of us](#), December 2018

⁵⁷ GLA Act 1999, [section 376](#)

⁵⁸ GLA Act 1999, [schedule 30](#). As of July 2024, a new chair is to be appointed shortly.

responsible for keeping the Strategy under review and for making proposals to the Mayor about changes.

The Culture Strategy draws on the economic evidence base which was published in 2016, and the “London at night” evidence base, published in 2018.⁵⁹ Both reports were produced by GLA Economics. The Sport Strategy draws on the social evidence base.⁶⁰

The [Deputy Mayor for Culture and Creative Industries](#) and the GLA’s Good Growth directorate would have lead responsibilities for the development of the Culture Strategy.

3.6 Health Inequalities Strategy

The Mayor must produce a Health Inequalities Strategy.⁶¹ The Strategy is specifically required to set out the Mayor’s policies for reducing health inequalities in London. This is a distinct responsibility from the general requirement for all the Mayor’s strategies to take into account “the health of persons in Greater London” and “health inequalities between persons living in Greater London”.⁶²

The [London Health Inequalities Strategy](#) was published in September 2018. An [Implementation Plan](#) was published in December 2021, focusing on public health-related issues such as transport, air quality and mental health (health services in London are the responsibility of the NHS). The Implementation Plan runs until 2024.

The Mayor must collaborate with the statutory public Health Adviser when producing the strategy.⁶³ The Secretary of State also has reserve powers to direct the Mayor to revise the strategy if it is inconsistent with national policies.⁶⁴

The Strategy must “describe the role to be performed by any relevant body” to implement the Strategy.⁶⁵ Relevant bodies include boroughs, functional bodies, Integrated Care Boards, NHS trusts, and NHS foundation trusts, and the Secretary of State (with regard to their duty to protect public health).⁶⁶

The Act also defines the contents of the Strategy as relating to the wider determinants of health, specifically standards of housing and transport, employment prospects, access to public services, and tobacco and alcohol use.⁶⁷

The GLA’s Communities and Skills directorate would have lead responsibility for the development of the Health Inequalities Strategy, working with the [Mayoral Health Adviser](#).

⁵⁹ GLAEconomics, [London at night: An evidence base for a 24-hour city](#), November 2018

⁶⁰ London Datastore, [London’s Social Evidence Base](#)

⁶¹ This requirement was introduced by the 2007 Act, which inserted sections 309E-309H into the GLA Act 1999.

⁶² GLA Act 1999, [section 41 \(4\)](#)

⁶³ GLA Act 1999, [section 309G](#)

⁶⁴ GLA Act 1999, [section 309H](#)

⁶⁵ GLA Act 1999, [section 309E](#) (4)(d)

⁶⁶ The Secretary of State’s responsibilities are found in sections 2A and 2B of the [National Health Service Act 2006](#).

⁶⁷ GLA Act 1999, [section 309F](#)

3.7 Spatial Development Strategy (London Plan)

The Mayor is required to produce a Spatial Development Strategy (known as the London Plan). This must “include a statement of the Mayor’s policies in relation to the development and use of land in Greater London.”⁶⁸ The current London Plan [was published in March 2021](#). The previous version dated from [March 2016](#). The Mayor may, at any time, publish alterations to the existing Strategy, or a replacement strategy.

The current London Plan contains six “good growth” objectives, which should be considered in all planning and development work in London. These good growth objectives include:

- building strong and inclusive communities
- making the best use of land
- creating a healthy city
- delivering homes for Londoners
- growing a good economy
- increasing efficiency and resilience.⁶⁹

The London Plan draws on a wide range of evidence, including the economic, environmental, and strategic infrastructure evidence bases.⁷⁰

The GLA funds the production of the London Plan from its general funding. The Government does not provide any dedicated grant funding for the preparation or delivery of the London Plan. The London Plan forms part of the statutory “development plan” used to make land use decisions, alongside local plans and any neighbourhood plans. It does not constitute a delivery plan or any legal commitment to build specific infrastructure. There must also be an Examination in Public before the Strategy is published.⁷¹

The policies in the Strategy must be “of strategic importance to Greater London’ with a specific requirement to be of strategic importance to more than one London borough, and “designed to achieve objectives that relate to the particular characteristics or circumstances of Greater London.” There are further statutory requirements that the Strategy must contribute to climate change mitigation and adaptation and take account of any nature recovery strategy relating to Greater London.⁷²

The boroughs’ local plans and other development plan documents (such as waste plans) must be “in general conformity” with the strategy.⁷³ Each of the functional bodies should also have regard for the Plan when exercising a function. The GLA has published [sixteen “London Planning Guidance” documents](#) to support implementation of the London Plan.

⁶⁸ GLA Act 1999 [section 334](#), as amended by the Levelling-up and Regeneration Act 2023, [section 95](#).

⁶⁹ Mayor of London, [The London Plan](#), March 2021

⁷⁰ London City Hall, [EiP Library](#)

⁷¹ GLA Act 1999, [section 338](#)

⁷² GLA Act 1999 [section 334](#), as amended by the Levelling-up and Regeneration Act 2023, [section 95](#).

⁷³ GLA Act 1999, [section 344](#)

The Mayor also has the duty to monitor the implementation of the London Plan and to collect information relevant to the implementation, alteration, or replacement of the Plan.⁷⁴

The [Deputy Mayor for Planning, Regeneration and the Fire Service](#), and the GLA's Good Growth directorate, would have lead responsibilities for the development of the London Plan.

3.8 Police and Crime Plan

MOPAC sets the policing budget, holds the Commissioner of the Metropolitan Police to account and monitors progress against the Police and Crime Plan, and assesses the strategic budget position and risks to delivery.⁷⁵ The Mayor, as occupant of MOPAC, must publish a [Police and Crime Plan](#) within the financial year in which they are elected; the Plan is therefore published in the first year of each Mayoral term. This Plan sets the strategic direction for policing in London.⁷⁶

The most recent Police and Crime Plan, published in March 2022, contains four priorities:

1. Reducing and preventing violence
2. Increasing trust and confidence in the Metropolitan Police Service (MPS)
3. Improving the service and support which victims receive
4. Protecting people from being exploited or harmed.⁷⁷

The evidence base for the Police and Crime Plan was published by MOPAC in 2021.⁷⁸

The [Deputy Mayor for Policing and Crime](#) and MOPAC would have lead responsibilities for the development of the Police and Crime Plan, working with the Metropolitan Police Service.

3.9 LFC's Community Risk Management Plan

The [Fire and Rescue National Framework](#) requires the LFC to produce a strategy, known as the [Community Risk Management Plan \(CRMP\)](#). This Strategy must be approved by the Mayor, and the Deputy Mayor and the Assembly must be consulted before the Mayor approves its publication.⁷⁹

The most recent CRMP, entitled Your London Fire Brigade, published in January 2023 contains eight commitments which are split into four themes.

- The first theme, "engaging with you", contains the commitments to work with the public to provide local services that meet needs, and to make it easy for the public to access services.
- The second theme is "protecting you", which includes adapting services to meet changing needs, and designing services around the public's needs and concerns.
- The third theme is "learning from you", which includes enabling their staff to be the best they can be and working together to provide the best possible services.

⁷⁴ GLA Act 1999, [section 346](#)

⁷⁵ MPS, [Governance](#) (accessed May 2024)

⁷⁶ Police Reform and Social Responsibility Act 2011, [section 6](#)

⁷⁷ MOPAC, [Building a Safer London: Police and Crime Plan for London 2022-25](#), 24 March 2022

⁷⁸ MOPAC, [Policing and Crime: An evidence base for London](#), November 2021

⁷⁹ GLA Act 1999, [section 327G](#) and LFB, [London Fire Commissioner Governance Direction 2018](#)

- The final theme is “representing you”, which includes the commitments to be driven by evidence and to work with other organisations to secure a safer future.⁸⁰

The LFC would have lead responsibility for the development of the CRMP, working with the [Deputy Mayor for Planning, Regeneration and the Fire Service](#) and the GLA’s Strategy and Communications directorate.

4 Non-statutory strategies

This section provides a summary of some of the non-statutory strategies produced by the current Mayor. This a broad category, containing strategies that are published in various forms and have differing purposes.

4.1 Consultation requirements

The current Mayor, Sadiq Khan, has developed several non-statutory strategies including the London Food Strategy and the Skills Roadmap. The Mayor is not required to consult the London Assembly or other bodies when developing non-statutory strategies, and the process is not laid out in any legislation. However, public consultations have been held for some non-statutory strategies during their development, although this would generally be for a shorter period than the 12 to 16 weeks that statutory strategies are open to consultation.

Some non-statutory strategies have been scrutinised by Assembly Committees. Unlike the statutory strategies, the Assembly has no power of rejection, and votes on the strategies have not been held in Plenary sessions. Non-statutory strategies have also been reviewed by the GLA’s Corporate Investment Board, a body that was chaired by the Mayor’s Chief of Staff, including all Deputy Mayors and Executive Directors.⁸¹

4.2 Vision for a 24-hour city

In July 2017, the Mayor published [From good night to great night](#). This plan sets out the Mayor’s vision for London as a 24-hour city. The Strategy is built around ten principles, including:

- providing vibrant opportunities for all Londoners
- promoting the safety and wellbeing of residents, workers, and visitors
- promoting and protecting investment, activity, and entrepreneurship
- promoting domestic and international visits to London.⁸²

4.3 Food Strategy

The draft London Food Strategy was open for public consultation for an eight-week period in 2018.⁸³ During this period, the Environment Committee met the Chair of the London Food

⁸⁰ LGB, [Your London Fire Brigade 2023-2029](#), 1 January 2023

⁸¹ The Corporate Investment Board has now been replaced by the Mayoral Delivery Board.

⁸² Mayor of London, [From good night to great night](#), July 2017

⁸³ Mayor of London, [The London Food Strategy: report to the mayor on consultation on the Draft London food strategy](#)

Board, a Principal Policy Officer from the GLA, the Executive Director from the Food Foundation, and a Programme Director from Sustain.⁸⁴ Drawing on the findings from these meetings, as well as input from Members from the Health and Economy Committees, the Committee published a response to the Draft.⁸⁵

The [final Strategy](#) focused on several priorities, including:

- reducing food insecurity
- restricting advertising of unhealthy food
- supporting community gardens and urban farming
- reducing childhood obesity.

The Mayor announced in 2023 that the GLA would be funding [free school meals](#) to all pupils at state-funded primary schools during the 2023-24 academic year. This was later extended for a further year.⁸⁶

4.4 City Resilience Strategy

In early 2020, the Mayor published London's first [City Resilience Strategy](#). The Strategy focused on the long-term resilience challenges facing London over the next 30 years. It set out a vision for how the GLA and partner agencies can work in partnership to build resilience against shocks and long-term stresses. It addressed risks such as extreme weather, infectious diseases and infrastructure failure. The COVID-19 pandemic emerged soon after the publication of the Strategy, affecting resilience priorities and processes, and the capacity of partner agencies to focus on the full range of resilience objectives.

4.5 Skills Roadmap for London

In January 2022 the Mayor published the [Skills Roadmap for London](#). This Strategy focuses on adult education and skills development in London and includes plans for the use of the Adult Education Budget (AEB), which was delegated to the Mayor in 2019. The core strands of the Strategy are split into three groups:

1. locally relevant skills
2. making an impact
3. accessible skills.⁸⁷

4.6 Equality, Diversity, and Inclusion Strategy

In May 2018, the GLA published [Inclusive London: The Mayor's Equality, Diversity and Inclusion Strategy](#). The Strategy is comprised of six key parts:

- a great place to live

⁸⁴ London Assembly Environment Committee, [Minutes](#), 14 June 2018. Sustain is a sustainable food and farming advocacy organisation.

⁸⁵ London Assembly Environment Committee, [London Assembly response to the Mayor's Draft Food Strategy](#)

⁸⁶ Mayor of London, [Mayor to continue funding groundbreaking universal free school meals policy next academic year \(2024/ 2025\)](#), 9 January 2024

⁸⁷ Mayor of London, [Skills Roadmap for London](#), January 2022

- a great place for young people
- a great place to work and do business
- getting around
- a safe, healthy and enjoyable city
- leading by example.

Public authorities have a statutory duty under Schedule 19 of the Equality Act (2010) to publish equality objectives every four years.⁸⁸ This requirement was met by the publication of 39 objectives in May 2018.⁸⁹ A [new set of 14 equality objectives](#) were published in November 2022. The Mayor did not publish a new or updated Strategy alongside the new objectives. The Mayoral Decision on the new objectives stated: “Further work is needed to incorporate these objectives into a strategic document, which is intended to be published in early 2023.”⁹⁰

The London Assembly’s GLA Oversight Committee asked GLA officers in January 2023 when a refreshed Strategy would be published. Dr Debbie Weekes-Bernard, [Deputy Mayor for Communities and Social Justice](#), told the Committee that it would be published in Spring 2023.⁹¹ At the time of writing, a new Strategy has not been published.

4.7 Policing plans and strategies

The Mayor has published a number of other policing plans alongside the Police and Crime Plan. A number of the key action plans are set out below.

Transparency, Accountability and Trust in Policing

In 2020 the Mayor published an [Action Plan](#) to improve trust in the police through enhancing transparency and accountability. It was aimed, specifically, at providing a service that has the confidence of all Black Londoners. Some of the priorities highlighted in the Plan include developing community-led training for officers, and an overhaul of community monitoring structures. The Plan is supported by an [Equality Impact Assessment](#) and an additional [plan to tackle ethnic disproportionality in the youth justice system](#).

Violence against Women and Girls Strategy

The [Violence against Women and Girls \(VAWG\) Strategy](#) was developed alongside the most recent Police and Crime Plan and similarly covers the 2022 to 2025 period. The Strategy was open for public consultation alongside the Police and Crime Plan before a final version was published.⁹² The public could share their views on the Draft Strategy through surveys hosted on Talk London and YouGov. The final Strategy was also informed by stakeholder workshops and a survivor consultation led by London’s Independent Victims’

⁸⁸ Equality Act (2010), [schedule 19](#)

⁸⁹ GLA, [Inclusive London: The Mayors Equality, Diversity and Inclusion Strategy](#), May 2018, p10-16

⁹⁰ Mayoral Decision 3054, [Updating the Mayor’s Equality, Diversity and Inclusion objectives](#), 21 November 2022

⁹¹ London Assembly GLA Oversight Committee, [Meeting transcript](#), 12 January 2023, p2

⁹² MOPAC, [Police and Crime Plan for London – 2022-2025: Consultation Summary](#), March 2022

Commissioner.⁹³ The survivor consultation involved a series of focus groups and interviews with victims and survivors. Through the VAWG Strategy, the Mayor highlights four key priorities:

- preventing and reducing VAWG
- supporting all victims and survivors
- holding perpetrators to account
- building trust and confidence.

The Strategy is supported by an Integrated Impact Assessment (IIA) Report and an Outcomes Framework.⁹⁴

Violence Reduction Unit Strategy

The Violence Reduction Unit (VRU) also published a [Strategy](#) explaining its mission and its approach to tackling violence in London. The VRU's approach focusses on prevention and early intervention through five pillars:

- early years
- education
- positive opportunities
- youth work
- communities and place.

4.8 Transport plans

TfL has developed strategies and plans to detail how the Mayor and TfL will achieve the proposals set out in the Transport Strategy. A number of the key action plans are set out below.

Bus Action Plan

TfL published its [Bus Action Plan](#) in March 2022 outlining its long-term plan for buses.⁹⁵ The plan's goals include helping the bus network attract more customers and helping London become net zero by 2030. The Bus Action Plan aims to make buses an attractive alternative to car use by focussing on the following five areas:

- an inclusive customer experience
- safety and security
- faster journeys

⁹³ MOPAC, [The Mayor's Violence Against Women and Girls Strategy 2022-25](#), accessed May 2024 and MOPAC, [Survivors' Experience of Crime the Justice System and Support Services: Report of consultation findings](#), March 2022

⁹⁴ MOPAC, [Tackling Violence Against Women and Girls Strategy 2022-25: Integrated Impact Assessment](#), June 2022 and MOPAC, [VAWG Strategy Outcomes Framework](#), June 2022

⁹⁵ TfL, [TfL sets out bold vision for buses in the capital](#), 11 March 2022

- improved connections
- decarbonisation and climate resilience through zero-emission buses.⁹⁶

Cycling Action Plan

In June 2023, TfL published a new [Cycling Action Plan](#), following publication of the first Cycling Action Plan in 2018.⁹⁷ The new Cycling Action Plan aims to make cycling an accessible and inclusive form of travel in London. The new Cycling Action Plan is focussed around expanding London's cycle network and making cycling a genuine travel option for Londoners. It sets two new targets to help achieve this:

- growing the number of daily cycle journeys to 1.6 million by 2030
- ensuring that 40 per cent of Londoners live within 400 metres of the Cycleway network by 2030.

Freight and Servicing Action Plan

TfL published its [Freight and Servicing Action Plan](#) in March 2019.⁹⁸ The Plan aims to support safe, clean and efficient movement of freight in London. It sets out how TfL plans to work with London boroughs, businesses and the freight and servicing industry.

The Plan sets out 18 key actions including working with boroughs to better coordinate the control of freight movements in London, supporting increased use of water and rail for freight, and making freight vehicles safer.

In March 2023, TfL published its first [Cargo Bike Action Plan](#) to promote and enable the growth of cargo bikes in London, with the aim of supporting the further use of cargo bikes to make them the leading option for last-mile freight and servicing trips in London.

Vision Zero Action Plan

The Mayor set a commitment to achieving Vision Zero, setting a target to eliminate all deaths and serious injuries from road collisions by 2041.⁹⁹ TfL published its [Vision Zero Action Plan](#) in July 2018 to help reduce road danger and create safe streets for walking and cycling.¹⁰⁰

The Vision Zero Action Plan focusses on five key areas:

- safe speeds
- safe streets
- safe vehicles
- safe behaviours

⁹⁶ TfL, [Bus Action Plan](#), March 2022

⁹⁷ TfL, [TfL sets out vision to further boost cycling by making it more diverse than ever](#), 15 June 2023

⁹⁸ TfL, [The Mayor and TfL launch major plan to help freight deliver for Londoners](#), March 2019

⁹⁹ Mayor of London, [Mayor's Transport Strategy](#), March 2018

¹⁰⁰ TfL, [Mayor, TfL and the Met launch plan to eliminate deaths and serious injuries on London's roads](#), 24 July 2018

- post-collision response.

Walking Action Plans

In July 2018 TfL published its [Walking Action Plan](#). The Walking Action Plan states TfL's vision is for London to be the world's most walkable city, where "walking is the most obvious, enjoyable and attractive means of travel for all short trips."¹⁰¹ The Plan sets a target to increase the number of walking trips by more than one million per day by 2024.

TfL's [Leisure Walking Plan](#), published in November 2022, aims to enhance and expand leisure walking routes in London and better connect local communities with green spaces to make them more accessible.

Equity in Motion Plan

In February 2024, TfL published its [Equity in Motion Plan](#). The Equity in Motion Plan recognises that some Londoners may face barriers to using TfL's services or may have poorer experiences. It sets a commitment to provide "an accessible and affordable transport network that serves all of London's diverse communities fairly".¹⁰² The Equity in Motion Plan focuses on four key areas:

- an equitable customer experience
- protecting and enhancing customer connectivity
- keeping travel affordable
- reducing health inequalities.

¹⁰¹ TfL, [Walking Action Plan](#), July 2018, p 11

¹⁰² TfL, [Equity in Motion](#), February 2024, p 6

Appendix 1: Statutory strategy consultations 2017-2021

Mayor's Transport Strategy

The Mayor's [Draft Transport Strategy](#) was published in June 2017. The Draft was open for public consultation until October of the same year. The Draft Strategy was supported by an Integrated Impact Assessment (IIA), executive summary and easy read version. The public could also access the evidence base through the TfL website. The consultation consisted of two questionnaires, one for the public and the other for businesses and stakeholders. The assumption was that members of the public were more likely to engage with the executive summary and could therefore better answer questions about the overall vision and aims. The survey received 6,969 responses, 6,110 of which were from the public. TfL also ran four deliberative workshops, with an attendance of 16 to 18 participants per workshop. There was also an extensive programme of stakeholder engagement during the consultation period. This consisted of a stakeholder breakfast and six workshops.¹⁰³

The Transport Committee held two meetings in July 2017 and an informal meeting in August to discuss the Mayor's Draft Strategy. During the first meeting the Committee put questions to transport experts and campaigners, including researchers from UCL, Plymouth and Leeds, and the directors of Transport for All and RAC Foundation.¹⁰⁴ The second meeting was attended by the Deputy Mayor for Transport, the Commissioner for TfL, the Director of City Planning for TfL and the Mayor's Walking and Cycling Commissioner.¹⁰⁵ The Committee's [response](#) to the Draft Strategy was published in October 2017. Comments from the Committee included:

- toughening road safety targets
- shifting bus network capacity to outer London
- clarifying where funding for Crossrail 2 would come from.

The Mayor signed MD2236 on 19 February 2018, approving the final recommended version of the Strategy for publication.¹⁰⁶ On 8 March, the London Assembly held a Plenary session to consider its response to the Draft Strategy. During the session members questioned Sadiq Khan (Mayor of London), Valerie Shawcross (then Deputy Mayor for Transport) and Mike Brown (then Commissioner for TfL). Following the question-and-answer session, the Chair of the Assembly moved the motion "That the Assembly notes the Draft Transport Strategy." An amendment was proposed and seconded to change the motion to:

"That the Assembly notes that the Draft Transport Strategy lacks sufficient KPIs and other key metrics to enable the assessment of its success as a blueprint for improving Transport in London. This Assembly therefore calls on the Mayor to re-write the strategy, inserting KPIs and providing clarity to how he plans to achieve his targets."¹⁰⁷

¹⁰³ TfL, [Draft Mayor's Transport Strategy: TfL's Report to the Mayor on the statutory consultation](#), March 2018

¹⁰⁴ London Assembly Transport Committee, [Minutes](#), 12 July 2017

¹⁰⁵ London Assembly Transport Committee, [Minutes](#), 18 July 2017

¹⁰⁶ Mayoral Decision 2236, [Mayor's Transport Strategy](#), 19 February 2018

¹⁰⁷ London Assembly, [Plenary Minutes](#), 8 March 2018

The amendment received ten votes in favour and ten votes against. In the event of a tie the Chair casts a deciding vote. In this case, the Chair voted against the motion. Following this, the original motion was then agreed with 11 votes in favour and 11 against, with the Chair again casting the deciding vote. Therefore, the Draft Strategy was not rejected and was published later that month. The Strategy is supported by a consultation report and thematic action plans.

The Transport Strategy was subsequently amended to include the [ULEZ expansion scheme](#). In May 2022, TfL published a consultation on the amendment. The amendment was discussed by the Transport Committee in June and their recommendations to TfL were published in a [letter](#) in August. These recommendations included re-examining exemptions for disabled Londoners, considering further measures to tackle air pollution, and involving Londoners in every stage of the scheme.

On 2 November, the Assembly held an extraordinary meeting, where they agreed to hold a Plenary on 17 November to consider its response to the amended Strategy.¹⁰⁸ Under section 61 of the GLA Act 1999, Sadiq Khan and Seb Dance were required to attend the meeting on 17 November in their roles as Chair of Transport for London and Deputy Chair of Transport for London, respectively. Following the question-and-answer session with Mr Khan and Mr Dance, the Chair of the Assembly moved the motion “That the Assembly notes the proposed revision to the Mayor’s Transport Strategy”.¹⁰⁹ Two amendments to the motion were then proposed. The first amendment changed the motion to reject the revised Transport Strategy. The second amendment kept the original wording of the motion but included a call for the expansion to be accompanied by a comprehensive scrappage scheme. Neither of the amendments managed to achieve a majority. The original motion was then agreed after receiving 14 votes in its favour and nine votes against. Since the Assembly did not vote with a two-thirds majority to reject the revised Strategy, it was deemed to have not been rejected.

The Mayor’s Economic Development Strategy for London

The Mayor’s [draft Economic Development Strategy](#) was published in December 2017, and was open for public consultation until March 2018. Other documents included in the consultation were the draft and final evidence base, an executive summary, easy read version, and Integrated Impact Assessment (IIA). The GLA included the public and stakeholders through four engagement events, written responses to the report from technical stakeholders, and two surveys directed at the public. The non-representative poll received 1,544 responses. The representative poll was conducted across two periods and received 2,045 total responses. The public could also engage with an online qualitative discussion thread, which received 81 comments. The GLA also received four emails from members of the public. A draft IIA report was published in November 2017.¹¹⁰

The Economy Committee met in January and February 2018 to discuss the draft Strategy. The first meeting was attended by the Deputy Mayor for Business, a Senior Adviser to the Mayor, the Principal Policy Officer for Knowledge and Innovation, a Professor from University College London, and representatives from the Centre for Cities and Trust for London.¹¹¹ The second meeting was attended by representatives from Tech London Advocates and Global Tech Advocates, MedCity, the Federation of Master Builders, the Royal Academy of Engineering, and Catch 22.¹¹² The Chair’s [response](#) to the draft Strategy

¹⁰⁸ London Assembly, [Plenary Minutes](#), 2 November 2022

¹⁰⁹ London Assembly, [Plenary Minutes](#), 17 November 2022

¹¹⁰ Mayor of London, [The Mayor’s Economic Development Strategy for London: Consultation Report](#), December 2018

¹¹¹ London Assembly Economy Committee, [Minutes](#), 16 January 2018

¹¹² London Assembly Economy Committee, [Minutes](#), 20 February 2018

was published in March 2018. Comments from the response included to address the role of the private sector in creating a fair and inclusive economy and further research to consider the viability of alternative social financing models.

MD2379 was signed on 30 October 2018, which asked for the Mayor to approve the final version of the Strategy and IIA for publication, subject to any vote from the Assembly rejecting the Strategy.¹¹³ The Assembly held a Plenary session in November 2018 to consider its response to the draft Strategy. After receiving opening statements from the Mayor and the Chair of the Economy Committee, the Assembly put questions to the Mayor about the draft Strategy. Following the Q&A session, the Assembly voted on the Chair's motion "That the Assembly notes the answers to the questions asked."¹¹⁴ The motion passed with 15 votes in favour and eight votes against. The [Strategy](#) was then published in December, along with the [Consultation Report](#) and [Implementation Plan](#).

London Housing Strategy

The Mayor's draft Housing Strategy was open for public consultation between September and December 2017. An Integrated Impact Assessment was published alongside the Draft and was also open for consultation. An executive summary and easy read version of the draft were published to encourage public engagement. Members of the public were invited to consult on the draft through the Talk London webpage, whereas organisations were encouraged to send in written responses to the Draft. Representatives from the GLA also attended 57 different meetings and events with stakeholder organisations. The GLA organised some of its own events, including two workshops and an event planned with Homeless Link. The GLA received 31 emails from individuals expressing their views on the draft Strategy.¹¹⁵

The Housing Committee held a meeting in November 2017 to discuss the draft Strategy.¹¹⁶ The first panel included representatives from Optivo, the Royal Town Planning Institute, the Federation of Master Builders London and the London Tenants Federation. The second panel included the Deputy Mayor for Housing and Residential Development, and the Senior Manager for Housing Strategy, Housing and Land at the GLA. The Committee's findings were published in December in a [letter to the Mayor](#). Comments from the Committee's response included concern about the ability to meet the need for new affordable homes and unease about the reliance on external resources.

The Mayor signed MD2290 on 8 May 2018 approving the Housing Strategy and IIA for publication,¹¹⁷ subject to any vote of the Assembly rejecting the Strategy. The Assembly held a Plenary session in June 2018 to discuss their response to the Strategy. Following a question-and-answer session with Sadiq Khan (Mayor of London) and James Murray (Deputy Mayor for Housing and Residential Development), the Chair of the Assembly moved the motion to "note" the Strategy. The following amendment to the motion was proposed and seconded:

"That the word 'notes' be replaced with the word 'rejects' and the following words be added after 'the Draft Housing Strategy.'

"The Assembly notes with concern the lack of provision in the Draft Housing Strategy for affordable family-sized homes of three and four bedrooms, and the

¹¹³ Mayoral Decision 2379, [Economic Development Strategy](#), 30 October 2018

¹¹⁴ London Assembly, [Plenary Minutes](#), 29 November 2018

¹¹⁵ Mayor of London, [London Housing Strategy: Consultation Report](#), May 2018

¹¹⁶ London Assembly Housing Committee, [Minutes](#), 8 November 2017

¹¹⁷ Mayoral Decision 2290, [London Housing Strategy 2018 – revised edition](#), 8 May 2018

lack of a funding target for family-sized homes which has been present in all previous Mayoral housing strategies. Insufficient provision for new affordable family-sized homes risks making overcrowding in London worse and not better.

The Assembly recommends that the Mayor revises his Draft Housing Strategy to make sufficient funding provision for new family-sized affordable homes in London.”¹¹⁸

Following a debate, the amendment was carried after receiving 12 votes in favour and 11 against. The Assembly then voted on the amended motion, and the same result of 12 in favour and 11 against was returned. Despite receiving a majority, the motion to reject the draft Strategy was not successful since a rejection requires a two-thirds majority. As a result, the Assembly was deemed to have not rejected the draft and it could be sent to the Secretary of State.

The [final Strategy](#) was released alongside an [Implementation Plan](#), [Consultation Report](#) and finalised [IIA report](#).

London Environment Strategy

The [draft Environment Strategy](#) was open for public consultation from August to November 2017. Several documents were released alongside the draft and also formed part of the consultation:

- an executive summary
- an easy-to-read version of the draft
- six draft appendices; General Assessment, evidence base, roles and responsibilities, legislative and policy background, Sites of Importance for Nature Conservation (SINC) selection, and consultation questions
- an Integrated Impact Assessment (IIA)
- Solar Action Plan (SAP).

The public and stakeholders were given the chance to engage with the consultation process in three ways. The public were able to voice their opinions through Talk London, direct engagement with the environment channel, and engagement with the Mayor of London’s blog and Twitter. The public could also engage with four online surveys hosted on Talk London. The GLA ran 12 focus groups and 16 interviews with members of the public. Finally, the GLA received 1,345 emails from members of the public about the Strategy. The GLA also engaged with technical stakeholders through an online survey, emails and letters, and events. The Draft was presented at 49 events with technical stakeholders.¹¹⁹

The Environment Committee met in September and October 2017 to consider the Draft Strategy. The first meeting was attended by the Deputy Mayor for Environment and Energy, the Assistant Director for Environment, the Programme Manager for Energy Efficiency, Senior Manager for Sustainable Energy, and Policy and Programmes Manager for Waste and Green Economy.¹²⁰ The second meeting was attended by the Deputy Mayor, the Assistant Director for Environment and three Policy and Programme Managers from the

¹¹⁸ London Assembly, [Plenary Minutes](#), 4 June 2018

¹¹⁹ Mayor of London, [London Environment Strategy: Report to the Mayor on Consultation on the Draft London Environment Strategy](#), May 2018

¹²⁰ London Assembly Environment Committee, [Minutes](#), 13 September 2017

GLA.¹²¹ The Committee's [response](#) to the Draft Strategy was published in December 2017. Recommendations from the response included for the Mayor to consider noise issues in traffic and transport policies, clarification on how workplace carbon reductions will be delivered and the publication of regular estimates of the green area and tree cover in London.

The Mayor signed MD2292 on 8 May, approving the final version of the Strategy for publication, subject to any vote from the Assembly rejecting the Strategy.¹²² The Assembly held a Plenary session in May 2018 to consider their response to the Draft Strategy. After a Q&A session with Sadiq Khan (Mayor of London), Shirley Rodrigues (Deputy Mayor) and Patrick Feehily (Assistant Director for Environment), the Chair moved the motion to note the Strategy. An amendment to reject the Strategy was proposed but defeated after receiving ten votes for and 13 against. The original motion to note the Strategy was then agreed unanimously.¹²³ The [final Strategy](#) was released in May, alongside an [Implementation Plan for 2018-2023](#), and a [Consultation Report](#).

Culture for all Londoners and Sport for all of us

The [draft Culture Strategy](#) was open for public consultation from March to June 2018. The draft Strategy was supported by an executive summary, easy read version and an IIA. Technical stakeholders were invited to provide written responses to the Draft and to attend two events. The public were invited to provide their thoughts via the Talk London forum, and through quantitative and qualitative opinion research.¹²⁴

The draft Sport Strategy was consulted on separately from the Culture Strategy. The draft was open for consultation between July and October 2018. The draft was supported by an easy read version and an IIA Report. Stakeholders were invited to attend three events, and to send in written responses to the GLA website. The public were primarily engaged through the Talk London platform and through representative polling.¹²⁵

The Economy Committee met in March 2018 to consider the draft Culture Strategy. The meeting was attended by the Deputy Mayor for Culture and the Creative Industries as well as the Assistant Director for Culture and Creative Industries, Chair of the Cultural Leadership Board, and representatives from 14-18 NOW, the Museum of London, and Waltham Forest Council.¹²⁶ The Committee's [response](#) was published in June 2018. Recommendations in the response included clarifying which commitments are short, medium, or long-term objectives and publishing quarterly cultural performance monitoring data.

The Economy Committee met again in October 2018, this time to consider the draft Sport Strategy. The meeting was attended by the Deputy Mayor for Social Integration, Social Mobility and Community Engagement, the Executive Director for Communities and Intelligence at the GLA and the GLA's Sports Manager.¹²⁷ The Committee's [response](#) was published in October 2018. Comments from the response included including more detail about key partners and accountability structures, a call for the inclusion of examples of successful programmes, and a greater focus on young people leaving primary school.

MD2382 was signed on 27 November 2018, which asked the Mayor to approve the final versions of both strategies for publication, subject to any vote from the Assembly rejecting

¹²¹ London Assembly Environment Committee, [Minutes](#), 18 October 2017

¹²² Mayoral Decision 2292, [London Environment Strategy](#), 8 May 2018

¹²³ London Assembly, [Plenary Minutes](#), 21 May 2018

¹²⁴ Mayor of London, [Culture for all Londoners: Consultation Response Report](#), December 2018

¹²⁵ Mayor of London, [The Mayor's Sport Strategy for London: Consultation Report to the Mayor](#), December 2018

¹²⁶ London Assembly Economy Committee, [Minutes](#), 26 March 2018

¹²⁷ London Assembly Economy Committee, [Minutes](#), 4 October 2018

the strategies.¹²⁸ In December 2018, the Assembly held a Plenary session to consider its response to the draft strategies. After the Mayor's statement on the Strategy, the Chair of the Economy Committee presented the Committee's formal response to the Draft. Following the Q&A session, the Assembly Chair moved the motion to note the Draft Strategy. The following amendment was proposed and seconded:

"That the word 'notes' be replaced with 'hereby resolves to reject' and the word 'Mayor's' be added before draft Culture Strategy, and the following words be added after 'the draft Culture Strategy:'

"The Assembly notes with concern the lack of key performance indicators, a lack of specific and measurable targets, and proper timescales with which the London Assembly can effectively measure the Mayor's progress against and use to hold him to account.

The Assembly recommends that the Mayor revises his draft Culture Strategy to insert key performance indicators, specific and measurable targets and clear timescales."¹²⁹

The amendment was not carried after receiving eight votes in favour and 17 against. The original motion was then carried after receiving 18 votes in favour. The final [Culture Strategy](#) and [Sports Strategy](#) were published later that month alongside a [Consultation Report](#), [Implementation Plan](#) and [finalised IIA Report](#).

The London Health Inequalities Strategy

The [Health Inequalities Strategy](#) was open for public consultation from August to November 2017. The Draft was published alongside an easy read version of the executive summary, and an IIA Report. Public consultation was carried out by the GLA's Opinion Research and Statistics Team. The public could engage with the consultation process through a dedicated Draft Health Inequalities Strategy page, the Talk London website, social media, and emails. A survey on the Talk London website received 2,016 responses from the public. YouGov was also engaged to ensure a more representative sample of Londoners. Their research involved 1,003 online interviews with residents. Data from other recent and relevant polls was also used. Three drop-in sessions were held at City Hall which yielded 12 responses. Technical stakeholders were able to contribute through an online survey and email correspondence, whilst GLA staff attended 70 meetings and workshops to discuss the Draft.¹³⁰

The Health Committee met twice to discuss the Draft Strategy. The first meeting was held in September 2017. The meeting was attended by the Assistant Director of Health, Education and Youth at the GLA and Statutory Health Adviser to the Mayor of London, as well as representatives from Health Watch, ECL, and the Association of Directors of Public Health.¹³¹ The Committee published their [response](#) to the Draft Strategy in November 2017. Recommendations included clarifying how the Mayor will improve quality of access to services and including practical steps to prepare the ground for longer-term work. The Mayor [responded](#) to the Committee's letter in December 2017, inviting the Committee to meet with the Statutory Health Adviser and to clarify some of the steps taken during consultation.

¹²⁸ Mayoral Decision 2382, [Publication of the Culture Strategy](#), 27 November 2018

¹²⁹ London Assembly, [Plenary Minutes](#), 13 December 2018

¹³⁰ Mayor of London, [The London Health Inequalities Strategy: Report to the Mayor on Consultation on the Draft London Health Inequalities Strategy](#), September 2018

¹³¹ London Assembly Health Committee, [Minutes](#), 12 September 2017

The second meeting took place in June 2018 to discuss the Strategy's Draft Implementation Plan and indicators. This meeting was attended by the Statutory Health Adviser to the Mayor and the Senior Adviser to the Mayor for Health Policy.¹³² The Committee published a [response](#) to the Draft Strategy and Implementation Plan in July 2018. Recommendations included in the second response included strengthening calls to action for NHS England to deliver its mandate for London and including a partnership delivery plan to work with boroughs. The Mayor [responded](#) to the second letter in August 2018 clarifying points raised in the Committee's letter and providing an update on amendments to the Draft.

MD2344 was signed on 20 August 2018, requesting the Mayor to approve the final recommended version of the Strategy for publication¹³³, subject to any vote from the Assembly rejecting the Strategy. The Assembly held a Plenary session in September 2018 to discuss its response to the Draft Strategy. After the Mayor's statement, the Chair of the Health Committee gave a statement regarding the Committee's response to the Draft. Following the Q&A session, the Chair of the Assembly moved the motion to note the Draft Strategy, which passed after receiving 13 votes in favour and ten against.¹³⁴ The [final Strategy](#) was released later that month with an [Implementation Plan](#) covering the years 2018 to 2020, and a [Consultation Report](#). A [second Implementation Plan](#) was released in December 2021, covering the years 2021 to 2024.

The London Plan

The Mayor published [A City for All Londoners](#) in October 2016, a document outlining the Mayor's priority policy areas. Results from the consultation on this document were published in July 2017 and were used to inform the [draft London Plan](#) which was published in December 2017. The Draft Plan was open for consultation for three months. During this time, the GLA received over 20,000 representations from more than 7,000 individuals.¹³⁵ Many of these representations informed the [Minor Suggested Changes](#) version of the draft which was published by the Mayor in August.

The Housing Committee met in January 2018 to examine the draft Plan. The meeting was attended by the Deputy Mayor for Housing and Residential Development, the Senior Manager for Housing Strategy, Head of the London Plan Team, a Senior Strategic Planner, and a Principal Strategic Planner from the GLA. Other guests included representatives from the London boroughs of Tower Hamlets and Havering.¹³⁶ The Committee's response to the draft was published in March 2018 in the form of a [report](#). Recommendations included making the importance of environmental sustainability to Good Growth clearer and making the role of the London Legacy Development Corporation in supporting Olympic legacy work explicit.

Between February and May 2019, the draft new London Plan went through a formal EiP. The EiP consists of an independent panel which is convened by the Secretary of State. Their role is to deliver a report to the Mayor which sets out the Panel's findings and makes recommendations on revisions to the Plan. The Panel for this EiP was made up of three independent Planning Inspectors. The Mayor received the [EiP Report](#) in October 2019.

A [Consolidated Suggested Changes](#) version of the draft London Plan was published in July 2019. This version includes the changes from the previous Minor Suggested Changes version of the Plan published in August 2018, the Further Suggested Changes version

¹³² London Assembly Health Committee, [Minutes](#), 28 June 2018

¹³³ Mayoral Decisions 2382, [Publication of the Culture Strategy](#), 27 November 2018

¹³⁴ London Assembly, [Plenary Minutes](#), 3 September 2018

¹³⁵ The Planning Inspectorate, [Report of the Examination in Public of the London Plan 2019](#), 8 October 2019

¹³⁶ London Assembly Housing Committee, [Minutes](#), 23 January 2018

published prior to the EiP sessions, and any changes arising from discussions during the EiP. After receiving the EiP report, the Mayor made further modifications to the draft and submitted the [Intend to Publish London Plan](#) to the Secretary of State in December 2019.¹³⁷ The Mayor also submitted a document covering the GLA's response to the EiP Panel's recommendations.¹³⁸

The Assembly held a Plenary session in February 2020 to consider their response to the draft Plan. The Mayor gave a statement, and the Chair of the Planning Committee presented their response to the draft. After the question-and-answer session, the Assembly Chair moved the motion to note the draft Plan. An amendment to the motion, to reject the Plan, was proposed and seconded. However, the amendment was not carried after receiving 13 votes against and nine votes for. The original motion was then carried after receiving 11 votes in favour and ten votes against.¹³⁹

The Mayor received two letters from the Secretary of State exercising their powers under section 337 of the GLA Act 1999 to direct changes to the Intend to Publish London Plan. These letters were sent in March and December 2020.¹⁴⁰ Following these directions, the Mayor issued a [Publication London Plan](#) to the Secretary of State, which was accepted in January 2021. The Mayor signed MD2594 on 21 December 2020, approving the Plan for publication pending confirmation from the Secretary of State¹⁴¹. The [final London Plan](#) was published in March 2021.

¹³⁷ Mayor of London, [London Plan – Spatial Development Strategy. Notice of Intention to Publish](#), 9 December 2019

¹³⁸ Mayor of London, [Response to Inspector's recommendations](#), December 2019

¹³⁹ London Assembly, [Plenary Minutes](#), 6 February 2020

¹⁴⁰ Ministry of Housing, Communities & Local Government, [letter to the Mayor](#), 13 March 2020 and Ministry of Housing, Communities & Local Government, [letter to the Mayor](#), 10 December 2020

¹⁴¹ Mayoral Decision 2594, [Publication London Plan](#), 21 December 2020

Other formats and languages

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Chinese

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Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

Turkish

Bu belgenin kendi dilinize çevrilmiş bir özetini okumak isterseniz, lütfen yukarıdaki telefon numarasını arayın, veya posta ya da e-posta adresi aracılığıyla bizimle temasa geçin.

Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Hindi

यदि आपको इस दस्तावेज़ का सारांश अपनी भाषा में चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये गये डाक पते या ई मेल पते पर हम से संपर्क करें।

Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে ফো করবেন অথবা উল্লিখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں درکار ہو تو، براہ کرم نمبر پر فون کریں یا مذکورہ بالا ڈاک کے پتے یا ای میل پتے پر ہم سے رابطہ کریں۔

Arabic

الحصول على ملخص لهذا المستند بلغتك،
فارجاء الاتصال برقم الهاتف أو الاتصال على
العنوان البريدي العادي أو عنوان البريدي
الالكتروني أعلاه.

Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં જોડતો હોય તો ઉપર આપેલ નંબર પર ફોન કરો અથવા ઉપર આપેલ ટપાલ અથવા ઇ-મેઇલ સરનામા પર અમારો સંપર્ક કરો.

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