

MAYOR OF LONDON

The Mayor of London's Annual Report 2015-16

This document constitutes the Mayor of London's Annual Report for 2015-16 under Section 46 of the Greater London Authority Act 1999.

The Mayor of London's Annual Equality Report 2015-16

The sub-sections entitled 'Equalities actions and achievements in 2015-16' along with the section entitled 'Equality initiatives' form the Mayor of London's Annual Equality Report for 2015-16 under Section 33 (2) of the Greater London Authority Act 1999.

June 2016

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Foreword from the Mayor of London

It's only weeks since I was elected by the people of London to be their Mayor and I'm still overwhelmed at the confidence entrusted in me by this great city. Yet writing the foreword of an annual report that covers my predecessor's time in office is a rather strange experience. This time next year, I'll be writing the foreword of the annual report following my first full year in office, and I plan to be pointing to progress on the commitments I made to London.

I stood for election as a Mayor for all Londoners, and I have started my time at City Hall very much in that vein. While London is one of the wealthiest cities on the planet, it is also experiencing worrying levels of inequality and the life chances of too many are still determined by their background and where they live. I'm determined to use my time in City Hall to do something about this, and to restore to all Londoners the opportunities I had while growing up that helped me get where I am today. And while I do not wish this statutory publication to launch into a detailed assessment of my predecessor's record in office, the scale of the challenges I inherit demonstrates how little has been done to address London's problems.

Too many Londoners are being priced out of our city because of a shortage of genuinely affordable homes. To address this, we need a step change in our approach to building genuinely affordable homes for rent that cost up to a third of the average local income, not 80 per cent of market rates. Of the 4,880 "affordable" homes constructed last year –the lowest level since records began– only 738 were built for social rent at genuinely affordable rent levels. The pipeline we inherited is weak, London Plan policies must be rewritten, but I will bring together housing associations, public-sector land owners, developers, boroughs, investors and employers to break the logjam of years of complacency.

While London's employment rate is the highest since 1992, this figure hides deep-seated inequalities. In too many instances Londoners have had to take on several jobs to make ends meet, three quarters of a million of Londoners are on zero-hours contracts and there remains a gender pay gap. I will work with business to deliver a better deal, so that Londoners get the opportunity to train in the skills that our economy needs, and also do much more to promote the take up of the London Living Wage. I will challenge gender inequality and be a proud feminist in City Hall: I want London to be a city where economic competitiveness and prosperity create opportunities for all, regardless of their background, gender, religion or race and a city where diversity fosters tolerance, solidarity and creativity.

While it's only been a few weeks since I was elected, I have already been busy with announcements including:

- the one-hour Hopper fare, which will particularly benefit Londoners on lower incomes who often rely on the bus network to get about
- Night services on the Tube to start on 19 August, supporting London's night-time economy and helping shift-workers who currently have to rely on night buses
- a major programme of savings at Transport for London, including big savings on procurement and cuts to spending on consultant, as the first step to freezing fares for passengers on TfL's services for the next four years

- a consultation on a major package of measures to tackle London’s air pollution, which is damaging people’s health – in particular schoolchildren and Londoners living in the most deprived boroughs of the capital
- an audit of London’s capacity to tackle the housing crisis – I will fast-track scores of public sector sites, including land owned by TfL, to provide Londoners with homes to buy or rent at a price they can afford along with measures to protect and expand space for small businesses and start ups
- a review, chaired by Lord Harris, to ensure London is as prepared as possible to respond to a major terrorist incident
- a major focus on promoting London’s art, culture and creative industries.

London’s social fabric is at least if not more important than its physical fabric. I have pledged to strengthen the bonds between Londoners from different backgrounds, and already I have given my support to inter-generational volunteering programmes, signed up to the Mayors United Against Anti-Semitism initiative, asked the police service to make tackling hate crime a priority and to promote neighbourhood police teams that understand and reflect the communities they serve. We can only be a fairer, more equal and safer city if we promote better integration.

This is just the beginning. Londoners have put their trust in me and in an ambitious, positive and shared vision for our capital. Over the next year and my full term, I will work tirelessly to give Londoners opportunities to fulfil their potential. Together, we will build a safer, healthier and more inclusive society, and a confident, competitive and successful world city where all Londoners can prosper.

Sadiq Khan
Mayor of London

Businesses, jobs and skills

Supporting businesses

In 2015-16 the Greater London Authority (GLA), with London Enterprise Panel (LEP) funding, supported investments within four areas: skills and employment, Small and Medium-sized Enterprises (SMEs), science and technology, and infrastructure. The £111 million from the Growing Places Fund (GPF) is almost fully allocated to projects, including the Export Programme, the London Co-investment Fund (LCIF) and support for apprenticeships and TV and animation production.

The Export Programme ended in November 2015. It gave about 800 London businesses in the life science and tech sector advice on improving their exporting capabilities and trading overseas. Some 250 businesses were provided with additional, intensive support. A new International Business Programme, delivered by London and Partners, was launched in February 2016 and will continue to provide such support.

The LCIF invests in new, high-growth SMEs in the science, digital and technology sectors. Its investments help address the funding gap many start-ups face. To date, the LCIF has made 45 investments totalling £7 million and leveraged in £39 million from the private sector. In turn this has created and sustained about 100 jobs. The fund is expected to make ten more investments, all in the first quarter of 2016-17.

To date, the GPF programme has:

- created 250 jobs
- supported 906 people to help them progress into further learning or employment
- supported 261 SMEs

Recently £4.5 million of GPF has been allocated to new projects such as an incubator workspace in west London bringing together entrepreneurs and investors. A further £4.2 million will support the regeneration of Erith Town Centre. London East has been allocated £0.5 million to create a flexible space for science related businesses, including laboratory space, at the old Sanofi site in Barking and Dagenham called 'The Cube'.

The London Growth Hub

March 2015 saw the launch of the first phase of the [London Growth Hub](#), an online resource for SMEs looking for information about business support, affordable premises and finance. To complement the Hub, the GLA published a map of London's business incubator, accelerator and co-working spaces to help start-ups and SMEs to find premises. These initiatives aim to help businesses grow.

Business Improvement Districts in London

The GLA has supported new Business Improvement Districts (BIDs) across the capital. At March 2016, there were 51 BIDs in London, bringing together businesses and organisations in specific geographic locations. BIDs raise a levy and then invest in their local high street, town centre or industrial area to make it more successful.

Attracting overseas investment

The GLA funds London & Partners to promote London overseas and attract foreign direct investment, international students and tourists to the capital. In 2015-16, the agency delivered £354 million of Gross Value Added and generated 10,341 jobs.

Digital connectivity

The GLA delivered government's *Broadband Delivery UK* connection voucher scheme in London. SMEs received vouchers of up to £3,000 to install superfast broadband. About 11,600 SMEs across the capital received vouchers, an investment of £19 million. The £1.75 million Public Building Wi-Fi Scheme funded free public Wi-Fi installation or upgrades in over 80 public buildings.

The GLA launched a toolkit mapping London's connectivity and with case studies of innovative connectivity solutions.

Science, technology and learning

In 2015 the GLA launched tech.london. The website has information and resources to help Londoners find out about jobs in the tech sector, connect with each other for funding or co-working and grow their business.

The GLA continued to support MedCity, in partnership with London's three Academic Health Science Centres to promote London as a world-leading, interconnected region for life science research, development and commercialisation.

Smart London

The GLA opened up more of London's data in 2015-16 to developers and others: transport, energy, water, waste, and pollution data sets were added to the London Datastore.

The GLA collaborated with the Royal Borough of Greenwich and European partners from the public and private sectors to win €25 million of EU funding. The funds will allow partners to implement projects like smart lampposts and electric mobility services in Greenwich, Milan and Lisbon to show and pilot how data and technology can improve city life. The projects will have the potential to be scaled up and taken to the market. The aim is to leverage €500 million of investment, including from the private sector, and engage over 100 municipalities across Europe.

The food sector

The Food programme aims to make London's food system work better for Londoners and to ensure it supports healthy eating and the city's environment, economy and communities.

- The *Urban Food Routes* project and awards supported small food businesses with a community focus.
- *Capital Growth* supported food growers to develop skills and turn growing spaces into social enterprises.
- *Food Growing Schools London*, in which the GLA is a partner, supported London schools to grow food.
- The Big Hospitality Conversation event at City Hall saw employers pledge to support jobs, apprenticeships and work placements.

High streets and local investment

High streets are undergoing a fundamental change. To succeed in the future, high streets will need to diversify and focus more on their civic and broader economic roles

Some £9 million from the High Street Fund supported local regeneration in 2015-16; for example at Old Manor Park Library in Newham. The vacant Grade II listed Carnegie library has been renovated and now provides affordable studio workspace for the benefit of 20 local artists and artisans.

Another example is the Camden Collective project at Temperance Hospital. Delivered by Camden Town Unlimited business improvement district, the project opened on 4 February. There's now affordable co-working space for 300 entrepreneurs and start-ups as well as training and development opportunities, mentoring and business support.

Separate funding has supported other regeneration schemes. In November 2015 the Connected Croydon project was launched. Public realm has been enhanced and 47 buildings frontages improved as part of an £18 million investment in Croydon.

Works to Southall Broadway in Ealing were completed. The Broadway, the town centre's main thoroughfare, has been overhauled, together with new trees and shop fronts. Southall Manor House is being turned into a training kitchen, finishing restaurant and productive learning environment.

Twenty-four new projects began in April 2016 to revive high streets and set-up affordable workspaces, supported by £20 million from government's Growth Deal 2.

The GLA Crowdfunding Programme

Over the past year, the GLA has worked with the civic crowdfunding website Spacehive. Community groups – such as Town Teams, Business Improvement Districts and resident and trader associations – were invited to pitch ideas on Spacehive on how to make their local high streets better places to visit, live and do business. The GLA pledged £600,000 towards 37 projects. The model allows a wide range of people and organisations to easily and quickly pledge funding for projects.

Skills, jobs and apprenticeships

So far £106 million from the £158 million *Further Education (FE) Capital Fund* have been approved with a total grant request of £105.5 million and a total investment in the skills system of £248.9 million when combined with match funding. Four projects have completed: Westminster Kingsway College, Uxbridge College, South Thames College and Fashion Retail Academy, renovating some of the estate and modernising the equipment, lowering running costs and supporting apprenticeships.

The European Social Fund (ESF) youth programme, which supported disadvantaged young people to help them improve their skills and employability, stay in education or access further training and sustained work, finished in September 2015. Over three years the projects worked with over 3,100 young people who were Not in Education, Employment or Training (NEET) or at risk of becoming NEET. An ESF-supported Team London programme that supported NEET young Londoners to use volunteering to develop their skills and move into work, education and training also finished in September.

In its first year to March 2016, the £1.9 million *Employer-Led Apprenticeship Creation programme* supported 2,000 businesses with little or no experience in hiring apprentices and in turn has enabled 1,805 Londoners to access an apprenticeship opportunity so far.

Since November 2015, the GLA, LEP and London boroughs have been working to shape skills policy in the capital through the Area Review process. The review is looking at how training in the capital is meeting employer needs, with a view to having a more resilient and efficient further education system when full devolution of the adult education budget takes place in April 2019.

Following the launch in summer 2015 of *London Ambitions*, the LEP's careers strategy for young Londoners, work began to develop a five-year implementation plan, working with the Young People's Education and Skills Board at London Councils.

London's longer term growth

Business rate devolution and funding for Crossrail 2

Government has announced the full devolution of business rates to local government across England. This will increase our funding base and is an important step towards the full devolution of property taxes, recommended by the London Finance Commission. In partnership with London Councils, work is now underway to negotiate the detail.

Working with the National Infrastructure Commission we secured £80 million in the March 2016 Budget to further develop the Crossrail 2 proposal. The funding will support detailed planning and allow for legislation to be introduced for the scheme before the end of the current Parliament. If implemented, Crossrail 2 will support 200,000 jobs and unlock 200,000 homes throughout London.

Improved coordination of infrastructure planning and delivery

The London Infrastructure Delivery Board met three times in 2015-16 to progress a number of priorities, including identifying London's high-growth areas to enable joined-up delivery of infrastructure, improve regulatory systems, and provide input into the infrastructure mapping application – a tool released in 2005 to coordinate infrastructure planning and delivery

Children and young people

Promoting excellent teaching in all London schools

A third annual Education Conference was held on 27 November 2015. The event provided an opportunity to benchmark London schools against education systems around the world.

The £24 million *London Schools Excellence Fund* (LSEF) has supported new partnerships and helped schools raise standards in literacy, numeracy, STEM (Science, Technology, Engineering and Mathematics) and languages by improving teaching and teacher knowledge. The LSEF reached 17,000 teachers, 1,600 schools and 650,000 pupils.

The *English: The Key to Integration* project supported 982 non-EU mothers from 79 different countries across 86 schools to improve their English language putting them in a position to better partake in their children's education.

Over three years, 250 London schools have achieved the *London Schools Gold Club Award*. These schools then share good practice through school-led events.

The *London Curriculum* supports the new national curriculum to life, giving schools access to a wide range of cultural and learning opportunities from across the city. More science units were added in 2015-16 and *London Curriculum Lates* means teachers now have the chance to attend learning events

at London institutions profiled within the materials. About 300 secondary state schools have signed-up to the *London Curriculum* since it launched in 2014.

Continuing this work, the GLA is funding 18 teaching and learning hubs to embed the good practice developed through the LSEF, including working with 'looked-after' children and pupil referral units.

Preparing young Londoners for life and work in a global city

The *London Ambitions* portal helps schools, colleges and employers connect on careers education work experience for pupils. The portal was piloted in March 2016 with 100 schools and 200 offers from businesses. It is now open for new sign-ups from schools, colleges and businesses.

Together with the new ESF-funded *Careers Clusters* project, which will support schools and colleges to work with employers to offer careers, the portal sits within the wider umbrella of the *London Ambitions careers framework* launched in June 2015. The framework is designed to apply to all young people, regardless of the school or college they attend. The work was led by the *Young People's Education & Skills Board*, which brings together the GLA, London Councils, the LEP and other partners.

A good school place for every London child

The growth in London's population over the past decade has created challenges for local authorities to provide enough school places. The GLA's *London Schools Atlas* helps local authorities meet their statutory duty to provide sufficient schools places by providing an annually updated picture of where pressure on places might fall.

The GLA group has provided sites for 21 new schools across 20 sites. Eighteen are now open.

Fostering engagement and building resilience among London's children and young people

The GLA has supported 6,000 young people to stay in school and tackle the problems and issues they face.

London Fostering Achievement, a project funded by the LSEF, worked to improve the confidence and skills of London's foster carers, working with schools so the children in their care get the most from their education. About 1,200 foster carers and other professionals have been supported through pan-London training sessions and 116 schools have benefited.

The GLA's thirty Peer Outreach Workers, themselves Londoners with diverse backgrounds, engage with young Londoners across the city on a wide range of issues so policy and service providers can hear their views and use them to develop their policies.

Volunteering

The GLA's volunteering programme has used the momentum of the London 2012 Games to engage with one million Londoners. Londoners' volunteering was recognised when the city won European Volunteering Capital 2016.

Team London Ambassadors continue to be deployed during the summer to welcome visitors to London. Over 600 people volunteered, with 120 new recruits. Ambassadors gave a combined 15,000 hours with volunteer satisfaction at over 90 per cent.

The GLA also works with event organisers, including the London Marathon and E-Prix, to support their volunteering needs. Such events offer opportunities for unemployed young Londoners to build their skills and confidence. The GLA has worked with over 75 major events. Hundreds of young people have gone on to employment, education or training.

Over 100 organisations, small and large, have signed up to the *Mayor's Corporate Commitment*. The commitment recognises businesses who commit to using social action to develop their staff and to recruiting young people.

The *Enterprise Adviser* project was launched in October 2015 at a 'speed networking' event for young people. Business volunteers in total provided about 300 hours of careers advice to young people aged 13-15 from across London and experienced volunteers were matched with teachers to create a school careers education plan.

The GLA's volunteering portal now brokers opportunities between 1,700 charities and 350,000 visitors to the site. Some 150,000 people have registered as a volunteer. The [Speed Volunteering platform](#) and new app, launched in 2015, makes volunteering easier for busy Londoners. The App was shortlisted for a global Webby award.

Skill-UP provides free training to staff from small charities – helping these charities have a greater impact. This year the GLA partnered with seven businesses including Twitter and the Chartered Institute of Personnel and Development, Citi, Portland and Natixis. The businesses provided teams of volunteers to design and deliver training and follow up support to charity staff. Separately, 300 trustees have been trained at free workshops.

This year, 30 grants totalling £300,000 were awarded from the GLA's *Small Grants Innovation Fund*, with over 20,000 volunteers supporting local projects. The grants are designed to support local projects and encourage new approaches to engaging volunteers.

Equalities actions and achievements in 2015-16

Our objective is to ensure all Londoners have the opportunity to take part in London's economic success, access sustainable employment and progress in their careers.

The European Social Fund 2014-20

London's ESF is under the strategic direction of the LEP and is managed by the GLA who is the Intermediate Body for ESF and European Regional Development Fund in London. The funds support the LEP's three skills and employment themes:

- promoting sustainable employment and progression outcomes
- ensuring individuals and employers are better informed to drive the skills and employment system
- engaging with London's businesses to help drive growth in the capital

The Big Lottery Fund ESF Co-Financing programme, *Building Better Opportunities*, is investing £15 million to support disabled Londoners to enter into sustainable employment.

As part of the ESF youth programme being procured by the Skills Funding Agency, about £3.6 million is being invested in individually-tailored support for young people aged 16-24 – who are not in education, employment or training and have learning difficulties and/or disabilities – to help them achieve sustained education, training or employment outcomes.

As part of the *Growth Deal for London* and part-funded by ESF, a *Mental Health and Employment Trailblazer* will aim to address the growing number of people who do not work because they have

anxiety, depression, post-traumatic stress disorder (PTSD) or obsessive compulsive disorder (OCD). Harrow Council on behalf of London Councils will appoint an organisation to deliver the individual placement and support for people in Barnet and Harrow who are in receipt of certain benefits and have anxiety, depression, OCD or PTSD.

The ESF programme has targets for women, disabled, older and ethnic minority participants; an average of 45 per cent women, 22 per cent of disabled participants, 14 per cent of people aged 50 and over, and 44 per cent of people from ethnic minorities engaged in activities across the programme.

Jobs, skills and apprenticeships

Investment from the *FE Capital Fund* is forecast to have supported 122 learners with learning difficulties and disabilities in 2015-16. Over a period of five years 5,219 such learners will be supported to progress in further education through the fund.

The London Living Wage is an hourly rate of pay – £9.40 from November 2015 – set to give a worker the means to provide themselves and their family with the essentials of life, including a cushion against unforeseen events. Some 303 employers gained accreditation in 2015-16 and the total number of accredited employers in London is now about 860.

Apprenticeships help Londoners gain the skills and qualifications they need to progress their careers. The LEP invested £1 million into a joint marketing campaign with the Skills Funding Agency to increase awareness of the range and quality of apprenticeships; £1.5 million of the GPF was used to double the national apprentice grant for employers (AGE Incentive), providing grants of £3,000 to London-based SMEs to incentivise the creation of new apprenticeship opportunities.

The LEP also funded Skills London from 2014 to 2016, investing £450,000 into London's biggest jobs and careers event for young people. This event offered more than 40,000 job, apprenticeship and training opportunities to young Londoners each year.

Youth and education

The GLA aims to work with partners and stakeholders to encourage best practice aimed at ensuring that as many children and young people – regardless of ethnicity, gender, faith, disability, educational needs or sexual orientation – can access good quality education and achieve qualifications and skills to give them future opportunities in life.

The *Stepping Stones* project, which began in 2015-16, is a schools-based, preventative intervention aimed at vulnerable young people. That includes children from low income families and those eligible for free school meals; children considered at risk of not doing well at secondary school. A small number of secondary and primary schools are developing a toolkit for use by other schools to help vulnerable young people to transition from primary to secondary school successfully.

The *London Fostering Achievement* project worked with nine borough 'virtual school heads', in charge of promoting the educational achievement of all the children looked after by their local authority. It worked with foster carers and schools to improve the long-term prospects of looked after children and aims to establish approaches that best improve education-focused support for children in foster-care.

The evaluation report of the *Mayor's Mentoring programme* was published in October 2015. The project achieved its target of pairing with mentors, over a 12-month period, 1,000 black boys (aged 10 to 16) at risk of exclusion and low school achievement. These boys were at risk of falling out of education, employment or training and were potentially of offending. The evaluation report found the programme resulted in positive outcomes for its mentees, including reducing anti-social behaviour,

improvements at home and in school, and better and more confident decision making. It also encouraged the volunteer mentors to continue to support disadvantaged communities and individuals.

Volunteering

HeadStart, delivered in partnership with The Challenge and leading London businesses, helps 16-18 year-olds build employability skills and secure guaranteed interviews for part-time work or work experience placements. About 3,000 young people have taken part in the scheme, completing 50,000 volunteering hours for over 230 charities in their local communities. Seventy per cent of young volunteers have been assessed as work ready compared to a baseline of 20 per cent. Seventy-nine per cent of *HeadStart* London participants are from black, Asian and minority ethnic (BAME) communities, 65 per cent are female.

The GLA's volunteering programmes seek to represent London's diversity; for example 45 per cent registered volunteers on the Team London website are from BAME communities and 29 per cent were unemployed. Fifty seven languages are spoken by Team London Ambassadors.

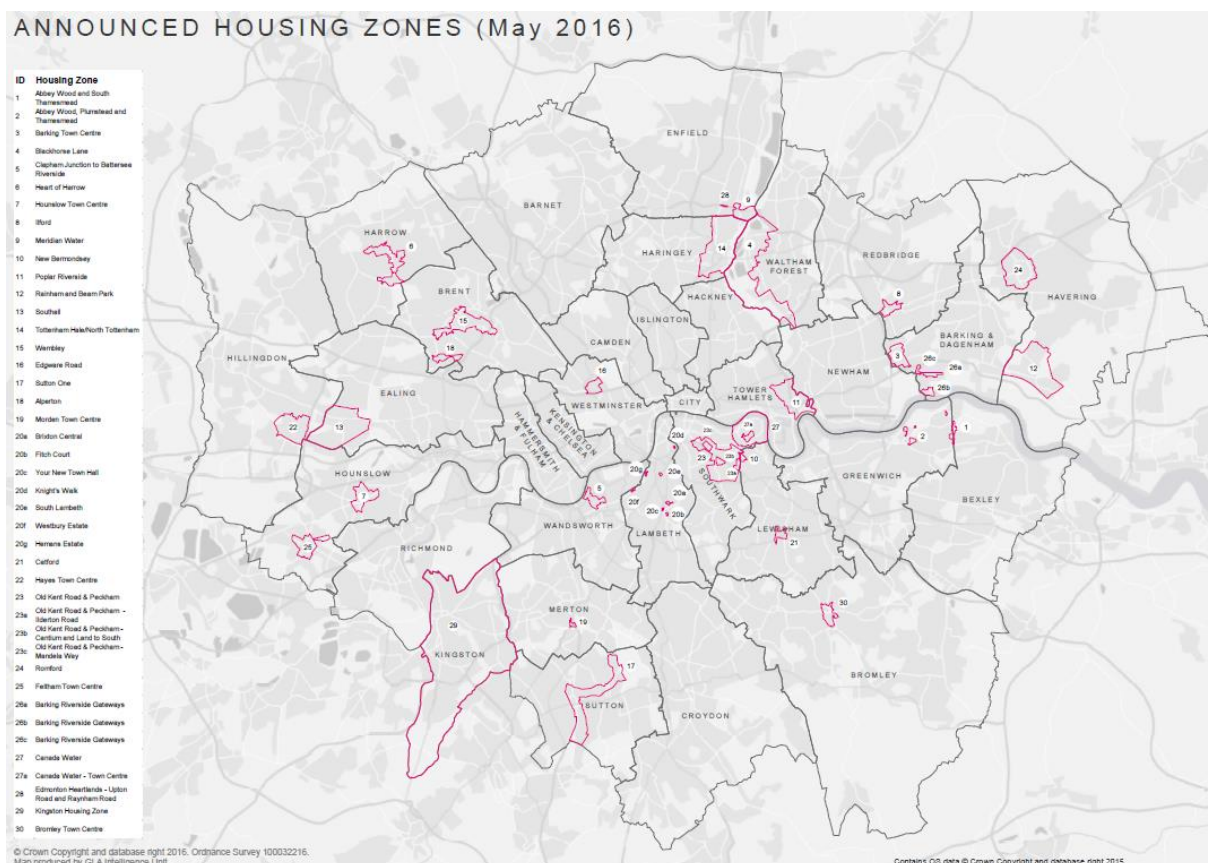
With the support of the Spirit of 2012 and Unilever, and working with charity partner WE Day, the *Team London Young Ambassadors* programme continues to grow, inspiring young people in primary and secondary schools across the capital to take social action for causes about which they are passionate. About 350,000 young people from nearly 1,700 schools have been engaged since the launch in September 2013. The GLA aims to engage every school in London over the coming academic year, offering all young people a chance to lead projects in their schools and local communities. The development of tailored materials has led to an increase in the number of special educational needs schools and pupil referral units joining the programme. Sixty per cent of *Team London Young Ambassadors* are from BAME communities and 52 per cent are pupils whose first language was other than English; 18 per cent of pupils are eligible for free school meals. The programme is supported by adult volunteers, of which 66 per cent are from BAME communities and 67 per cent are under 45 years old.

Housing and land development

Housing

In 2015-16, 4,881 low cost homes were completed in London and construction began on another 7,402. More than 100,000 affordable homes have been completed since 2008. The *Affordable Homes* programmes are estimated to have created 107,711 jobs in construction and related industries.

To maximise development, unlock and accelerate home, the Housing Zones initiative was launched. The scheme uses flexible funding arrangements to support clearly defined spatial areas proposed by London boroughs. Area-focused, they are tailored to suit each location in order to expand and accelerate the number of homes being built. Through the zones, London boroughs and the private sector can work to build the new homes London desperately needs. Thirty-one Housing Zones have now been designated with the potential to deliver up to 77,000 new homes and unlock £31.5 billion in investment by 2024-25.



Rough Sleeping services

The *No Second Night Out* service provides coordinated support to people arriving on the street to sleep rough. Of the 2,116 new rough sleepers seen by the service during 2015-16, 86 per cent did not sleep rough again during the year.

The GLA is also funding outreach services and emergency shelters and to help former rough sleepers stay in their homes and become more independent. It is administering the first ever Rough Sleeping Social Impact Bond, targeted at 830 periodic rough sleepers or frequent returners to rough sleeping, with up to £5 million of funding from the Government over four years.

Improving existing homes

Some of the capital's council estates are in need of urgent repair to improve non-decent properties. In 2015-16, a further £145 million of *Decent Homes* funding was secured from government and distributed to London boroughs to bring homes back to good standards. Some 9,500 homes were made decent in Barking and Dagenham, Hackney, Haringey, Tower Hamlets, Camden, Lambeth, Kingston upon Thames, Southwark and Sutton.

In 2015-16 the GLA launched a new RE:NEW framework of retrofit suppliers to facilitate large scale home retrofit in the capital. Since it began in 2009, RE:NEW has retrofitted about 119,000 homes; saving 40,000 tonnes of CO₂ each year, reducing Londoners' energy bills and creating or sustaining an estimated 2,300 jobs. Coupled with wider market delivery, about 572,000 homes in London have been retrofitted.

The London Boiler Cashback Scheme was launched in early February 2016 and is designed to save Londoners assisted about £340 on fuel bills and 1.5 tonnes of CO₂ per annum. As at 31 March 2016, 1,175 vouchers had been issued.

RE:FIT has retrofitted -or is in the process of retrofitting- 619 public buildings including 100 GLA group buildings and 112 schools, leveraging in investment of about £93 million. An estimated 2,100 jobs have been created or sustained and the scheme is saving the public purse about £6.9 million a year. So far, over 200 London public sector organisations have signed up to RE:FIT.

The London Rental Standard, launched in May 2014, outlined a minimum level of service renters should expect, including transparent fees, protected deposits and improved response times for repairs. At the end of March 2016 there were 15,160 accredited landlords and 364 accredited letting and managing agent firms.

Land development

In April 2012, the GLA inherited 635 hectares of land, making it one of the biggest public sector landowners in London. All 414 hectares of developable land has either been developed, or is in the course of development, contractually committed or currently being marketed for development. The aim is to encourage investment, create jobs and help meet London's housing needs.

Together with the GLA joint-venture interests, nearly 50,000 homes will be built across the sites and almost 60,000 jobs will be created, as well as new schools, bridges, parks, health centres and community facilities.

The Royal Docks, in Newham is the GLA's largest site. In 2015-16, developer ABP secured planning permission for a large financial and business district at Royal Albert Dock. It has been estimated the scheme will create 20,000 jobs and generate £6 billion for the London economy. Construction work will start on site later this year alongside two new hotels, which are already underway. Restoration of the Millennium Mills started at Silvertown Quays where The Silvertown Partnership will deliver a new development including creative workspace, brand buildings and 3,000 homes. The docks are also set to benefit from major transport infrastructure projects such as Crossrail and new crossings over the Thames.

The GLA is also driving major regeneration schemes at Greenwich Peninsula. In November 2015, a revised masterplan for 12,678 homes and 12,000 jobs on a previously disused gasworks was agreed to create a new district formed of five neighbourhood zones. A private developers is in the process of building a further 2,822 homes on the site, which will bring housing delivery on the Greenwich Peninsula to 15,720.

A joint venture at Barking Riverside to create a 21st century garden suburb with a new Overground extension will altogether support about 10,800 new homes on 443 acres of land. Planning and design for the new rail extension to unlock the land is in progress with the link to be implemented by 2021.

Development partners were also selected in 2015-16 for major schemes at Beam Park in East London and at Stephenson Street in Newham to deliver homes, jobs and community infrastructure.

In December 2015 the London Land Commission published [a register](#) of public sector land that could be developed.

Old Oak and Park Royal

Old Oak and Park Royal is the only place where HS2 will meet Crossrail – in addition to the ten rail lines that already pass through the area. The Old Oak and Park Royal Development Corporation (OPDC) was set up in April 2015 to help use this opportunity to create a thriving new area in the city. The area is spread across the London boroughs of Brent, Ealing and Hammersmith and Fulham.

The development of the area could boost the UK economy by an estimated £7 billion a year and create a place for Londoners and the wider UK to live, work and enjoy.

The OPDC Board has been established with the three local borough Leaders (Brent, Ealing and Hammersmith & Fulham) and senior representatives from HS2, Network Rail, Department for Transport, Department for Communities and Local Government, TfL and local community and business representatives.

The Old Oak Planning Framework was adopted in November 2015. The draft Local Plan was published for consultation in February 2016 and saw over 2,800 responses. The Department for Transport has agreed in principle to the transfer of 97 hectares of government land and air rights to the OPDC.

Equalities actions and achievements in 2015-16

The GLA's objectives are to increase the supply of affordable housing, particularly family-sized homes, raise the standard of homes and neighbourhoods, enhance choice and mobility, as well as tackle housing need.

In 2015-16 the GLA worked with four BAME led housing providers, including Muslim and Jewish organisations, to deliver 229 new affordable homes.

Work was also undertaken to stimulate the private market and encourage private developers to provide additional market housing for older persons and disabled adults. In spring 2015, phase 2 of the *Care & Support Specialised Housing Fund* was launched. Bidding closed in June 2015 and £11.6 million has since been allocated to four providers to deliver 108 specifically designed homes.

In March 2015 a £30 million fund was launched, made up of £15 million each from government and the GLA, to help improve hostel services for homeless people and deliver new accommodation targeting young adults facing homelessness who may not be able to stay in employment or education. Bidding closed in June 2015 and £18.5 million was awarded to 13 organisations to deliver 527 new and refurbished hostel units across 14 sites.

Transport

Fares

Transport fares rose by one per cent on 2 January 2016, in line with inflation. Stratford and a number of its adjacent stations moved from Zone 3 to the Zones 2/3 boundary in a boost to east London. Re-zoning these stations will benefit more than 100,000 people per week.

Road modernisation plan

Progress was made on major schemes across the network as part of the Road Modernisation Plan. The plan aims to manage increasing demand and improve journey reliability while creating better places and safer routes.

Highway works to make Oval triangle safer are now complete and improvements are underway at Stockwell Cross, Archway gyratory, Elephant & Castle northern roundabout and Bow Interchange. Consultations have been completed on removing the gyratories at Vauxhall Cross, King's Cross, Wandsworth Town Centre and Highbury Corner.

Road safety

The road casualty figures for London published in June 2015 showed the number of people killed or seriously injured on London's at its lowest level since records began.

In February, a bus safety programme was launched. This is bringing together the newest technology, training, incentives and support for bus companies, and improved reporting and transparency across the network.

In September, the Safer Lorry Scheme came into effect, reducing HGV blind spots through new standards for mirrors and mandating sideguards. From September to December 2015, 5,612 vehicles were stopped and checked and 269 offences detected. In January, TfL held a public consultation on proposals to make HGVs safer by further improving visibility.

River crossings

In December 2015 TfL launched *Connecting the Capital*, a city-wide vision for river crossings. A total of 13 new tunnels and bridges were proposed to be delivered by 2050 to unlock housing and jobs potential, especially in east London. Work has begun on some of these crossings.

Cycling

TfL opened central London's first segregated cycle superhighway between Oval and Pimlico and substantially completed four more. Cycle Superhighway 5, which was opened in November 2015, led to a 73 per cent increase in cycling across Vauxhall Bridge in its first four months. Motor vehicle journey times in the area returned to what they were before the construction works, or are quicker than before, with one exception.

By the end of the year, substantial progress had been made on the East West Superhighway, a segregated cycle track route between Tower Hill and Parliament Square and the North South Superhighway, between Elephant and Castle and Farringdon. The Cycle Superhighway 2 upgrade from Aldgate to Bow Roundabout, and Cycle Superhighway 1, from Tottenham to the City also saw significant progress.

Quietway 1 (Waterloo to Greenwich) was substantially complete by the end of the year, on course for an official opening this summer. Construction is well underway on Quietway 2 (Bloomsbury to Walthamstow) and has begun on Quietway 3 (Regent's Park to Gladstone Park) and Quietway 6 (Aldgate to Hainault).

The *Mini-Hollands* programme is giving three outer London boroughs – Enfield, Kingston and Waltham Forest – funding to improve local cycling facilities and encourage people to take to two wheels. In September, Waltham Forest completed its first major scheme in and around Orford Road. Traffic closures have been put in place creating new public spaces that allow for safe pedestrian and cycling access. Construction also started on the Meridian Water to Enfield Town Quietway in Enfield and Portsmouth Road segregated cycle track in Kingston.

In January, Jessica Ennis helped welcome Santander Cycles to the Olympic Park. Three hundred and ten new docking points were opened, spread across eight new docking stations around the Park.

Tube network

TfL has cut delays on the tube network by nearly 38 per cent since 2011.

More than half of London Underground's 270 stations have now been modernised or refurbished. The £1 billion Tottenham Court Road station upgrade will be completed later this year and Bond Street station upgrade will be completed in 2017, ahead of the first Crossrail services running in 2018. Construction of Crossrail is now more than 70 per cent complete and is on time and within budget.

The roll-out of walk-through air-conditioned S stock trains on the Metropolitan, Circle and Hammersmith & City lines is complete and 47 (of a planned 80) new trains for the District line have been delivered.

In January, TfL invited train manufacturers to submit bids to design and build new trains for the deep Tube lines.

After assessing a number of options, TfL confirmed that plans for an extension to the Bakerloo line would run from Elephant and Castle to Lewisham via the Old Kent Road, as a first phase. Over the coming year, more detailed work will be carried out before another public consultation and TfL could then seek permission from government to start constructing the extension by 2020.

London Rail

There were 196 million passenger journeys on the London Overground in 2015-16, up seven per cent. The addition of a fifth car on the north, east and west sections of the network, completed in January 2016, has increasing capacity by 25 per cent. Since taking over the West Anglia route on 31 May 2015, TfL has set about a major overhaul of stations and trains. An extension of the Overground to Barking Riverside is now fully funded

A major public consultation on Crossrail 2 took place between October 2015 and January 2016. Nearly 21,000 people responded and the comments are now being reviewed alongside further technical

assessments. Government has identified Crossrail 2 as a 'priority' and provided £80 million to develop the project. This comes after the National Infrastructure Commission endorsed the scheme and called for it to be fully developed so it can secure powers by 2019 and open in the early 2030s.

The West Anglia Taskforce held its first meeting in September and is pressing the case for infrastructure improvements to the West Anglia Main Line. The Taskforce is assessing how rail connections to Stansted and Cambridge from Liverpool Street and Stratford can be improved.

Taxis and private hire

Over the past year TfL has undertaken a wide-ranging review of private hire regulations. TfL considered proposals to improve passenger safety, maintain a clear distinction between the taxi and private hire trades, and to improve the overall quality and accessibility of private hire vehicle in London. A comprehensive package of new regulations was approved in March 2016 to modernise and improve the private hire industry. TfL also announced that from October 2016, card payment facilities will be mandatory in all black cabs. The number of TfL Taxi and Private Hire Compliance Officers was doubled to 82 by March 2016.

Equalities actions and achievements in 2015-16

From 2 January, all National Rail services in London became free for Zip photocard holders who are under 11 years old after TfL agreed to cover the cost. Previously, children under the age of 11 travelled for free on most TfL services when accompanied by a fare-paying adult but there was no similar offer on National Rail services.

Almost 90 per cent of bus stops are now fully accessible and this figure will increase to 95 per cent by the end of 2016. This year TfL has continued to increase step-free Tube and rail access in innovative ways, such as the new incline lift installed at Greenford Station.

The step-free partnership fund is being used to progress access plans in collaboration with local authorities across London. The fund has been doubled from £75 million to £150 million for future years.

During the course of the year, TfL published:

- [Travel in London 8](#), detailing progress towards implementing the Mayor's Transport Strategy and other related plans such as his Transport Strategy Accessibility Implementation Plan.
- an update of the [Understanding the Travel Needs of London's Diverse Communities](#) report
- its [final progress report](#) on implementing the *Single Equality Scheme 2012-2015*
- its revised equality objectives and action plan in [Action on Equality: TfL's commitments to 2020](#).

Quality of life

A green, resilient city

London's green spaces

Green infrastructure brings benefits such as flood management, improved walking and cycling links, better habitats for wildlife, and places for Londoners to relax and exercise. In 2015-16, projects to plant 10,000 street trees and establish 100 pocket parks, contributing to London's green infrastructure, came to an end. The GLA also invested to enhance bigger expanses of green space. Seven projects were selected after receiving backing from thousands of Londoners. They include the Wetlands to Wetlands Greenway in Hackney, Wandle Park in Croydon, the Thamesmead Thames Path transformation in Greenwich and the Stanmore Marsh restoration scheme in Harrow.

Heavy rainstorms can put London at risk of flooding, leading to costly disruptions and damage. *Drain London* helped boroughs map and manage surface water flood risk and identify the critical infrastructure – schools, hospitals and emergency services – most at risk from flooding. Twenty-eight high priority areas were assessed for flood risk. The GLA also supported 20 sustainable drainage projects and helped boroughs secure funding for further projects and it consulted on the *London Sustainable Drainage Action Plan* to deliver a step change in the way London manages rainwater.

Promoting green entrepreneurship

The annual *Low Carbon Entrepreneur Award* offers the capital's students the chance to win a share of £20,000 to turn their ideas into reality and has just completed its fifth year. A team from Imperial College won the 2016 prize with FeatherFill™, a composite made from feather waste that uses the unique properties of feathers to create insulating materials for old housing stock.

Improving air quality

Measures such as the tightening of *Low Emission Zone* standards and taxi age limits – and the promotion of cycling and home and public building retrofitting programmes – have reduced emissions in London.

The ULEZ (Ultra Low Emission Zone) will, when implemented, require vehicles travelling in the Congestion Charge zone of central London to meet new emission standards or pay a daily charge.

All Euro III buses – about 1,100 vehicles – have now been fitted with selective catalytic reduction equipment that cuts vehicle exhaust NOx by up to 88 per cent. Twenty per cent of the bus fleet is now made up of low emission, quieter diesel-electric buses, with 1,700 hybrid buses.

Tough new standards for construction site equipment came into effect in September 2015, with training and support being offered to London boroughs to support implementation.

A smart, resource efficient city

The GLA's *Decentralised Energy* programme has drawn on European funding to help provide London boroughs and partners in the private sector with technical, financial and commercial expertise to develop decentralised energy projects. Thirteen local energy projects have been taken to market. One

is up and running, four are under construction and three are in procurement. Once operational, it is estimated the projects will reduce CO₂ emissions by about 44,000 annually.

To enable small producers of electricity to sell power into the higher value electricity market, the GLA has applied to OFGEM for a junior electricity supply licence – Licence Lite. The licence gives decentralised energy generators cost-effective access to the retail electricity market.

The biodiesel programme is using London's used cooking oils and fats to power TfL buses and local authorities' fleets. TfL successfully brokered bio/standard diesel blend fuel supply arrangements for 3,000 buses, about one third of London's bus fleet, which will save 21,000 tonnes of CO₂ per year.

A healthier city

The London Health Board, chaired by the Mayor, brings together senior leaders in the NHS and boroughs to lead on the important issues of child obesity, mental health and primary care. In 2015-16, the GLA published a new health inequalities delivery plan and is working with the NHS to put it into practice.

In November 2015 the GLA, boroughs and the NHS signed an agreement with the government to devolve decision making over health and care to the city. Five pilots will explore the use of these devolved powers looking closely at preventing ill health, integrating health and care and the use of NHS estates.

The GLA also signed up, with the NHS, London's boroughs and Public Health England, to ten ambitions to make London the healthiest capital in the world. The ambitions are laid out in *Better Health for Londoners – next steps*.

Some 74 per cent of London's schools are now signed up to the *Healthy Schools* project and 887 schools have achieved an award at Gold, Silver or Bronze level.

The *London Healthy Workplace Charter* encourages employers to create a supportive and productive working environment where staff can flourish. More London employers received a charter award at a ceremony in November, bringing the total number of employers accredited to 89, benefitting approximately 195,000 employees. A further 251 have signed up to the charter.

Mental health is a priority area for the London Health Board and it has started to develop a mental health roadmap. Key partners have come together to identify areas where a city-wide approach can enable Londoners to protect their own mental health and help those with mental illness.

A cultural metropolis

London is now the world's most visited city. Last year, 18.6 million visitors spent £11.2 billion, while four out of five tourists say culture is the reason they choose to visit the capital. Cultural tourism supports 80,000 jobs. The Cultural Tourism programme has delivered campaigns promoting a wider range of cultural activities, focusing on diverse aspects of the capital's cultural heritage. The Punk London campaign, delivered with London & Partners, marketed London's music offer while offering tourism agencies opportunities to connect directly with cultural venues.

Part funded by the GLA, the Museum of London – the world's largest urban history museum – attracted almost 1.2 million visitors. There were about 130,000 visitors to the Crime Museum Uncovered exhibition. The Museum held a design competition for a possible new site at Smithfield Market with increased gallery space and a better visitor experience.

The GLA continued to commission other programmes including the Fourth Plinth, *Big Dance* the world's largest dance festival and *Busk In London*, which reached 3 million people.

New in January 2016 was the light festival Lumiere London, staged on London's streets, and aiming to support the West End and King's Cross retail sector. Over one million people visited the installations over four evenings.

The GLA's annual programme of events continued to develop, promoting London as a destination and as a gateway for the UK: from Pride to St. Patrick's Day, New Year's Eve fireworks, Chinese New Year, London Mela, Notting Hill Carnival, alongside faith-based events like Eid, Diwali and Vaisakhi. In 2015-16, the GLA ran a programme of about 40 events that engaged over 3 million people, who spent around £95 million in the local area.

The creative economy in London is responsible for one in six jobs and the GLA has continued to invest strategically to ensure potential growth is realised. An annual investment of £2.5 million delivered in excess of £91 million in orders for designers at London Fashion Week and London Collections: Men; £26 million of new business for 1,200 design companies at the London Design Festival; and £125 million in inward investment into film, TV and animation supporting 3,000 jobs.

The GLA supported the first London Games Festival - celebrating the culture and artistry of video games. Over three years this investment of £1.2 million to grow the capital's games sector will generate at least £35 million for games businesses.

The Culture Diary continues to foster connections and collaborations between international government agencies and cultural organisations, showcasing the best cultural export that London and the UK have to offer and providing opportunities for new partnerships.

City Hall hosted the World Cities Culture Forum - a three day conference for a network of senior policy makers from 32 world cities, to discuss and exchange ideas on the role of culture in urban development.

In March 2016, the GLA set up the capital's first Music Venues Taskforce. It made recommendations to protect and grow London's vital network of live music venues. The GLA also supported music in London's schools through new initiatives including training for classroom teachers across 100 schools; a parent's guide to access low cost music opportunities, the Schools Music Excellent Award and a scheme for head teacher 'Music Champions'.

Equalities actions and achievements in 2015-16

Environment

The GLA's objective is to ensure that groups such as older people, young families and those that are vulnerable are better able to afford domestic energy. It also aims to reduce the number of vulnerable people at risk from respiratory and associated health issues as a result of poor air quality.

The first grants from the £20 million Air Quality Fund have raised awareness of air quality and delivered schemes including: green walls to shield pupils in playgrounds; campaigns to reduce engine idling; projects reducing pollution around London hospitals; and an electric vehicle car club.

Health and communities

London is a successful city. But it faces significant social challenges, persistently high levels of

poverty and economic insecurity with some groups being particularly vulnerable. The GLA aims to reduce disadvantage and inequality, tackle discrimination and support the most vulnerable Londoners.

In May 2015 the GLA published the [Friendly London: a great place to live, work and visit](#) report. This applied the World Health Organisation's age-friendly criteria and highlighted the extent to which London has become more welcoming and friendly to communities, on the back of hosting the London 2012 Olympic and Paralympic Games.

The GLA's *English: The Key to Integration* project concluded in July 2015. With £500,000 from the London Schools Excellence Fund and £1.5 million from the European Integration Fund, it supported over 900 mothers to learn English and built up the skills of 733 teachers to support 4,470 children with English as an additional language.

The *GLA Digital Inclusion Strategy* identifies the barriers people face in getting online and highlights how the GLA will work with partners to remove these barriers. In January 2016 the GLA became a signatory to the government's *Digital Inclusion Charter*, which commits signatories to reduce the number of people who are offline by 25 per cent (nationally) every two years.

The eighth *Know Your Rights* campaign was launched in January 2016. The campaign encouraged older Londoners to find out whether they are entitled to claim pension credit and other benefits. An evaluation of the 2015 campaign estimated it resulted in an additional £ 1.2 million in benefits being claimed by older people across 18 London boroughs.

In January 2016, the GLA launched the *Get Moving* pilot, which is supporting a range of community groups to help older Londoners be more physically active – improving health and reducing social isolation. The GLA provided grants to not-for-profit organisations to get older Londoner's active through activities like dance, yoga, Pilates, community gardening and martial arts.

The GLA's objective is to tackle the differences in the health of Londoners through the *Health Inequalities Strategy* and refreshed delivery plan, published in September 2015. The London Health Board priority areas included mental health and child obesity, both big contributors to health inequalities.

In 2015-16 the GLA's programme of cultural and faith-based events brought different groups of people together to share experiences. The events also help the GLA engage with communities and groups that can be hard to reach. For example, at *Africa in the Square*, 35 per cent of people who came along were black African or Caribbean heritage. This is significant given this group is usually only about two to nine per cent of the audience at the GLA's events as a whole. Even at the Notting Hill Carnival, this group makes up only 18 per cent of the audience. Seventy-five per cent of people at Vaisakhi and 66 per cent at Diwali are of Asian heritage, for example. Other events do see a much higher proportion of the audience who are white, such as New Year's Eve (72 per cent), St George's Day (80 per cent) and Pride (86 per cent).

Liberty, the GLA's flagship disability arts event has been a trailblazer in the events world. It's been at the forefront of championing accessibility, achieving the Gold Standard charter of *Best Practice in Event Accessibility*. It has also commissioned work from deaf and disabled artists. In 2015, for the third consecutive year, the GLA incorporated Liberty into National Paralympic Day. Both Paralympic sport and disability arts have benefited from this cross-pollination.

We funded the *Digital Careers Roadshow*, a pilot aimed at getting more young people into the digital, creative and tech sectors. The event was extremely well attended by both employers and young people – with a strong focus on young women and BAME communities – which will lead to a more diverse digital and creative sector.

A lasting Olympic legacy for London

Developing new district for London

Queen Elizabeth Olympic Park has continued to evolve with its venues and parklands attracting more than 9 million visitors in their first two years. New developments will cement the Park as a new district of London with thousands of new homes, tens of thousands of jobs and international visitor attractions.

The London Aquatics Centre celebrated 1.7 million visitors since it opened to the public two years ago. Each week, 3,000 children from local schools learn to swim at the venue – also used by some of the country's elite swimmers and divers.

Work to transform the Stadium into a multi-use venue continued. The new roof was completed and a pause in the works saw the Stadium host a range of events during last summer and autumn: five matches in the Rugby World Cup, a Rugby League international, Diamond League athletics, the Great Newham London Run and the Race of Champions motorsport event.

The ArcelorMittal Orbit attracted about 100,000 paying customers during the year. A 76-meter high, 178-meter long slide featuring 12 twists-and-turns will open in the summer of 2016.

The three remaining sporting venues on the Park are being used by both elite athletes and amateurs. Some 1.3 million people have visited the Lee Valley VeloPark. Its neighbour, the Lee Valley Hockey and Tennis Centre, is a regular venue for club and international events. The Copper Box Arena has attracted 750,000 visitors for a wide range of sports.

A new cultural and education quarter

Progress was also made on a new cultural and education district in the south of the Park. The Stratford Waterfront site will see a new branch of the Victoria and Albert Museum, a new campus for UAL's London College of Fashion, a 600-seat theatre for Sadler's Wells and a residential development.

An international design competition was won by a team led by RIBA Gold Medal winners Allies and Morrison who have now completed the masterplan. The second part of the scheme, located to the south of the ArcelorMittal Orbit, will see University College London create UCL East, a new model of how a university campus can be embedded in the local community and with businesses – as well as supporting research, education and entrepreneurship and innovation. Work is underway on the detailed design for the new campus.

The full scheme will deliver 3,000 jobs, bring £2.8 billion to the local economy and attract a further 1.5 million visitors to the Park each year.

On 5 November 2015, the Foundation for FutureLondon, an independent charity created to help realise the potential of the new district and the Park as a whole, was launched. Its board of trustees is drawn from local community groups, business and the arts. The charity has supported local organisations to deliver cultural events on and around the park including East London Dance, Discover Children's Story Centre and the Yard Theatre. The charity's *Summer Schools on the Park* programme with Studio Wayne McGregor and Space Studios gave 400 local schoolchildren the opportunity to explore the links between art and the parkland. The Princess Royal agreed to become its Patron.

One of the less heralded legacies of the London 2012 Games was the rejuvenation of the rivers flowing through Queen Elizabeth Olympic Park. On 4 February 2016, the Olympic Legacy Waterways Framework between the LLDC and the Canal & River Trust was formally launched to promote the use of water space in the Park for both commercial and public benefit and to commit to the continued renaissance of the waterways for future generations.

New homes and communities

Five new neighbourhoods with 6,800 homes are planned on the Park by 2031. The LLDC also has responsibility for new housing developments beyond the Park's boundary. In the wider area, some 24,000 new homes will be built by 2031 with, at the time of writing, 35 per cent affordable.

Work is well advanced on building the first of the neighbourhoods on the Park, Chobham Manor. Here, the first of the planned 858 homes are being built in a development with 75 per cent family homes and 28 per cent affordable.

The next two neighbourhoods, East Wick and Sweetwater, are also progressing. Consultation has begun on the masterplans that provide for 1,500 homes, 30 per cent affordable, built across the two developments.

The homes will not be built in isolation: new community infrastructure will support residents and help them establish roots. Three new schools will be built alongside health centres, shops and other community facilities. These homes will be served by some of the best transport links in London. All homes will be connected to one of the largest district heating schemes in the country, resulting in CO₂ savings.

At East Village, the former athletes' village, there is a community with 2,818 homes, 49 per cent (1,379) are affordable and 51 per cent (1,439) privately rented. New independent businesses are now opening with cafes, restaurants and a range of shops.

Jobs and apprenticeships

Some 40,000 jobs will be based on and around the Park by 2025 and the LLDC is working to ensure that local residents and those from priority groups can improve their skills and secure sustainable jobs.

Here East, the new creative and digital hub based in the former press and broadcast centres, is rapidly taking shape. Tenants include BT Sport, Loughborough University London and Studio Wayne McGregor and some 5,300 jobs will be created. UCL Engineering and The Bartlett (UCL's Faculty of the Built Environment) will also take up space at Here East.

Work began on The International Quarter, a new one million feet office, retail and housing development. Residential blocks at Glasshouse Gardens are nearing completion and the work to build head offices for TfL and the Financial Conduct Authority is well advanced. The development will create 25,000 jobs by 2025.

The LLDC is working closely with its construction contractors and their supply chains to identify specific skills gaps and opportunities to create job and apprenticeship vacancies.

About 600 local residents have been equipped with the trades and skills required by the construction industry over the last two years, with a focus on modern methods of construction.

A sporting legacy across London

Last year, Queen Elizabeth Olympic Park again played host to a programme of elite and community events. With its five world class sporting venues, numerous sports are catered for. Activity trails provide guided routes to explore the 560-acre park at a more leisurely pace.

The *Active People, Active Park* programme takes sport out into the local community to encourage local people to become more physically active. Delivered with 20 partners, it focuses on the young and older people. More than 150,000 opportunities to participate in events have been created, including dry rowing, dance sessions, triathlon challenges and orienteering. Throughout the year keen runners, swimmers and riders had a variety of large-scale community sports events to choose from, including the Prudential Ride London and the return of Sport Relief to the Park.

The Park also offered the chance to see world-class athletes perform, in World Series diving, wheelchair tennis and European Hockey. Sir Bradley Wiggins smashed the world one-hour record in the VeloPark in June 2015. 2015-16 saw London play host to high-profile sporting events including: the Rugby Union World Cup, the World Track Cycling Championships, and the European Swimming Championships. Coming up is World Series Boxing, the IAAF and IPC World Athletics Championships, and the Women's Hockey World Cup, in the Lee Valley Hockey and Tennis Centre.

The GLA and Sport England have collectively invested close to £0.5 million in community programmes linked to major events in London.

Since 2009, £25.5 million has been invested and more than £33 million of match funding has been leveraged – a total investment pot of nearly £60 million – to strengthen, nurture, and support community sports providers across every London borough.

The Sports Legacy Programme has been:

- supporting the building, refurbishing, or upgrading of a total of 106 community sports facilities across London, resulting in an average of about 60,000 new users per week
- investing in a capacity building and club development programme that will work with at least 300 sports clubs and other community organisations to help them become sustainable and provide an improved offer for Londoners
- supporting grassroots participation projects, giving 450,000 Londoners the chance to take part in local sporting and physical activity opportunities to date
- funding the *FreeSport* small grants scheme, which has been expanded by drawing on sponsorship – over the past 12 months 300 grants were allocated to projects that engaged 15,000 Londoners
- funding *Make a Splash*, the mobile pools initiative. Since its inception more than 35,000 Londoners who live or go to school in areas of aquatic deprivation across 27 boroughs have learnt to swim.

Equalities actions and achievements in 2015-16

Convergence

The GLA and LLDC work with the boroughs and partners to enable residents in the six *Growth Boroughs* to access sustainable employment, and skills to progress their careers, and reduce the employment gap between different groups of Growth Borough residents and their comparators in the rest of London. The GLA has endorsed the *Growth Borough's Convergence Strategy and Action Plan 2015-18*. Its focus is:

- increased employment levels and wage levels
- higher levels of skills and qualifications

- improved transport infrastructure to unlock growth.

Progress is reported in annual convergence reports. The 2014-15 report was published in December 2015.

The LLDC secured commitments from employers, through its procurement processes, to create opportunities for under-represented groups, including setting contractual targets for people from BAME communities, disabled people and women.

It has secured a commitment to pay the London Living Wage to the directly employed workforce of its Tier 1 contractors and employers.

Close working with construction contractors and their supply chains has resulted in 25 per cent of the lifetime construction workforce on the Park having come from the local area and over half being from BAME background.

Work with park-based employers such as Engie and Greenwich Leisure Ltd to continue to support their recruitment needs has resulted in 66 per cent and 70 per cent of the respective workforces being local residents at the contract start – increasing to 69 per cent and 83 per cent over the life of the contract. Across all venue operator contracts on the Park, LLDC is meeting threshold targets for BAME groups, women and disabled people.

Early investment in local digital and tech skills development is being made in preparation for Here East's full occupation. Working with the London Borough of Hackney and *A New Direction*, over 700 local people have benefitted from careers advice and guidance, 70 of whom have progressed into job and apprenticeship opportunities in the creative, digital and tech businesses in east London.

Queen Elizabeth Olympic Park construction workforce April 2016

	Growth borough residents	BAME groups	Women	Disabled people
Workforce as % of 1,141 workers	21%	50%	3%	3%

Queen Elizabeth Olympic Park Venue operator workforce April 2016

	Growth borough residents	BAME groups	Women	Disabled people
Workforce as % of 452 workers	66%	48%	40%	6%

Disabilities and access

The GLA co-chairs the Paralympic Legacy Advisory Group with the Office for Disability Issues and aims to maximise the legacy of the 2012 Paralympic Games by improving life chances for disabled people

By the end of March 2016 the group's flagship project, the *Built Environment Professional Education* project, a long term project which aims to make inclusive design a core part of the required curriculum in the education of built environment professionals, had the support of 18 leading professional institutions and educational establishments. Changes in professional standards are starting to happen. On 1 April 2016 day-to-day management was transferred to the Construction Industry Council (CIC) to secure the project's longer term sustainability.

Accessibility activities have been mainstreamed across the LLDC investments in the park:

- Mandeville Place, an orchard, pavilion and new a public open space to the north of stadium island opened, celebrating the Paralympic medal winners

- National Paralympic Day and Liberty attracted 20,000 visitors to the Park and showcased the best in disability sport and arts
- Motivate East has now delivered 81,000 opportunities to participate in disability sport to 36,000 disabled people, training 94 local disabled people as mentors and providing thousands of pieces of equipment to local groups
- Park Mobility Service has begun serving events, like anniversary games, which raises income for the CIC and supports major events
- The Built Environment Access panel reviewed and supported all planning submissions for the new developments on the Park.
- Inclusive Design Standards are being adapted and applied to the new cultural and education development and the Hackney Wick Masterplan.
- The first 'multi-generation' homes were built on site in Chobham Manor.

Sport

According to Sport England, 64 per cent of people in the most disadvantaged socio-economic groups in London do no sport at all – females, disabled people, older people, and people from some ethnic minority backgrounds are significantly more likely to be inactive than the general population.

Participation projects funded by the Sports Legacy Programme are required to engage at least 20 per cent previously inactive people and ensure that a minimum of 10 per cent of their participants are disabled. The same applies to projects funded by FreeSport. The most recent outturn figures show that, during 2015-16, participation projects (Phase 2) engaged 35.1 per cent previously inactive people; 10.5 per cent were disabled. *FreeSport* engaged 53 per cent previously inactive people, and 23 per cent were disabled.

All projects in the GLA sports participation portfolio have adopted and implemented, or are on the path to implementing, the Inclusive and Active 2 strategy. This requirement and the inclusion of hard delivery targets for disabled participation in grant funding agreements has promoted and encouraged a cultural shift among organisations that deliver grassroots and community sport towards greater awareness and consideration of the issues faced by disabled people.

The GLA's most recent batch of participation projects (Phase 3) was commissioned in December 2015. The projects are about to commence delivery. The GLA specifically commissioned projects focussing on sport and physical activity opportunities for female participants and for people over the age of 40. In addition, investment was ring-fenced to support and reinforce these projects' ability to engage disabled people. A new forum, coordinated by the disability lead at London Sport, is sharing best practice.

A safer London

Policing

In 2015-16, MOPAC worked to deliver the Mayor's Police and Crime Plan 2013-16. To read more, please see [the MOPAC 2016 Report](#). Officer numbers were maintained at about 32,000, with one PC and one PCSO for every neighbourhood. Since March 2008, the percentage of police officers in visible roles has increased from 47 per cent to 54 per cent (from 14,811 to 16,729 police officers). The percentage of police officers in specialist roles has increased from 14.5 per cent to 31.2 per cent (from 4,569 to 9,647 police officers). You can find out more about front line strength on our [Workforce Dashboard](#).

MOPAC has three top objectives:

Cut neighbourhood crime by 20 per cent–. By the end of 2015-16, neighbourhood crime (seven types of victim-based crimes: violence with injury, robbery, burglary, theft of and from a motor vehicle, theft from the person and criminal damage) had fallen by 18.6 per cent since 2012. Visit MOPAC's online [Crime Dashboard for more data](#).

MPS operations have targeted crimes and areas of particular concern. For example, Operation Equinox – a violence reduction programme led by local Community Safety Partnerships – involved: visible patrols in hot spot locations like fast food outlets and licensed venues; proactive targeting of habitual knife carriers; and identifying and intensifying licensing activity at the 25 most violent venues. Equinox delivered: 9,039 weapon sweeps; the recovery of 663 weapons; 667 test purchase operations; and 11,128 full licensed premises inspections.

The 60,000th Met Trace kit was delivered in 2015-16. The kit contains an invisible traceable liquid that allows possessions to be marked with a unique forensic code and warning stickers to deter burglars. The three-year Met Trace programme will provide free kits to 440,000 homes in burglary hotspots. The roll-out could prevent 7,000 households falling victim to burglars over three years.

In 2015 MOPAC launched a sobriety tagging pilot scheme to enforce alcohol abstinence through the compulsory use of ankle tags. Over the 12 month period that the pilot was running, 113 Alcohol Abstinence Monitoring Requirements (AAMRs) were imposed for an average length of 75 days. Compliance was 92 per cent. MOPAC, with support from the Ministry of Justice, rolled the tags out across the city from April 2016.

Through the London Crime Prevention Fund (LCPF) MOPAC has provided long-term funding of up to four years to local projects tackling complex crime and anti-social behaviour problems. More than 180 bids have been approved across London, totalling £70 million over four years.

Increase confidence in the police by 20 per cent – (to a confidence level of 75 per cent, as measured by the Crime Survey for England and Wales). At the end of 2015-16, confidence had increased to 63 per cent. The MPS had the highest level of confidence in its Most Similar Forces Group and was above the average for England and Wales. Every borough now has a Confidence Plan, with MPS Commanders sharing information on what works well and what can be improved. To find out more about Confidence and policing, visit MOPAC's [Confidence Dashboard](#) and [Neighbourhood Confidence Comparator](#).

To improve accountability, MOPAC began the rollout of body-worn video cameras to all MPS frontline officers, who will wear a small camera, mounted on their chest. The camera will film the officer's interactions with Londoners, providing an unambiguous record of each encounter. The first phases of

rolling out the 22,000 cameras begin in summer 2016. Ninety-two per cent of the public asked about the cameras during the pilot agreed that they will improve police accountability.

A Safer Neighbourhood Board (SNB) has been established in every London borough, giving the community a role in local policing and safety decisions. The Boards give residents a platform to speak about the issues that matter to them, to hold their local police to account for their performance and to work together to find solutions to local problems. To date over £1.3m has been allocated by the SNBs to more than 200 locally identified community crime prevention or engagement projects.

Cut costs by 20 per cent - Against a target of £500 million by the end of 2015-16 the MPS had made savings of £573 million.

The programme of releasing police buildings continued. Between 2013 and 2016 MOPAC sold 66 sites, generating capital receipts of £441 million to January 2016. Anticipated sales to 2016-17, including the sale of New Scotland Yard for £370 million, are expected to total £950 million. Over £50 million has been saved in reduced running costs

Procurement is now more competitive and is delivering savings. Through the MPS Commercial Strategy, third party contract costs have reduced by over £60 million per annum.

Criminal Justice

Cut delays in court processes by 20 per cent - The time from an offence being committed to the case completing in court improved somewhat from 168 days in 2012 to 165 days in the rolling year to September 2015 (against a target of 134 days). The England and Wales average is 166 days. You can find more data on our [Criminal Justice Timeliness Dashboard](#).

Improve compliance with community orders by 20 per cent - In 2014-15, 81 per cent of Community Orders in London were successfully completed, up from a figure of 77 per cent in 2011-12. The target is 92 per cent in 2016-17.

Bring down reoffending by young people leaving custody by 20 per cent - The Police and Crime Plan target was to reduce reoffending by young people leaving custody by 20 per cent - from 70.8 per cent to 56.6 per cent. Reoffending is currently 57 per cent. Find out more on our [Youth Reoffending Dashboard](#).

The number of young people entering the Criminal Justice System has fallen from 7,878 in the rolling year to June 2010 to 3,132 in the rolling year to June 2015, a fall of 60 per cent.

Using data to identify and track the most prolific offenders in the city, MOPAC, together with Criminal Justice System partners, is investing £3 million to design, test and evaluate Gripping the Offender, a new approach that targets the individuals causing the greatest harm and demand on services.

Reducing gang crime

In February 2016, MOPAC and the London Community Rehabilitation Company launched a £1.5 million pan-London Gang Exit programme. The first of its kind, and running until October 2017, it aims to engage up to 300 young people. The programme will give young people aged 16-24 affected by gangs one-to-one, specialist support to exit gangs, develop new skills and providing the opportunity for social reintegration into the community.

MOPAC has commissioned youth charity Redthread to deliver front-line specialist support to young victims of serious violence and sexual exploitation in each of the Major Trauma Centres. Between April and December 2015, Redthread had worked with 575 victims of serious violence and sexual exploitation. MOPAC has secured funding for the scheme to run for at least another 12 months, supporting more young people to take the first steps away from gangs.

Operation Teal was launched in June 2015 to respond swiftly and in a coordinated way to gang related violence. To date, the MPS has made 9,093 arrests and seized 436 firearms, 689kg of drugs and close to £4 million in cash and assets

Operation Sceptre, in July and September 2015, targeted habitual knife carriers, tackling importation, supply and access to weapons. It also increased public awareness and provided opportunities to surrender weapons. Its first two weeks saw over 1,700 knives surrendered, 323 weapons seized and over 1,800 weapons sweeps take place.

Tackling Violence against Women and Girls

The first pan-London Domestic Violence Service launched on 1 July 2015, to give every victim of domestic violence in the city access to specialist support from an Independent Domestic Violence Advocate. The service received 2,195 referrals within the first six months. MOPAC, in partnership with NHS England, is investing £6.5 million over three years in Havens. The Havens offer forensic examinations, medical care and support including Independent Sexual Violence Advocates to all victims of recent rape and serious sexual assault. In 2015-16 the Service has had 4,612 face to face appointments with victims of rape and serious sexual assault.

MOPAC has continued to fund London's four Rape Crisis Centres (£4 million over three years) and additional funding has been secured until 2017. To date 5,799 victims have been supported through the Rape Crisis Centres.

MOPAC continued efforts to improve the way that agencies identify and respond to Female Genital Mutilation (FGM), forced marriage, 'honour'-based violence and faith based abuse through its Harmful Practices project. Practitioners have provided advice in 71 cases, 21 training events between August and December 2015. A separate pilot project launched in five boroughs, bringing together midwives, social workers and therapists to provide practical and psychological support for women who have undergone FGM and help to protect at-risk girls.

Hate Crime

MOPAC launched a new Hate Crime reporting app during *Hate Crime Awareness Week 2015*. The app enables victims to immediately and securely report an incident.

MOPAC has recommissioned specific pan-London support for victims of LGBT and anti-Semitic hate crime. And in November 2015 MOPAC commissioned a new pilot *Hate Crime Victims' Advocates* scheme in two London boroughs to enhance support to high risk or vulnerable victims.

Preventing and responding to fires and emergencies

The number of more serious fires and the number of fires in the home continued to fall in 2015-16, as did the number of fire deaths in accidental dwelling fires. Compared with ten years ago, the London Fire Brigade (LFB) attends about half the number of fires, a quarter fewer house fires and over a third fewer incidents overall.

The numbers of property fires, accidental fires in the home, and related injuries and fatalities, were all lower in 2015-16 than in 2014-15. Smaller fires, mainly outdoors, were up 14 per cent in 2015-16 due to the warmer and drier summer, but are at half the level of ten years ago.

The overall number of emergency calls received and number of incidents attended increased slightly compared with 2014-15. LFB response time targets are to get the first fire engine to an emergency incident in six minutes on average across London; and if needed, a second in eight minutes on average. These targets were met in 2015-16.

The Policing and Crime Bill is expected to change how LFB is run in the next year. The Bill brings fire and rescue services in London under the direct responsibility of the Mayor of London by abolishing LFEPA and creating the London Fire Commissioner as a corporation sole.

Over 86,500 London households received a home fire safety checks in 2015-16. More than 80 per cent of the visits were to households identified at the highest risk from fire. LFB welcomed new regulations on smoke and carbon monoxide alarms for privately-rented homes which came into effect in October 2015 and has been distributing smoke and carbon monoxide alarms – funded by the government – to private landlords. In 2015-16 the Brigade's fire safety inspectors visited over 15,000 commercial properties. These visits can result in owners having to make specific safety improvements to their properties – and in extreme cases they can lead to prosecutions.

In February 2016 LFB and London Ambulance Service launched a 'co-responding' trial. It is running in four boroughs, Merton, Wandsworth, Newham and Lambeth, and has seen firefighters responding with ambulance crews to about 28 life-threatening health emergencies a week. The trial will be evaluated during 2016-17.

Four rebuilt stations opened last year at Old Kent Road, Mitcham, Plaistow and Orpington. The new LFB museum and the redevelopment of Lambeth fire station moved a step closer with new development partners appointed for the old headquarters building on the Albert Embankment. Following a public consultation the decision was made in March 2016 to make permanent the removal of 13 fire engines that had been out of service since August 2013, to help meet a budget gap in 2016-17.

In January 2016 LFB embarked on a year of celebration and fire safety events for its 150th anniversary. As well as celebrating its history and demonstrating its capabilities, LFB will also be using this opportunity to communicate fire safety messages.

Europe's biggest ever disaster training exercise took place in February 2016. The successful exercise saw over 70 organisations from across London, and beyond, taking part in a four day scenario based upon a building collapsing onto a tube station, and based on four separate locations. The exercise was co-funded by the European Commission and coordinated by LFB on behalf of the London Resilience Partnership.

Equalities actions and achievements in 2015-16

Actions against hate crime and violence against women and girls are set out above. MOPAC will continue to work with partners to increase confidence to report hate crime and show leadership in ending violence against women and girls by developing, evaluating and improving interventions.

While there has been steady improvement in victim satisfaction with, and confidence in, the police over a number of years. There is a continuing gap between the satisfaction of victims from BAME communities and white communities on the overall service they have received from the MPS.

- MOPAC has continued to challenge the MPS performance against its confidence target, with a focus on key areas, e.g. intrusive tactics (e.g. stop and search and custody) and child sexual exploitation.
- MOPAC has continued to support the stop and search community monitoring network (CMN), which met four times in the year. The CMN received presentations on a range of matters, including the community monitoring arrangements piloted by the local group during the Notting Hill Carnival, and information on the use of Body Worn Video to record stop and search encounters. The CMN has continued to hold the MPS to account on the delivery of stop and search, particularly to ensure there are sufficient legal grounds for those searches.
- MOPAC continued to work with a range of community and stakeholder groups to inform MOPAC's work, for example the London Hate Crime Panel and the Gangs and Violence Against Women and Girls. MOPAC also engaged with GLA stakeholder forums, such as the London Citizen's meetings, and the LGBT and Deaf and Disabled People's stakeholder groups.
- MOPAC has continued its work with the voluntary and community sector (VCSE) organisation, Safer Future Communities (SFC), to provide opportunities for VCSE engagement in the work of MOPAC. This included a 'state of the sector' report that highlighted that VCSE organisations have welcomed the support that has been made available through SFC, and that they would also welcome a move to multi-year commissioning arrangements if that could be achieved.

It is important for the MPS to be able to draw from a wide a pool of talent with staff that can relate to London's diverse communities to understand and address communities' concerns, gather intelligence and form partnerships to fight crime and keep people safe. As a result, there has continued to be a focus on ensuring increasing diversity in police officer recruitment. The proportion of recruited and serving police officers who are from BAME backgrounds continues to steadily increase. However, there is still some way to go before the MPS workforce reflects the city it serves. Twelve per cent of MPS officers are from a BAME background. And 25 per cent are female. This is an increase from the 2001 levels but the MPS need to go further. Its London-only recruitment policy is helping, with the most recent 2015-16 intake including 33 per cent female and 27 per cent BAME recruits.

Alongside this, a four-week pilot recruitment campaign was launched in the summer of 2015 to bring in applicants who could speak a second language, to help the MPS better communicate in a city where 300 languages are spoken. More than 1000 candidates went on to complete applications and are being assessed. The top five languages amongst these new recruits will include Polish, Hindi, Bengali, Punjabi and Turkish.

MOPAC supported work with young people from diverse backgrounds and those at risk of social exclusion through programmes including:

- *London Kicks* (in partnership with the Premier League and MPS) which uses football to break down barriers between the police and young people in targeted areas,
- working with education leaders to create comprehensive online database of the 112 gang crime and violence prevention programmes available to them and hosting a Head teachers' conference in October 2015 to build stronger links between educators and community safety professionals;
- the Safer London Foundation, which delivers volunteer mentoring for ex-offenders and those at risk of crime/gang involvement, and supports young women at risk of and experiencing gang related sexual violence and exploitation.

The LFB has drafted a ten-year Inclusion Strategy, informed by best practice and driven by the legal, moral and business case for a diverse and inclusive workforce. An action plan is being developed to support a step-change in equality and inclusion throughout the organisation.

An efficient and inclusive City Hall

Delivering value for the London taxpayer

The GLA reduced its council tax precept by 6.4 per cent in 2016-17. Band D Council Tax fell from £295 to £276. The 2016-17 budget published in March 2016 identified savings of just under £300 million from MOPAC's commercial contracts, ICT and digital investment, estates to more efficient Tube track maintenance and renewals, cash free buses and response to changing customer behaviour, ticketing and payment technology.

In 2015-16 the GLA exceeded the target for income from commercial partnerships, raising £2.7 million, with 45 partnerships established or renewed.

Work has progressed on the shared services agenda across the GLA group. Each arrangement is led by a member of the Group in areas such as legal, procurement, exchequer services, financial systems, payroll, internal audit, treasury management, and secretariat and member support services.

The GLA group Collaborative Procurement Team was established in April 2015 to manage common and low complexity procurement expenditure across the Group. It is also exploring opportunities to collaborate across more complex areas of expenditure. In its first year the shared function achieved cashable savings of £4.3 million and non-cashable efficiency savings of £0.5 million.

The GLA group Investment Syndicate (GIS) generates efficiencies by pooling investments. The GLA, LFEPA, LLDC, MOPAC and the London Pension Fund Authority are members and the total investments managed by the service are now over £2 billion and the total borrowings managed are just over £4 billion.

Communicating with Londoners

London.gov.uk

The GLA launched a new London.gov.uk website in November 2015. The site will continue to be honed, developed and improved.

The GLA places a high priority on transparency and openness. That is why decisions that are non-routine or have a value of over £10,000 are [published on the web](#). Each member of the GLA group also publishes a list of every item of expenditure above a few hundred pounds. For a number of bodies in receipt or grant funding from the GLA to cover their core costs (such as London & Partners, Museum of London, MedCity, Funding London, Film London and the Design Festival), transparency arrangements have been strengthened as each grant comes for renewal.

City Data

In 2015 the GLA received the International Open Data Institute award for its open data platform, the [London Datastore](#). Datasets are used to develop interactive maps to enhance understanding and to support strategic programmes including infrastructure development, decentralised heat energy, and publicly owned land for development and schools.

The GLA continued to develop its demographic projects during 2015-16, including for school place demand, published economic research and the annual calculation of the London Living Wage. In

February 2016 the [draft Economic Evidence Base](#) was published to support future strategy development. This explored the changing spatial nature of businesses and employment in London, updated employment projections, analysed London's house prices, and looked at the relationship between population growth and job creation.

September 2015 saw nearly 4,000 Londoners take part in the London Survey. This research explored public priorities for London, identifying the areas that if improved would most increase satisfaction.

In 2015, the GLA published a full set of population projections for London broken down by borough, and ward. These included trend-based and housing-linked population projections; household projections; and school roll projections for boroughs.

Equalities actions and achievements in 2015-16

The GLA's objective is to engage with London's diverse communities to effectively inform, develop and deliver Mayoral strategies, priorities and programmes. Regular engagement meetings were held with carers organisations; organisations of and for disabled and Deaf Londoners; faith organisations; trans organisations; and lesbian, gay and bisexual organisations.

The London Older People's Strategies Group and the Mayor's Older People's Advisory Forum debated national and regional policies affecting older Londoners, including how planning designs and the future London Plan could meet the needs of future older Londoners.

The *London Strategic Migration Partnership* is advised by the *Migrant and Refugee Advisory Panel*, whose members are drawn from migrant, refugee and asylum seeker communities and engages with organisations which monitor and respond to the impact on London of migration policy. Members were consulted on different Mayoral and national strategies and practices, including homelessness and the resettlement of Syrian refugees in London.

The voice of young people was captured through the Mayor's 'Lynk Up Crew' of young advisors (a cross-section of London children between the ages of 7 and 15) and a team of over 30 Peer Outreach Workers (15 to 25 year-olds).

The GLA uses traditional forms of social research, innovative digital engagement and social media monitoring to establish how Londoners see the world around them and respond to policy proposals.

Talk London is an online community of 15,500 representative Londoners, who the GLA consult and involve in research and debates about how to improve the capital.

Equality initiatives

Narrative and data on progress made in 2015-16 towards achieving the GLA's revised equality objectives -set out in the revised *Equal Life Chances for all* equalities framework - is included throughout the thematic sections above. In addition, this section sets out the GLA group's principal equality arrangements, together with data capturing progress. The GLA will review and revise its equalities objectives and arrangements in the coming year.

GLA group's equality and diversity arrangements

Following a review, a revised *Equal Life Chances for All framework* was published in June 2014, containing the specific and measurable objectives that the GLA is required to publish under the Equality Act 2010.

The GLA's principal arrangements are as follows

- use the process of mainstreaming – where the principle of equality is integrated into everything the organisation does and the work that everyone does on behalf of the organisation
- adopt an evidence and needs based approach using quantitative and qualitative evidence and undertaking research into inequality and disadvantage experienced within London
- assess the impact of our strategies, policies and programmes as we develop them and consider what actions, if any, may be appropriate to improve upon any identified adverse impacts on specific groups
- monitor the impact on equality as strategies, policies and programmes are implemented
- be open and transparent and publish all information regarding our progress on achieving equal life chances
- work in partnership with the range of local, pan-London, and national organisations to create new and better actions
- make consultation and engagement with diverse stakeholders in London a cornerstone of developing new equality actions
- promote best practice.

Mainstreaming arrangements that the GLA had in place in 2015-16 were

- the Diversity and Social Policy team, which provides expert advice to help mainstream Equal Life Chances for All and to fulfil our equality duty under the Equality Act 2010
- on-line guidance on how staff can put the duty to promote equality into practice
- a decision making process that requires equalities implications have been taken into account and documented before and at the time that a particular policy/decision is considered
- on-line guidance to support the above decision-making process
- a staff training programme on the Public Sector Equality Duty
- the Human Resource's Equalities Taskforce.

TfL's principal arrangements for mainstreaming equalities are its

- Transport Equality Team within the Planning, Strategy and Policy Directorate, taking forward equality and inclusion on the accessibility of transport services for all,
- Human Resources Equality team within the HR Delivery Support and Change, HR Directorate responsible for equality and inclusion and TfL's workforce
- Single Equality Scheme 2012-2015, delivering TfL's key equality objectives and action plan in line with the Equality Act 2010 and its successor Action on Equality, TfL's commitments to 2020.
- Equality and Inclusion Leadership Group – driving TfL's equality agenda forward.

MOPAC has specific post holders who support mainstreaming within the organisation and a decision making form requiring documentation that equality implications have been considered. LFEPA's arrangements include working within the 'Excellent' level of the Equality Framework for the Fire and Rescue Service, as well as its Resources Committee having a specific remit to review the performance of its equalities policies.

The principal arrangements the LLDC has in place for equality and inclusion are:

- An Equality Policy and Inclusive Design Strategy
- A Paralympic Legacy and Inclusion team which advises the Corporation on implementation of the Equality Act and the delivery of projects
- project approvals process which requires equality analysis on all projects
- procurement processes which integrate priority themes
- bi-annual equality review which assesses and analyses all functions for impact
- HR team which oversees workforce diversity arrangements
- Equalities training for all staff.

OPDC was officially launched on 1 April 2015. It has adopted the GLA's *Equal Life Chances for All* equalities framework. The head of each OPDC directorate is responsible for upholding and mainstreaming the principles and practices in the Framework. Equality information will be published in the corporation's annual reports.

The GLA's workforce

Equality information on the GLA group workforce is included in the appendix to this report. The objective is to achieve a workforce across the GLA and its functional bodies which reflects London's diversity at all levels.

The GLA's Equalities Taskforce continues to drive forward an action plan agreed with the Corporate Management Team to address diversity and inclusion issues and improve representation in the organisation. The taskforce comprises senior manager representatives from each directorate and HR and union representatives. The action plan focuses on addressing diversity and inclusion issues and improving representation in the organisation.

The Equalities Taskforce is working in partnership with Timewise, an organisation that offers flexible working opportunities and works with organisations to develop a strategy to aid career progression for flexible workers. The GLA has progressive maternity, paternity and special leave policies and has recently introduced a shared parental leave policy. Fifteen per cent of the workforce is already working in a formal flexible working arrangement. In the recent staff survey, 77 per cent of respondents said they believed the GLA would allow them to work flexibly if they wanted and 58 per cent of the respondents indicated they have some form of flexible working pattern in place (formal and informal).

The GLA publishes its approach to [flexible working on the website](#) alongside case studies on flexible working. It encourages applications from those wishing to work flexibly. The [GLA website](#) itself has been redeveloped and information is more accessible.

The GLA has updated and rolled out diversity training including dignity at work training that is mandatory for all staff and training on the GLA's equality duty, including the use of equality impact assessments.

The GLA has rolled out a bespoke programme to all teams to raise awareness of the psychology of unconscious bias and challenge people to behave in more inclusive ways.

The benefits for this work were:

- Better self-awareness for staff on equalities and inclusion issues in the workplace leading to a happier, more cohesive and motivated workforce
- Improved recruitment processes due to managers being more aware of the unconscious bias factors at play when carrying out interviews
- In the longer term, we aim to create an organisation which is more diverse and representative of London thanks to its open and transparent recruitment practices and its inclusive working environment.

The Equalities Taskforce now sees regular feedback from shortlisting spot checks, which are carried out with a member of HR and someone independent from the original shortlist panel. The shortlist audit panel provide a response as to whether there is any evidence of bias from the original shortlist panel.

The GLA piloted a targeted coaching programme providing peer support for career development to BAME staff at grade six and above. All participants said that they would recommend the programme, 83 per cent said they felt they had increased self-awareness, 70 per cent increased their confidence and 70 per cent gained new ideas on better ways of working as a result of taking part in the programme.

The London Assembly's equalities actions

The London Assembly is elected to hold the Mayor to account and investigate issues that matter to Londoners. An important part of its work is assessing the impact of the Mayor's policies on particular groups. Much of its work is carried out by committees and below are some examples of how the Committees' work has considered equalities issues in 2015-16.

Transport

Every day in London, 1.3 million journeys are made by disabled people, and 700,000 trips are taken by people aged over 75. Significant numbers of Londoners have a sensory impairment – for example over a million Londoners have a hearing loss, and approximately 175,000 Londoners are living with sight loss. In March 2016, the London Assembly Transport Committee published [Leading the way: Travelling with a sensory impairment in London](#). The report highlights that, while London is currently a world leader in providing an **accessible transport** network, some recent developments may seem like backward steps from the perspective of Londoners with a sensory impairment, not least changes in Tube station staffing, bus design and pavement layouts. The committee received formal submissions from a range of organisations including transport operators and organisations representing people with sensory impairments. Individuals with a sensory impairment also fed in their views via an online survey, email and phone.

On a related theme, specialised transport services for the oldest and most vulnerable sections of society continue to suffer from poor performance and a lack of clear strategic direction. In April 2015, the Transport Committee received a response from TfL to its report on **door to door transport services** which highlighted ongoing concerns with service performance and recommended a more coordinated approach between service providers. TfL accepted almost all of the committee's recommendations, which fed into an action plan outlining a series of short term performance improvements, and a commitment to deliver a more cohesive, efficient and better service. One key change resulting from the committee's work was maintaining the Capital Call service: TfL had previously announced the closure of the service, but suspended that decision in light of the committee's report.

Devolving suburban rail services to TfL has been a key focus for the Assembly this year. In October, the Transport Committee's report, [Devolving Rail Services to London: Towards a South London Metro](#), noted that one of the advantages of devolution would be better accessibility, as TfL committed to improve station design and increase the number of station staff to allow a turn-up-and-go service for disabled passengers. The report received widespread media coverage and was a key contributor to the movement for greater control of suburban rail by TfL and the Mayor.

Education, skills, employment and income

A majority of Londoners in poverty are in working families. The London Assembly Economy Committee report [The Hourglass Economy: An analysis of London's labour market](#) found that **in-work poverty** is rising. It also highlighted that the proportion of jobs in London paying less than the London Living Wage has increased by 54 per cent since 2008, and now represents one in five of all jobs in the capital. The labour market has become 'hollowed out' with a 13 per cent decline in the proportion of mid-skilled jobs (skilled administrative, manufacturing and trade jobs). As a consequence, there are now fewer opportunities for Londoners to progress out of low pay work. The report calls on the new Mayor to help to address these issues by ensuring all large multinationals adopt the London Living Wage, making apprenticeships more relevant to future growth sectors, encouraging more transparency on pay and conditions in job adverts and working with the retail and hospitality sectors to improve conditions.

The Economy Committee has also examined one of London's key growth sectors – **the tech industry**. The digital economy has grown from around 250 tech firms in 2010 at the launch of the Tech City initiative, to more than 5,000 today. However, the Economy Committee's report [A Mayoral Manifesto for the Digital Economy](#) noted that 'Tech City' is heavily biased towards white male employees. Despite the shortage of skilled workers in this sector, young Londoners and women, in particular, struggle to take advantage of the jobs available. The committee recommended that the Mayor and the LEP should design an apprenticeship, which is industry-led and combines technical and workplace skills with better promotion in schools in the local area.

Parental employment in London is among the lowest in the country, with childcare acting as a major impediment to many parents, especially women and those from disadvantaged backgrounds, either gaining employment or progressing in their careers. In January, the Economy Committee explored how the government's planned **extension of its free childcare commitment** from 15 hours to 30 hours a week would work in London. It heard evidence that the childcare sector might struggle to provide enough places without adequate funding from the government. The Economy Committee subsequently wrote to the Secretary of State for Education about these concerns, encouraging the government to provide greater detail on funding levels for the childcare sector in London.

Safety and policing

Exploring how the MPS is working with London's communities to **prevent extremism** has been a major part of the London Assembly Police & Crime Committee's work this year. In December 2015, the committee published [Preventing extremism in London](#), which examined the structures in place in London to tackle extremism, and reflected on the obstacles and opportunities that are faced by communities and public services. The report concluded that openness about the issues and how they are being tackled will enhance efforts to prevent extremism. It made a range of recommendations to MOPAC to strengthen its involvement, improve communication with the public on this issue, and help public services to work together more closely.

Violence against women and girls, including rape and domestic violence, continues to be of significant concern in London. Following the publication of an independent report into how the MPS and Crown Prosecution Service (CPS) handle rape cases in London, the committee discussed how the MPS and CPS provide support to victims of rape, investigate offences and bring cases to court. The

committee heard that the MPS and CPS have accepted all of the 46 recommendations made in the independent review and are focusing on putting more resources into the investigation of rape and working more effectively with a range of partners. The committee reviewed the progress made in implementing the recommendations at its meeting in March 2016. It has also continued to monitor the implementation of the Mayor's *Violence Against Women and Girls strategy* during its monthly Question and Answer sessions.

The Police and Crime Committee's report, [Breaking the cycle – reducing youth offending in London](#), found that the number of people in the youth justice system in London is falling, but the proportion of young Londoners who go on to reoffend remains above the national average and is rising. The report recommended that MOPAC, in revising its approach to youth reoffending, should make public more data about youth reoffending, deliver awareness campaigns for young people and families about the support that is available to them, and involve former young offenders in the development of its approach.

The committee continues to conduct regular question and answer sessions with the MPS and MOPAC. The committee has, in particular, focused on **body worn cameras** following the Mayor's announcement that all of the MPS' neighbourhood and response officers will be issued a camera. The introduction of these cameras is seen as a key step to making the MPS more accountable and transparent to communities in London. The committee discussed some of the concerns that Londoners have about the cameras with the MPS and MOPAC, and heard that protocols were in place to ensure that the cameras are turned on only to collect evidence and improve transparency.

Housing, planning and the environment

The **affordable housing** crisis, and its knock on effects in reducing home ownership and increasing the proportion of people renting privately, has emerged as an ongoing priority for most Londoners. The Housing Committee has addressed this issue in several investigations throughout 2015-16:

- The Housing Committee published its report into **affordable home ownership**, [First Steps on the Ladder](#), in June. The report finds that rising prices could jeopardise the Mayor's affordable ownership model. It notes that half the households who purchased shared ownership homes in 2013-14 had annual household incomes of more than £39,000, a figure which is above the Mayor's definition of 'middle-income'.
- The committee addressed the likely impact on affordable housing of the Government's **extension of Right to Buy to housing associations**, and the proposal to fund the policy through compelling local authorities to sell higher value properties once they become available for re-let.
- In November, the committee discussed **the future of the Affordable Rent** model in London. The discussion covered the delivery of affordable rented homes since the introduction of the model, the financial implications this has had for housing associations, such as increased borrowing, and the effect the changes have had on tenants. The committee also heard from experts on innovative delivery vehicles for affordable rented properties.
- London's housing estates are, for a variety of factors, particularly suitable to help generate increased densities. In September, the Planning Committee took forward the Housing Committee's work on **estate regeneration** and examined different design approaches to deliver the increased number of homes Londoners need.

London is a global magnet for students, with approximately 366,000 students bringing in over £5.9 billion to London's economy. In November, the Housing Committee wrote to the Mayor, outlining a series of recommendations to improve the Mayor's Draft Interim Housing Supplementary Planning Guidance and give a helping hand to ordinary families facing daunting **accommodation costs for studying in the capital**. The letter warned that the type of student accommodation being built is too focused on catering for an affluent market – and not enough on building accommodation affordable for ordinary students. The letter also recommended that as the number of students living in outer London increases, TfL could make fares for students cheaper.

Effective public consultation can ensure that the voices of marginalised communities play a key role in planned developments. On 1 March 2016, the Regeneration Committee met to discuss the role that **public consultation plays in major regeneration projects**, focusing on the impact of different methods of consultation, the challenges posed by lengthy large-scale regeneration projects and ideas for improving the consultation process into the future.

Older people and those with long standing health conditions are more sensitive to the effects of **air pollution**. This has been a focus of the Environment Committee across several investigations:

- In May, the Committee published its response to the **Airports Commission** consultation on the potential air pollution effects of expansion to both Heathrow and Gatwick airports. The response took issue with the commission's argument that increased air pollution from a new runway would be acceptable as long as it did not further delay the region's overall compliance with EU pollution limits.
- In July, the committee published its report on **diesel emissions** which recommended policies to reduce deadly air pollution from diesel road vehicles in order to achieve compliance with legal NO₂ pollution by 2020, rather than the Mayor's anticipated 2025.
- Building on this work, the Environment Committee responded to the government's **revised Air Quality Plan** in November 2015, which strongly criticised the draft on a number of grounds. The government's revised draft included a number of improvements suggested by the committee.

Health and Wellbeing

The rapporteurship of the Health Committee's Deputy Chair, Andrew Boff AM, into **access to health care services for d/Deaf people** concluded in June with a launch event to mark the publication of the [committee's report](#). The event, at City Hall, was well attended by stakeholders who had contributed to the investigation. The event included two qualified British Sign Language (BSL) interpreters and two Speech-to-Text reporters and a large projector screen, in order to make it accessible to a Deaf audience. A BSL invitation in video format was created to invite guests and a BSL version of the executive summary for the report is available.

Over a million Londoners suffer from a mental illness at any one time and this affects their mood, physical health and their ability to work, study, and develop and maintain relationships. In July, the Health Committee launched its report on **access to mental health**, [Healthy Minds, Healthy Londoners](#). The report champions greater focus on early intervention and prevention regarding mental ill health, particularly for young people and those from BAME backgrounds. The report made a number of recommendations, including an urgent call for the Department of Health to survey the mental health needs of children and young people in London.

In *Tackling Tuberculosis in London*, the Health Committee found that parts of London have higher **TB rates** than areas in the developing world. The committee called on the Mayor to use his influence to raise awareness and tackle health inequalities that contribute to London's unwelcome status as the TB capital of Western Europe. As part of the investigation, the committee commissioned ComRes to carry out a survey of over 1,000 Londoners to determine their attitudes to, and awareness of, TB in the capital.

The Health Committee also explored the state of **maternal mental health services** in the capital with key stakeholders in March 2016. Following this meeting, the committee wrote to the Mayor of London with a number of concerns surrounding maternal mental health, as the mental health needs of a significant proportion of London's women are not being met. It urged the Mayor to ensure that perinatal mental health is fully considered in the London Health Board's ongoing work and that he uses his influence with local government leaders to encourage shared learning across Clinical Commissioning Groups.

Ageing and Older People

End of life care is needed when a person, approaching the end of their life, will have a range of needs to be met by family, friends, health and social care providers. The London Assembly Health Committee investigated whether the quality of care people receive at the end of their life depends on age, whether you live alone, your diagnosis or economic status. It found that only 8 out of 33 London Clinical Commissioning Groups scored above the national average for end of life care quality indicators while fewer than half of local authorities include end of life care within their Health and Wellbeing Strategies. In a letter to the Mayor of London, the committee recommended that he should champion the issue of end of life care, that all Health and Wellbeing Boards should include end of life care in their Health and Wellbeing Strategies and that the GLA Health team should incorporate end of life care into a review of the Health Inequalities Strategy.

In March 2016, the Economy Committee held a public meeting with Age UK, Sustain, the National Association of Care Catering and the Chair of the London Food Board to investigate the rise of **malnutrition in older people** in London, and the link to food poverty. The evidence presented to the committee painted a disturbing picture. Though food poverty among older people is, to some extent, a hidden problem, more than 1.3 million people over 65 suffer from malnutrition, and the vast majority (93 per cent) live at home. It is not only affordability that can lead older people to cut back on food, loneliness and social isolation are critical factors behind why more older people are not eating properly and ending up in hospital malnourished. The committee has called on the Mayor and partners to examine in greater detail the issue of food poverty and malnutrition among older Londoners, and to explore how best practice from other regions in England can be used to improve services.

Events

The London Assembly celebrated International Women's Day with an event in January 2016. Hosted by the Chair of the London Assembly, Jennette Arnold OBE, its theme was *Women in Sport*. The event was attended by over 200 guests, including representatives from Equality Now, Repowering London, Refugee Women's Association, Public Health England and numerous London boroughs including LB Islington's Youth Councillors. Jennie Price (Sport England), Julie Bentley (Girlguiding UK) and Cathie Sabin (Lawn Tennis Association) were the keynote speakers.

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