

## Overview: Green New Deal (GND)

Impact	Time	Spend	Capability	Risk
<b>G</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>A</b>

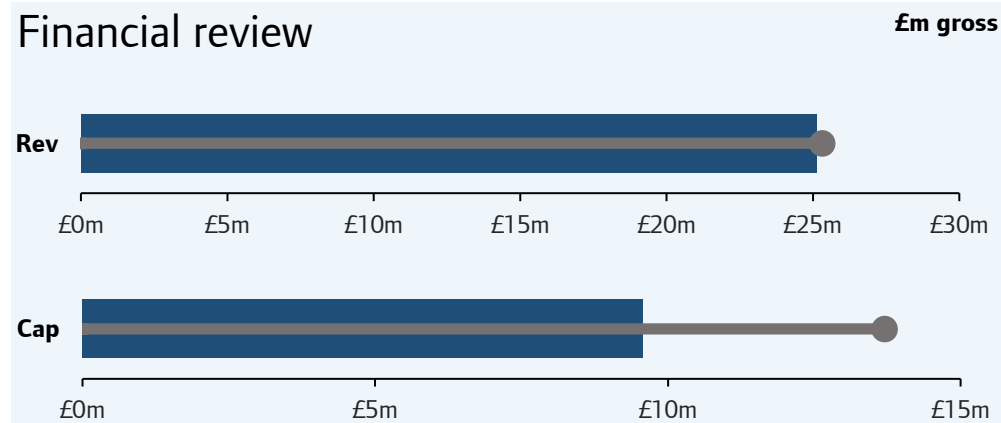
- The GND mission helps tackle the climate and ecological emergencies, improve air quality, and double the size of London's green economy by 2030 to accelerate job creation for all.

- Q4 saw significant steps taken: we announced £90m towards new green bonds, which aim to unlock over £500 million for zero-carbon projects; our successful Future Neighbourhoods bidders commenced their projects; and Better Futures has been expanded to support 147 more businesses. A major Clean Air and Health Summit was held with the Chief Medical Officer with actions to improve alerts agreed. Our biggest area of challenge remains our domestic energy efficiency programmes, with nationwide supply chains still catching up on the backlog from the pandemic. With the cost of living crisis and high energy prices, there is a risk that more Londoners will need support and with significant demand for our related programmes.

- Spend is Amber as we finished the year slightly under budget on the capital side, owing mostly to the continued impacts of the aforementioned supply chain issues on our large retrofit programmes. Spend on our tree-planting programme is slightly ahead of profile.

- Capability is Amber, with recruitment to vacant posts progressing but additional capability needed to support green finance work. Risk remains Amber. The majority of our risks are still within our large energy programmes, where national issues (such as constrained supply chains and energy pricing) are impacting our work.

## Financial review



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1	26.6	1.22	25.7	-0.9 (3%)	18.3	0.08	18.3	0.0 (0%)
Q2	25.9	4.31	25.0	-0.9 (3%)	18.3	0.35	15.9	-2.4 (13%)
Q3	25.3	7.98	20.9	-4.3 (17%)	18.3	3.51	12.6	-5.7 (31%)
Q4	25.3	25.1	25.1	-0.2 (1%)	13.7	9.58	9.58	-4.1 (30%)

### Significant variances

- Greener Homes Grant programmes I -2.3 | Cap | Timing/Perf | Delivery delay due to Covid-19 and nationwide supply chain issues. Unspent funding to be returned to BEIS by Q2 '22-23
- Warmer Homes I -1.4 | Cap | Timing/Perf | Delivery delay due to Covid-19 and nationwide supply chain issues

## Performance indicators

	21/22 →	Target	Actual	Conf.
1	Deliver 2,500 zero-emission TfL buses by 2025	315	315	<b>R</b>
2	Number of green economy businesses supported in product development and business growth by GLA programmes	275	263	<b>G</b>
3	Achieve 87.6% vehicle compliance with ULEZ (incl. extended boundary) requirements by Oct '21 & 89.9% by Oct '22	87.6%	93.0%	<b>G</b>
4	Increase the capacity of renewable energy tech installed in buildings via GLA progs & GLA approved planning apps by at least 15MW by May '24	5.00	17.41	<b>G</b>
5	Reduce CO2e emissions from London's buildings via GLA progs & GLA approved planning apps by at least 160,000 tonnes by May '24	53,333	55,869	<b>G</b>
6	500 hectares of green space and public realm improved and/or created by Dec 2024	96	97	<b>G</b>

### PI Commentary

- PI-1 is Red because, and while this year's target has been met in challenging circumstances, further zero-emission bus orders are dependent on a long-term TfL funding settlement with gov.
- The target for PI-2 has increased following approval of additional funding to expand Better Futures. The project has been consistently over-subscribed and supports businesses that will help deliver growth in the green economy. The Green RAG reflects that a number of businesses being supported in Q4 will be captured in '22-23 data.
- PI-6 has been added to capture the programmes that create new or improved spaces for Londoners. This includes spaces being developed by our green infrastructure programmes and Future Neighbourhoods 2030.

## Top risks and issues

There is a risk...	Score	Trend	Notes
1 Rising energy bills, pushing more Londoners into fuel poverty, and which may result in significant additional demand for our fuel poverty programmes	12	↑	The invasion of Ukraine caused wholesale energy prices to increase further. We expect high prices to continue
2 London may fail to deliver its net zero ambitions due to the scale of investment required and lack of powers	9	↔	The green bond initiative has significantly increased green finance workload for the team, but it has created a clear initial focal point
3 TfL-led green Mayoral programmes may be impacted by the outcome of the funding settlement with gov	8	↔	A short-term deal has been agreed until 24 June, but a long-term settlement is still needed

Issue	Rating	Trend	Notes
1 High energy prices have significantly raised the cost of living for Londoners and increased the need for action by all layers of government to tackle fuel poverty	H	↑	Prices expected to remain high for some time. Government support has been limited so far
2 Sustainable Warmth prog: Limited time to achieve high-level of retrofit installations with national supply chain issues & constraints on GLA resource	H	↔	New framework procured, scaled-up team being recruited, but time pressures are high
3 Car-led recovery impacting Londoners' health, economy and achievement of net zero	H	↔	Work continues to develop new air quality roadmap for WHO targets & pathway towards net zero, including potential role of road user charging

## Actions

	Base	F'Cast	Conf.
1 Extend the ULEZ up to the north and south circular roads	Q3 21/22	-	<b>CG</b>
2 Signed agreement between the GLA Group bodies which establishes a Group-wide strategy for the joint-procurement of renewable energy	Q3 21/22	Q1 22/23	<b>R</b>
3 Launch a London financing facility to mobilise investment into London's infrastructure and support the transition to a net zero city	Q3 23/24	-	<b>A</b>

### Actions Commentary

- The Actions support outcomes to improve air quality and double London's green economy. They will also help London to be a net zero carbon city by 2030.
- Action 1 has now been completed.
- A-2 is Red as the Memoranda of Understanding were not signed in Q4: parties are still finalising the details of how the costs will be shared.
- A-3 is Amber as the facility options are still being considered, but the green bonds have now been announced.

## Overview: Robust Safety Net (RSN)

Impact	Time	Spend	Capability	Risk
A	G	A	G	A

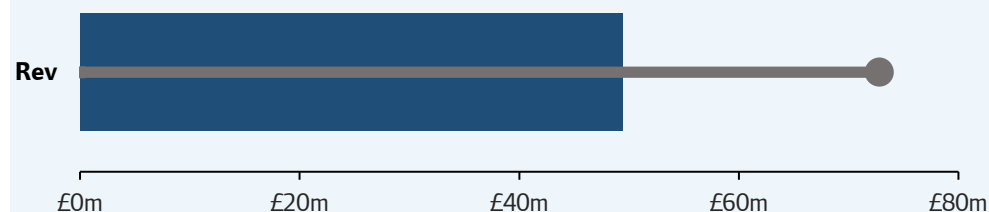
- The Robust Safety Net mission aims to improve support for Londoners at risk of experiencing financial hardship. Our contribution includes significant support for Londoners at risk of rough sleeping, support for those on low income and work on migration.

- Delivery of the mission remains broadly on track. However, there is significant pressure on Londoners due to rises in the cost of living, which could see many more Londoners falling into poverty and acute need. The 2022-23 budget provided additional resource to enhance the cost of living hub, which the GLA has established; we have funded the Debt Free London Partnership; and we are on track to bring forward options to boost the capacity of the advice sector. In respect of our domestic abuse work, bids for funding/contracts were evaluated during the quarter and providers have been notified of their allocations.

- On rough sleeping, there has been significant progress on the recovery phase for the hotels, with government funding for Q1 '22-23 secured and a bid for Q2-4 funding submitted. The large numbers of non-UK nationals in GLA hotel accommodation and flow to the streets remain significant challenges, however.

## Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1	42.3	5.3	42.2	-0.1 (0%)
Q2	50.0	13.5	73.9	24 (48%)
Q3	73.2	27.6	70.1	-3.1 (4%)
Q4	72.8	49.4	49.4	-23 (32%)

### Significant variances

- 1 Domestic Abuse | -15.7 | Rev | Timing | Delayed one-off payment to MOPAC due to legal issues with the contract. Externally funded so net nil impact
- 2 Rough Sleeping | -9.0 | Rev | Savings | Due to successful bids for gov funding
- 3 Rough Sleeping Covid-19 | -4.9 | Rev | Savings | Reduced spend on hotel costs. This is offset by reduced income claim so net nil impact
- 4 Rough Sleeping Commissioning | 6.0 | Timing | Early commissioning of services

## Performance indicators

	21/22 →	Target	Actual	Conf.
1	Rough sleeping: % of those accessing the Mayor's Life off the Streets services exiting rough sleeping	85%	88%	G
2	Private rented sector: Rogue Landlord and Agent Checker/Property Licence Checker page views	79,156	121,453	G
3	Awareness of rights: Number of unique visitors to Employment Rights Hub	90,000	99,518	G

### PI Commentary

- PI-1: 4,988 people were worked with by Mayoral services during 2021-22.
- PI-3, which had previously been Amber and tracks visitor to the Mayor's online Employment Rights Hub, has exceeded its annual target. In part this reflects that data quality issues that were impacting reported performance have been resolved; but it also reflects actions taken at Q3 to change the approach to promoting the hub - these actions resulted in a significant increase in performance.

## Top risks and issues

There is a risk...	Score	Trend	Notes
1 Cost of living increases may push very significant numbers of Londoners into financial hardship, poverty and acute crisis - and increase inequality	9	↑	Indicators suggest further inflationary pressures. Exact impact of inflation on capacity of delivery partners currently unclear
2 Many rough sleepers in GLA-procured C-19 hotels may not have move-on options, with lack of safe accommodation for those on the streets	6	↔	The recovery hotels will close in Q1 '22-23 with the risk that people will have to leave without accommodation
3 Gov domestic abuse funding services must be used in year following production of the strategy, so services might not be commissioned in time	4	↓	Almost all '21-22 funding is now committed (only c£155k of £20.7m uncommitted). There is no clawback provision attached to the grant

Issue	Rating	Trend	Notes
1 Steady flow of rough sleepers to the streets, returning to pre C-19 levels, with reduced services & structural issues - and a continuing lack of options for non-UK nationals	H	↑	2 recovery hotels to close in Q1. Lobbying the gov for changes to enable greater options for non-UK national rough sleepers
2 Cost of living crisis is pushing demand for financial support/advice beyond that which VCS, LA & other providers can meet	H	↑	Cost of living crisis will both increase demand for support/advice, but also affect capacity of delivery partners to respond
3 Indications of rising levels of acute need, e.g. food insecurity, which will not be addressed through advice provision alone	M	↑	Currently need is high but below Covid-19 pandemic peak. Need expected to rise as cost of living increases impact

## Actions

	Base	F'Cast	Conf.
1 We have funded 11+ partnerships between advice services and community setting to connect excluded Londoners to financial hardship advice	Q3 21/22	Q4 21/22	CG
2 Rough sleeping: Transition from emergency to the recovery phase of the Mayor's pan-London Covid-19 response, with 495 beds and 24/7 access to turnaround hubs in place	Q3 21/22	-	CG
3 We have funded immigration advice, training for local authorities, and production of online resources to increase capacity and co-ordination of the immigration advice sector	Q4 21/22	-	CG
4 Rough sleeping: Pan-London services have been re-commissioned to reflect London's changed rough sleeping landscape	Q4 21/22	Q1 21/22	G
5 Domestic abuse: New and improved services in place to improve outcomes for the survivors of domestic abuse and their children in safe accommodation	Q4 21/22	Q1 22/23	A

### Actions Commentary

- In respect of Action-2, a phased decant plan and funding for Q1 '22-23 have been agreed with government. Mayoral approval has been secured and contracts agreed with hoteliers.
- For A-4, contracts were in place from 1 April.
- Domestic abuse (A-5): Almost all of the '21-22 gov funding to the GLA has been committed and services being procured via call-off contracts will be in place early in Q1. Rated Amber as contracts are still being signed, meaning the original project timeline is now slightly behind schedule.
- Actions related to work we are doing on the cost of living crisis will be added from Q1.

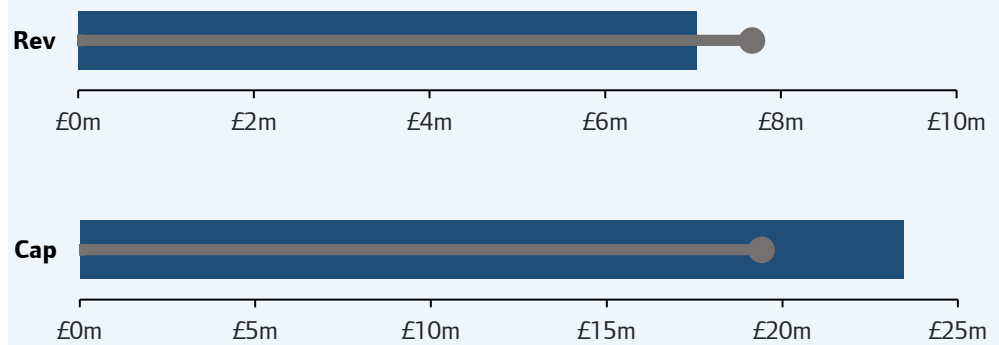
## Overview: High Streets for All (HSfA)

Impact	Time	Spend	Capability	Risk
A	G	G	A	G

- Mission progress is positive. We continue to deliver quality and impactful social infrastructure across London. The mission is also supporting peer to peer learning from delivery of exemplar projects and from policy innovation, including:

- \* the 24hr London team is work with boroughs on licensing
- \* 15 local partnerships are receiving a share of £2m and access to support to develop their local strategies.
- \* 21 boroughs are signed up to the High St Data service, which is providing valuable insights about local recovery to help them take decisions on the front line.
- Delivery of projects through the Good Growth Fund and Make London continues to contribute to recovery efforts on the ground. Projects are creating jobs, building skills and providing valuable community resources.
- Tomorrow's Markets 2.0 launched to provide targeted support to the sector.
- RAG ratings remain unchanged with the exception of Spend, which has moved from Amber to Green to reflect accelerated capital spend on the GGF programme and a strong return for match funding. Accelerated spend of £3m is covered through adjustments across the multi-year GGF/ LEAP Growth Deal funds; a further £8m of in year spend is covered by Getting Building Fund held within Capital Investment budget.

## Financial review



### Significant variances

- 1 Good Growth & Getting Building Fund Programmes | 4.0 | Cap | Projects reprioritised by boroughs in Q4 and programme has exceeded targets
- 2 Good Growth Fund SIF | -0.8 | Rev | Timing | Due to internal resources being directed to achieve spend in Good Growth Fund & Getting Building Fund capital budgets
- 3 Crowd Funding and Community Action Fund | 0.4m | Rev | Overspend | Funding was to be drawdown from reserves due an overall underspend across Education & Youth

\*Note £8.1m of the capital budget has been reallocated from the Capital Investment mission dashboard.

## Performance indicators

	21/22 →	Target	Actual	Conf.
1	Additional funding raised/ invested by delivery partners & other bodies as a result of GLA investment	£7m	£14.9m	G
2	Good Growth Fund: Number of new jobs created or existing jobs safeguarded	720	506	A
3	Increase in square metres of new or improved public realm	10,000	17,992	G
4	Of 8 high streets that have benefitted from a GLA intervention, the number reporting footfall above (+ve number)/below (-ve) pre-pandemic levels	Zero	Zero	A
5	Community businesses, cultural and civic organisations supported on the High Streets through a GLA intervention/funding	Not set	88	NA

### PI Commentary

- Annual targets for PI-1, 3 and 5 were met. PI-2 did not meet its target; but outputs did increase strongly over Q3-4, with close work with partners to evidence these. Note jobs are not the primary objective of the GGF, which more widely supports innovative, best practice regen activities.
- We are maintaining footfall parity across 8 GGF high streets when compared against June 2019 levels (PI-4). Reported footfall has generally improved since Dec '21 (which dipped due to Omicron & Mastercard methodology changes), but variations across areas mean we have flagged as Amber. We are cautiously confident this trend will continue at Q1, noting the potential impact of the cost of living crisis.
- In respect of new PI-5, all projects supported through Boosting Community Business, Make London and Crowdfund London have now drawn down their funding.

## Top risks and issues

There is a risk...	Score	Trend	Notes
1 Economic headwinds may lead to signif. business failures & with barriers to strategic borough action (e.g. ltd resources, Permitted Dev Rights) impeding delivery of mission	12	↑	Potential for permitted dev. rights to impede economic recovery, in Central Activities Zone. Planning & HSfA leads coordinating borough insight
2 London may continue to receive a proportionately lower level of gov funding to support high st activity than other parts of the UK, limiting funds to deliver the mission	9	↔	Confirmed UKSPF allocation below levels historically received through EU & LEP progs. Supporting boroughs to develop Levelling Up Fund 2 bids
3 Investment/Support may not address skills/ capacity gap, preventing formation of partnerships & strategy development in line with mission & in areas of greatest need	8	↓	Workshop prog. in place to support delivery partners to embed policy innovation in projects. Mayoral Design Advocates providing support
Issue	Rating	Trend	Notes
1 Good Growth Fund: Construction inflation leading to value engineering, delays, including as partners seek additional funding, and reduced scope/quality	H	↑	Issues likely to be further exacerbated by geopolitical issues. We continue to work closely with delivery partners to maintain delivery targets
2 Lack of available capital funding places further demands on emerging funds to help catalyse wider delivery against mission objectives	M	↔	Levelling Up Fund 2 and UK Share Prosperity Fund announcements made. Working through plans for UKSPF
3 Resourcing & procurement issues for Property X-Change, which brings together experts to support a stronger & fairer recovery. Additional budget needed to ensure impact	M	↔	Working with preferred consultant to maximise the budget and understand additional requirement for 12 month commitment

## Actions

	Base	F'Cast	Conf.
1 Launch the High Street Data Service as minimum viable product, providing insight into the health of high streets, & securing at least 5 borough members at the outset	Q1 21/22	-	CG
2 There are a total of 9 accredited Creative Enterprise Zones, each recognised as having support in place to supports artists, freelancers and small creative businesses in London to thrive	Q4 21/22	-	CG
3 High Street Challenge Fund: We have entered into contract with 35 exemplar projects across each London borough to improve London's high streets	Q3 21/22	Q1 22/23	A
4 Property X-Change is bringing together public & private property interests and sharing innovative ways to support a stronger and fairer recovery	Q2 23/24	-	A
5 Support external partners to deliver all Good Growth Fund (GGF), GGF Accelerator and Make London projects to the agreed spending and delivery programme	Q4 22/23	-	A
6 Each London boroughs has a High St Strategy (new partnership/project) - a 50% increase - enhancing the capacity of orgs/communities to work together to improve their high st	Q4 24/25	-	G
7 Make London & Boosting Community Business London: 50+ grassroots orgs funded to support high st recovery, re-use empty buildings/spaces & build org capacity. 5,000 people have supported projects with funds/time/skills through crowdfunding	Q1 22/23	-	G

### Actions Commentary

- Of 7 Actions, 2 are now complete (A-1 & A-2). Of the others, 2 are Green and 3 Amber, so overall the picture is positive. Highlights this quarter included:
  - \* First session of Data Service Advisory Group held, made up of users and will shape the service development (A-1).
  - \* Two new CEZs confirmed and announcement in May (A-2).
  - \* Call out for next stage High Street Challenge Fund projects launched in March (A-3).
  - \* First High Streets Support Workshop held (A-6).
- Ambers relate to ongoing issues with the launch of the Property X-Change Initiative, delays to GGF project delivery (although spend this Q has been positive) and the fact that not all Challenge Fund contract are signed yet.

## Overview: New Deal for Young People (NDYP)

Impact	Time	Spend	Capability	Risk
G	A	A	G	G

- This dashboard covers our contribution to the mission that all young people in need are entitled to a mentor by 2024. To support this, we are continuing the Young Londoners Fund (YLF), investing in a collaborative fund, improving youth sector capacity to deliver mentoring, and improving access to youth activities for those most in need. The budget shown below also supports on-going activity such as policy, advocacy & convening, supporting families & children, and youth participation.

- Performance is strong overall and we anticipate the next data update on our main YLF PI will show we are ahead of target. Mentoring targets for '22-23 and '23-24 have now been agreed, with reporting beginning next year, aiming for a total of 100k young people in need to receive high-quality mentoring. Of this London target, we anticipate at least 40k will be delivered by GLA & GLA Group funded activity. During Q4 we entered into grants with 18 orgs to kick start delivery.

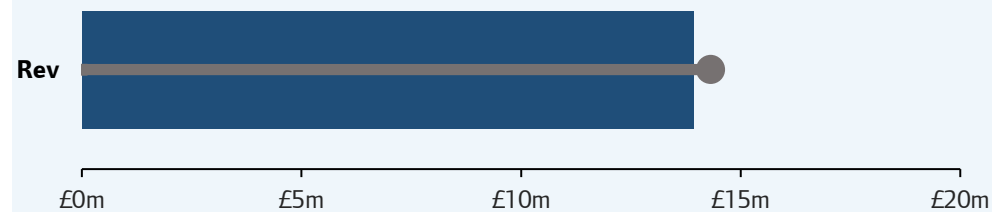
- Strong Early Years London has delivered successfully, with 3,000 outputs via webinars, local surgeries and online one-stop-shop page views. £30k of GLA funding has been approved to support the long-term sustainability of the one-stop-shop.

- Following an extensive team restructure, Q4 has seen a reset of the team's ways of working, strengthening of its Capability and Capacity and consolidation of vision & objectives. This will underpin the team's delivery into next and future years.

- Time and Spend are Amber. The timeline for the collaborative fund is challenging and partners must be aligned. There is some underspend due to the payment profiles of NDYP grantees.

## Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1	21.8	2.8	21.6	-0.2 (1%)
Q2	21.8	7.6	21.6	-0.2 (1%)
Q3	22.0	10.6	13.4	-8.6 (39%)
Q4	14.3	13.9	13.9	-0.4 (3%)

### Significant variances

1 Core Missions Fund I -0.8 | Rev | Timing | Reprofile of grant payments to mitigate financial risk rather than a lack of delivery - no impact on performance

Note £61.7m of revenue budget for this block is captured and reported on within the AEB dashboard.

## Performance indicators

	21/22 →	Target	Actual	Conf.
1	Number of young people who, through taking part in NDYP projects, have benefitted from improved outcomes	15,500	15,587 (Jan-Dec 20)	G
2a	Number of young people supported by round 1 and 2 of the Young Londoners Fund	32,000	38,970	G
2b	Young people supported by mentoring or personalised support through NDYP	3,780	3,196	A
3	Mayor's Strong Early Years Business Support Programme: Number of times resources accessed by EY providers	2,500	3,132	G

### PI Commentary

- Note the next PI-1 update will be at Q1.

- PI-2b reports NDYP outputs from: Stepping Stones; London Community Response (LCR); Mentoring Projects & My Ends. The Amber rating reflects some under-performance on specific projects (circa 4 Wave 5 Mentoring, with extra support being provided) and some under-reporting (Stepping Stones). Confident the lifetime target will be hit.

- The definition wording for PI -3 has been amended to reflect EY providers may be counted more than once if accessing multiple resources.

## Top risks and issues

There is a risk...	Score	Trend	Notes
1 Contributions to the collaborative young people's fund may not be confirmed / structures may not be in place to commission activity within mission timeframes	4	↔	Minor delays in confirming investment for the collaborative fund & setting up structures & processes for awarding funding
2 Young Londoners Fund projects may be unable to evidence impact during the project timescale or due to inherent difficulties in measuring progress	4	↓	Interim evaluation report to be finalised in May 2022
3 New Deal for Young People funded projects not able to reach young people in most need, given nature of target groups and challenging timeframes	4	↔	New risk to reflect move to delivery phase of NDYP programmes. Delivery model being developed to target effectively groups in need
Issue	Rating	Trend	Notes
1 Timeframe for set-up and implementation of the collaborative fund means there will be a shortened timeframe for project delivery	H	↔	Timeframes slipped for confirming investment and having related infrastructure in place
2 Majority of Round 1 Young Londoners Fund projects completed in Oct/Dec 2021 - but need continued support to develop sustainable delivery models	M	↔	While projects have benefited from the sustainability support and extensions to grants due to Covid-19, funding is still due to end by Dec '22
3 Omicron resulted in early years practitioners prioritising immediate workforce issues, therefore being unable to make use of London Business Hub to improve business	L	↓	Re-focusing activities to provide local surgeries has reduced the issue

## Actions

	Base	F'Cast	Conf.
1 Launch the New Deal for Young People Mentoring Leaders programme to help increase youth sector capacity to deliver quality mentoring and personalised support	Q3 21/22	Q4 21/22	CG
2 A collaborative fund to support young Londoners in need is established & actively coordinating investment into & supporting quality youth activities	Q4 21/22	Q2 22/23	A
3 Strong Early Years: Deliver business support throughout the year for early years providers impacted by the pandemic. Explore approach to sustaining support beyond 21/22	Q4 21/22	-	CG
4 Launch and deliver a 9-12 month campaign to improve awareness of early years entitlements and offers	Q2 22/23	-	G

### Actions Commentary

- A-1: The definition has been amended to reflect this Action related to launching the programme. With organisations now in grant to provide additional mentoring for young people most in need & support for the VCS in delivering high quality mentoring, a new measure will be added in Q1 to track delivery.

- A-2: There is in principle agreement from GLA and other major funders to invest in a collaborative fund for young people. The next step is to agree governance, investment level and comms for setting up the fund. Amber reflects the complexity & challenge of moving to the implementation phase within the timeline, noting there has been some slippage.

- A-4: The delivery date has been re-baselined to extend monitoring against the Action to the end of the Early Years Campaign so that impact can be tracked.

## Overview: Helping Londoners into Good Work

Impact	Time	Spend	Capability	Risk
A	G	A	A	G

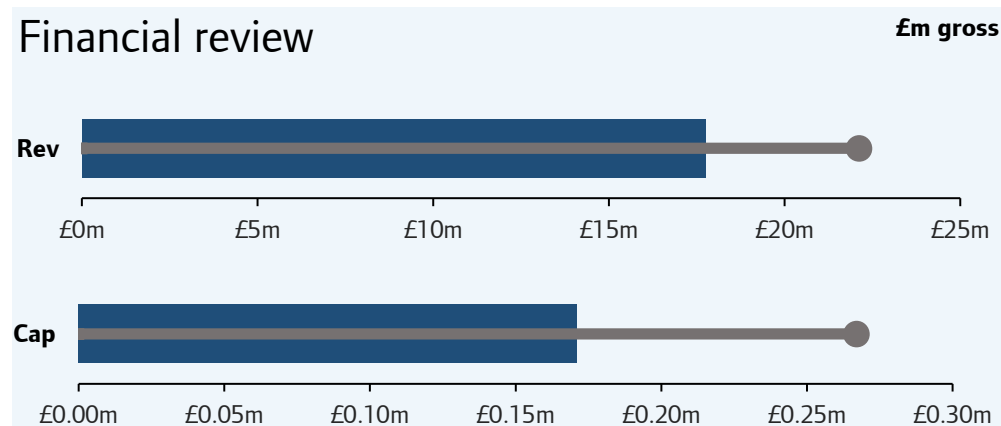
- The mission aims to support Londoners into good jobs focussing on key sectors. Our contribution centres on two new programmes: No Wrong Door (NWD) & the Mayor's Academies Programme (MAP). Four NWD Integration Hubs and 22 MAP Hubs began delivery in Q4, while the MAP Quality Mark process was launched.

- Pre-existing programmes also contribute to the mission, including the Mayor's Construction Academy, Digital Talent Programme, Workforce Integration Network (WIN), Apprenticeship Pilot (APP) and European Social Fund (ESF). This dashboard does not capture all the Mayor's activity to support Londoners into jobs; in particular, the impact of the Adult Education Budget, which is shown separately.

- Achievements in Q4 included an additional 2,000 Londoners supported into employment, over 1,870 supported by capital investment and an additional 2,400 achieving basic skills qualifications across multiple programmes - as well 250 new apprenticeships being created. A total of £9.6m of apprenticeship levy has been pledged overall through the APP. The GLA secured a grant of £18.9m from DfE to deliver Skills Bootcamps for 5,000 Londoners in 2022-23.

- Ambers reflect the continued impact of Covid-19 on contractual job & progression outcomes for the ESF Programme; some delays in getting the MAP & WIN into delivery, resulting in underspends; and staffing capacity challenges - while most of the pre-existing vacancies have now been filled, there is a need to enhance capacity to manage the new gov funded programmes - and noting late receipt of funds, post finalising the GLA budget for '22-23.

## Financial review



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1	21.8	2.8	20.8	-1.0 (4%)	5.37	0.00	5.37	0.0 (0%)
Q2	22.0	6.8	21.0	-1.0 (4%)	5.37	0.00	5.37	0.0 (0%)
Q3	21.8	9.9	20.5	-1.4 (6%)	5.37	0.09	0.27	-5.1 (95%)
Q4	22.1	17.7	17.7	-4.4 (20%)	0.27	0.17	0.17	-0.1 (36%)

### Significant variances

1 ESF Programme | -3.3 | Rev | Timing | Divergence from the profile originally agreed with DWP due to late start of the programme. Revised profile now in place. ESF Programme is externally match funded with net nil balance at end of year

2 Career Hubs | -1.4 | Rev | Timing | Slippage due to delays in starting the programme, which is mostly externally funded by ESF and CEC

\*£211.2m of budget for this block is captured and reported on within the AEB dashboard. The stated budget includes £13.2m of European Social Funding (ESF).

## Performance indicators

	21/22 →	Target	Actual	Conf.
1	Unemployed Londoners supported into employment (including apprenticeships & work placements)	5,946	7,051	G
2a	% of Londoners supported into employment, education and training from BAME groups	41%	51%	G
2b	% of Londoners supported into employment, education and training who are female	40%	30%	A
2c	% of Londoners supported into employment, education and training who are disabled	16%	21%	G
2d	% of Londoners supported into employment, education and training who are 50+	11%	18%	G
3	Number of Londoners achieving minimum basic skills qualifications	2,510	3,460	G
4	Further Education Capital Investment fund: Additional learners assisted as a result of GLA investment	6,628	7,315	G

### PI Commentary

- Multiple projects contribute to PIs & reporting periods vary. PIs 2a-d focus on a subset of projects where diversity data are collected. Targets are for projects in delivery & will be updated at Q1 to include new projects. Targets are lower than the representation in London pop. due to low representation in sectors targeted, e.g. digital. Most contributing projects are reporting Oct-Dec data at Q4.

- Q4 was challenging for many projects due to uncertainty in the adult education market and the ongoing impact of Covid-19. All but one of our '21-22 targets were, however, achieved. PI-2b has an ambitious target given the barriers that still exist to women progressing in the construction sector.

## Top risks and issues

There is a risk...	Score	Trend	Notes
1 Of insufficient capacity to manage effectively the development and delivery of new and existing programmes: Multiply, Bootcamps, ESF & Social Care hubs	9	↓	Quick work to develop proposals to enhance capacity. Assembly Oversight consultation was at time of writing due to take place in May '22
2 GLA Open Project Systems (OPS) (used to manage our grant projects) may not be configured in time to support new Skills programmes due to resource constraints	9	↔	Close work between Skills & GLA OPS teams. Longer-term solutions being assessed
3 ESF '19-23 programme is unable to deliver agreed outcomes due to prior impact of C-19 and procurement delays, which caused shorter delivery period	9	↔	Officers are working with delivery partners to agree new profiles and will seek approval from the managing authority to review targets
Issue	Rating	Trend	Notes
1 Late receipt of gov funding - post GLA '22-23 budget - for new programmes, with impacts for team capacity	H	↔	Request being progressed for temp support while continuing permanent recruitment
2 Delays securing external audit firm support to undertake evidence sample checking for the £80m European Social Funds (ESF) programme	M	↔	Exploring procurement options and mitigating action to undertake sample checks directly if needed
3 Delays in submitting ESF income claim caused by delay in completing the evidence checks (linked to Issue-1)	M	↔	Plans being drawn up to enhance capacity

## Actions

	Base	F'Cast	Conf.
1 The Skills and Employment 'No Wrong Door' integration hubs programme is live, coordinating careers and employment support for Londoners	Q3 21/22	Q4 21/22	CG
2 The Mayor's Sectoral Academies are live, supporting Londoners hardest hit by the pandemic into good work in sectors key to London's recovery and long-term economic growth	Q4 21/22	-	CG
3 The London Careers Hubs are live, supporting London's schools & colleges to improve social mobility & access to opportunity for young people when progressing from education to work	Q4 21/22	-	CG
4 The 2021-22 Workforce Integration Network programme (WIN) employability pilot has helped to improve young black men's access to quality employment	Q1 22/23	Q2 22/23	A
5 The £6.7m European Social Fund (ESF) Programme, aligned to the Mayor's Academy, is live, supporting Londoners from priority groups progress into education, employment and/or training	Q2 22/23	-	G
6 Mayor's Academies Programme (MAP) Social Care hubs are live, supporting Londoners hardest hit by the pandemic into the sector	Q3 22/23	-	G

### Actions Commentary

- Q4 focus was entering funding agreements & beginning delivery of the NWD Integration Hubs, as well as the MAP & Careers Hubs (Action-1, 2 & 3), which were all achieved.

- The WIN pilot project (A-4) supported 100 businesses to implement the WIN toolkit (target of 55). 68% (96/141) of young people engaged in employability programmes are black men. Pilot is expected to be completed by Q2 '22-23.

- Development on the £6.7m ESF Academies programme is on track (A-5) with the commissioning process closing in April. Scoring and moderation of bids is taking place in Q1 '22-23.

- New Action-6, MAP Health Care hubs, has been added. Work has begun to plan the commissioning process.

## Overview: Digital Access for All

Impact	Time	Spend	Capability	Risk
<b>G</b> <small>G</small>	<b>A</b> <small>G</small>	<b>A</b> <small>A</small>	<b>G</b> <small>G</small>	<b>G</b> <small>G</small>

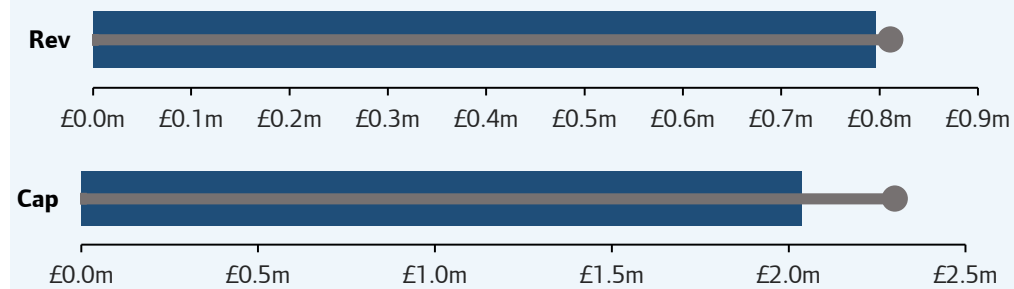
- Funded by the GLA, the London Office of Technology & Innovation (LOTI) is seeking to address device and internet access issue through a Digital Inclusion Innovation Programme (DIIP). LOTI is making good progress working with the Good Things Foundation on a pan-London digital inclusion service to connect digitally excluded Londoners.

- Sub-regional partnerships and the digital connectivity roles that the GLA funds play an important part in helping the Connected London team deliver better connectivity for Londoners. The Adult Education Budget (AEB) also makes a big contribution to this mission, funding Londoners with low or no qualifications to gain digital skill.

- BT has been appointed to lead a pilot to upgrade public buildings with fibre to deliver new digital services in Croydon & Southwark. A further pilot has also been procured through TfL's TCP concessionaire, BAI Communications, to deliver connectivity to sites in Kingston and Sutton. Both are expected to begin delivery in Q1. The West London Alliance has signed a contract with BT to deliver connectivity to sites, with work to begin in 2022-23; and 9 individual projects in Local London have also been contracted to be delivered in '22-23. Spend is Amber as we prioritised the spending of external funding in '21-22. GLA capital funding has been reprofiled across '22-23 & '23-24. Spend has already occurred in '22-23.

- Time has moved to Amber to reflect the missed targets for PIs as well as delays to Action 1. We expect this to return to Green in '22-23.

## Financial review



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1	0.94	0.04	0.94	0.0 (0%)	10.30	0.00	10.30	0.0 (0%)
Q2	1.00	0.33	1.00	0.0 (0%)	10.30	0.00	1.30	-9.0 (87%)
Q3	1.00	0.50	0.81	-0.2 (19%)	12.30	0.00	2.05	-10 (83%)
Q4	0.81	0.80	0.80	0.0 (2%)	2.30	2.04	2.04	-0.3 (11%)

### Significant variances

No material variances this quarter.

\*£5.9m of revenue budget supporting outcomes for this block is captured and reported on within the AEB dashboard.

## Performance indicators

	21/22 →	Target	Actual	Conf.
<b>1a</b> Connected London: Boroughs with wayleaves*		23	21	<b>A</b> <small>G</small>
<b>1b</b> Connected London: LA-owned social housing under a wayleave (cumulative/total number premises)		421,582	390,106	<b>A</b> <small>G</small>
<b>2</b> Connected London: Number of public sector sites upgraded		50	zero	<b>A</b> <small>A</small>

\* A wayleave agreement is a formal agreement made between a land owner and a utilities company to allow them to use the land to run cables.

### PI Commentary

- Connected London team & sub-regional partnerships have worked with boroughs to gather data on social housing premise numbers under wayleave agreements (PI-1b). Data reflect total no. of premises under an agreement at the end of Q4. The target for PI-1a has been narrowly missed. Wayleave agreements in Haringey and Islington were, however, due to be finalised imminently (impacting PI-1b also).

- The target for PI-2 was not met due to procurement delays. Both pilots are now procured with contracts signed. Delivery will begin Q1. West London Alliance and Local London have contracted for site delivery to support the target. Confidence remains that we will meet the lifetime target of 350 sites upgraded by the end of '22-23 (if not, earlier).

## Top risks and issues

There is a risk...	Score	Trend	Notes
<b>1</b> Digital Inclusion: Difficulty of reaching people who need most help may mean project does not effectively help Londoners access a device, skills, or connectivity	<b>6</b>	↔	LOTI is developing a project for delivery in '22-23 with the Good Things Foundation to provide excluded Londoners with data & devices
<b>2</b> Digital Inclusion: Projects may not scale or deliver long-term change, so people may still face barriers to accessing a device, skills, or connectivity	<b>6</b>	↔	LOTI is developing a digital inclusion service with Good Things Foundation
<b>3</b> Connected London: Boroughs may not identify appropriate sites to upgrade	<b>4</b>	↓	Numerous pilots in delivery providing valuable data and insights into future coordination of projects

Issue	Rating	Trend	Notes
<b>1</b> Digital inclusion: Addressing digital exclusion is complex, with data about which groups of people experience one or more of these issues hard to find or join up	<b>M</b>	↓	LOTI published qualitative & quantitative research on digital exclusion, which is informing our projects
<b>2</b> Connected London: Procurement delays and withdrawal of DCMS funding support have impacted engagement with boroughs on delivering grant funding	<b>M</b>	↓	Procurement is complete for two separate pilots. Agreements are being signed between boroughs and suppliers. Delivery to begin in Q1
<b>3</b> Connected London: Differing approaches by boroughs to infrastructure deployment limits private sector investment in networks & delays improved access	<b>L</b>	↓	The number of boroughs signing wayleave agreements continues to rise at a good pace

## Actions

	Base	F'Cast	Conf.
<b>1</b> Publish London Plan guidance to ensure that all new build premises are built with full fibre as standard	Q4 21/22	Q4 22/23	<b>R</b> <small>A</small>
<b>2</b> Research, design, and test a 'minimum access package' to connect digitally excluded Londoners' to an essential device, data or digital skills	Q1 23/24	-	<b>G</b> <small>G</small>

### Actions Commentary

- Due to capacity issues in the Connected London and London Plan teams, delivery of Action-1 has been delayed. Once we have clearly established the aims and outcomes of the proposed planning guidance, we will then procure a consultant to support delivery.

- There has been good progress by LOTI on the Digital Inclusion Innovation Programme (A-2), with work being taken forward with The Good Things Foundation on a pan London Minimum Access Package for digitally excluded Londoners.

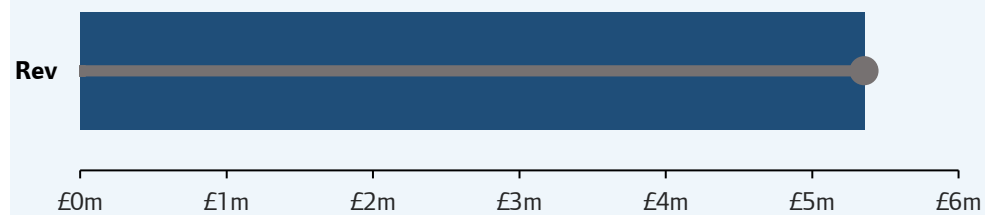
## Overview: Building Strong Communities (BSC)

Impact	Time	Spend	Capability	Risk
G	G	G	A	G

- The mission focuses on ensuring communities are more resilient by enabling Londoners to have better access to the knowledge, networks and volunteering opportunities needed to thrive.
- Green traffic lights reflect programmes are delivering as expected. Spend is to profile. The Amber for Capability reflects capacity issues due to the need to recruit to posts within teams, which is now in progress. This may also cause some delays in delivery in Q1 and Q2.
- The BSC grants programme continues to strengthen communities post-Covid. The first round of small and microgrants has been assessed and grants will be awarded shortly. The Civil Society Roots programme, which has a focus on cold spot geographical areas, is also in course. The Ambassadors programme is both supporting London and bringing Londoners from different backgrounds together as they support the city and their communities - and we are preparing for a busy summer of deployment, with both the Women's Euros and the Visitor welcome programme, to support the return of tourism to London.

## Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1	5.85	0.46	5.10	-0.7 (13%)
Q2	5.77	1.63	4.96	-0.8 (14%)
Q3	5.82	2.64	4.50	-1.3 (23%)
Q4	5.35	5.36	5.36	0.0 (0%)

### Significant variances

No significant variances this quarter.

\*£87.9m of revenue budget supporting this block is captured and reported on within the AEB dashboard

## Performance indicators

	21/22 →	Target	Actual	Conf.
1a	Number of collaborative projects funded to support the Building Strong Communities Mission (BSC)	139	178	G
2a	Number of people taking part in BSC projects through volunteering and community participation	20,000	31,352	G
2b	% of people taking part in BSC projects through volunteering and community participation who are from targeted under-represented groups	51%	59%	G

### PI Commentary

- Performance against PIs continues to be strong, despite the temporary capacity issues arising from the team's restructuring. We are working with multiple groups of Londoners across our different projects. PI-2 was overachieved with more programmes/events running than had been anticipated, as the C-19 situation evolved.
- PIs will be reviewed ahead of Q1 '22-23 reporting to ensure they continue to reflect key mission areas.

## Top risks and issues

There is a risk...	Score	Trend	Notes
1 Civil Society Roots: Of delays in executing funding agreements and issuing grants due to team capacity	6	↓	Mitigations include securing support from other teams to assist in scoring of applications & building in sufficient lead time
2 BSC Fund: We may not be able to achieve the balance of support, with a desired emphasis on smaller grassroots community orgs, we are aiming for across the fund	4	↑	Far more applications for the small grants rather than the microgrants in round 1 and so may need to amend the round 2 & 3 offer
3 Civic Strength Index: Limitations of this iteration's data/metrics may undermine its credibility with stakeholders	3	↓	Stakeholder engagement in place. The 2nd iteration will see further testing and development of the index, including peer review
Issue	Rating	Trend	Notes
1 Hostile landscape for cultural and community organisations is being exacerbated by the cost of living crisis	H	↑	Compounding impact of cost of living crisis and resource scarcity will continue to impact organisations and communities across London
2 BSC Fund: Capacity issues in assessing grant applications	M	↔	Despite recruiting a wide pool of assessors for round 1, this proved a challenge and may impinge on future rounds
3 Planning of new collaborative Sport & Youth fund subject to delays to secure partner alignment and availability for workshops	M	↔	Trend remains the same but could worsen if schedule not clarified and planning is embedded in the coming months

## Actions

	Base	F'Cast	Conf.
1 Launch the Culture and Community Spaces at Risk office to safeguard culture and community spaces valued by communities and vital to London's resilience	Q2 21/22	-	CG
2 Launch the first iteration of a new civic strength index for London, as an important first step of work with partners to improve data collection and quality	Q2 21/22	Q3 21/22	CG
3 Support 22 community-led partnerships through Civil Society Roots	Q3 21/22	Q4 21/22	CG
4 Deploy 500 volunteers across London to create a warm & inclusive welcome for visitors and support the delivery of high quality major events	Q4 21/22	-	CA
5 Support 43 community-led groups through Sport Unites grants, providing funding, training and development opportunities to community sport and physical activity groups	Q3 22/23	-	G
6 Support 50 community-led groups through our Building Strong Communities grants programme	Q4 22/23	-	G

### Actions Commentary

- Civil Society Roots programme stage 3 applications (Action-3) were launched at a joint event with partner organisations.
- A4 is Amber as there were 436 volunteers; but given C-19's direct and indirect impacts, the prog. was a success.
- The final grant assessment processes were carried out for Sport Unites and funding awarded (A-5). End of year spend was to forecast. The target is now to support 43 community-led groups and so the Action has been amended (changed from 50, with 27 currently supported).
- Building Strong Communities Fund (A-6) received over 220 applications from groups across London. Applications are now being assessed so the first grants can be awarded.

## Overview: Adult Education Budget

Impact	Time	Spend	Capability	Risk
G A	G G	A G	G G	G G

- The Adult Education Budget (AEB), through which the GLA sets priorities for and commissions education and training for adults aged 19 and over, is a cornerstone of the Recovery Programme. The £320m annual budget supports Londoners into good work and/or to participate in society across the Recovery missions.

- AEB delivery is aligned to academic years (AY, August to July), cutting across financial years. This dashboard and its appendix therefore capture activity for the current AY up to the mid-year point (January '22).

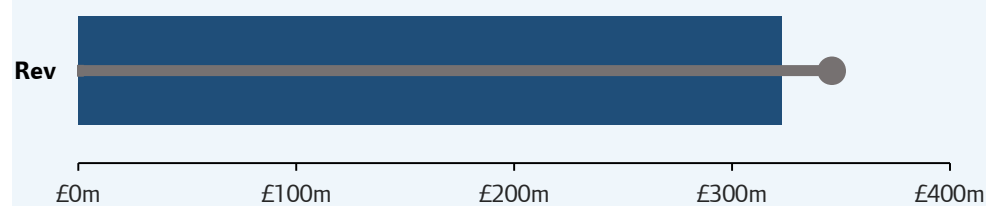
- The latest data highlighted in the appendix show the AEB continued to make a significant contribution to Recovery missions. Policy changes to support Mayoral priorities are having an impact, hence the Green rating for Impact. For example, there were 16,340 fully funded learners in receipt of a low wage, which is 4,000 more than the same time last year (this low-wage flexibility helps people earning less than the London Living Wage gain skills through the AEB). By the end of the year, this group is expected to grow, reaching similar or higher levels compared to the two previous years. Additionally, 1,100 adults gained skills through Level 3 qualifications introduced by the Mayor to help people impacted by the pandemic.

- Participation in AEB increased by 11% compared to last year, outstripping national delivery, despite under-delivery by some providers. Participation in AEB by disadvantaged Londoners continues to be strong.

- The Amber rating for Spend reflects underspends related to under-delivery of some grant providers for 2020-21 AY.

## Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1	345.8	100.3	342.5	-3.3 (1%)
Q2	345.8	187.9	342.5	-3.3 (1%)
Q3	345.8	244.1	342.6	-3.2 (1%)
Q4	345.8	322.6	322.6	-23 (7%)

### Significant variances

1 AEB delivery grant I -18.0 | Perf/Timing | Drivers included: a) claw back of funds from grant providers who underperformed in 2020-21 academic year; b) AEB recovery funds moved from 2020-21 to 2021-22 academic year; c) Profiling of the Good Work for All AEB grant programme, which spans an academic year August 2021 to July 2022. The AEB Programme is externally funded with a net nil balance at end of year

\*Note the figures above consolidate the AEB budget, which is allocated across a number of blocks in the '21-22 GLA budget document.

## Q4 Mission & Foundation Dashboards - Final

## Performance indicators

AEB data are shown in a separate appendix.

The data appended cover AEB delivery over the 2021-22 academic year (i.e. August to July).

## Actions

		Base	F'cast	Conf.
1	Roll out the full AEB London Learner Survey, which will help with better information on the impact of taking part in AEB-funded courses on learners	Q2 21/22	-	CG
2	Commence delivery of the 2-year £32m AEB Good Work for All Grant to support the London Recovery Programme	Q2 21/22	-	CG
3	2021/22 Academic Year Grant Provision commences with a new focus on the Recovery Missions and robust arrangements to manage the National Skills Funds allocation	Q2 21/22	-	CG
4	Publish the Adult Education Roadmap to set out plans to create an accessible, impactful and locally relevant skills system	Q4 21/22	-	CG
5	Run an Adult Education campaign to increase the awareness and reach of AEB to Londoners, particularly to those who are most disadvantaged	Q4 21/22	Q1 22/23	G

### Actions Commentary

- The AEB London Learner survey (Action-1) was successfully launched in August. There was low take up of the baseline survey (Issue-1); however, steps have been taken to address this.

- The Good Work for All Grant is in delivery (A-2). 5,927 learners have been supported since August 2021.

- We have implemented plans for grant providers which show how they are delivering against the missions and the Mayor's priorities (A-3).

- The Skills Road Map (A-4) was published in January. Officers are now developing an implementation plan.

- The first part of the jobs & skills awareness campaign (A-5) was launched in January 2022 and is ongoing.

## Top risks and issues

There is a risk...	Score	Trend	Notes
1 Limited storage capacity for AEB management data may have a detrimental impact on service delivery and monitoring	6	↓	Joint work with GLA Technology Group to implement a solution
2 Of programme under-delivery in the 2021-22 academic year due to the elongated impact of Covid-19 on learner participation	6	↔	Payment measures in place to encourage improved performance. Jobs and skills campaign was also launched to improve take-up
3 Of AEB providers not managing/utilising sub-contractors in line with GLA guidelines, leading to irregularities and possible fraud	6	↔	Internal audit scheduled for Q4 to review the effectiveness of the control framework for subcontracting arrangements
Issue	Rating	Trend	Notes
1 Low response rate to the AEB London Learner baseline survey, which has been developed to help understand the impact of the AEB provision in London	H	↓	Officers have significantly increased levels of provider engagement to understand barriers to participation and to share best practice
2 Some providers, especially Good Work for All grant recipients, are showing under-delivery at the mid-year point of the 2021-22 academic year	M	↔	We are closely monitoring provider performance
3 Capacity and technical issues in the GLA Open Project Systems (OPS) team impacted mid-year claims submission and reconciliation payment processing	M	↔	Issue escalated. Resourcing being reviewed. Workarounds were implemented where possible. System development to address technical issues



## Overview: Adult Education Budget

1. 2020-21 full-academic year data suggests that the AEB is making a significant contribution to all the GLA missions.
2. Overall, a relatively small drop in participation due to the pandemic mostly affected 'Building Strong Communities' (driven by Community Learning).
3. 'A Green New Deal', 'A New Deal for Young People', 'Digital Access for All', and 'A Robust Safety Net' are associated with an increase in learner participation.
4. Compared to the London benchmark (population), the AEB shows a positive performance. Key priority groups are over-represented in the programme.
5. The demographic and background characteristics of learners in 2019-20 and 2020-21 are largely similar.
6. The indicators below, which are based on final year data, supersede and are widely consistent with an earlier version presented.

## Interim Performance Indicators (shown here for illustrative purposes)

AEB, <u>August to July</u>	Academic year	Green New Deal	A New Deal for Young People	Digital Access for All	High Streets for all	Mental Health, Wellbeing & Healthy Place & Weight	A Robust Safety Net	Building Strong Communities	Into Good Work	Total AEB	London benchmark
<b>Female %</b>	2019-20	56	52	67	69	76	62	75	71	70	50
	2020-21	51	52	68	67	77	58	77	69	69	
<b>BAME %</b>	2019-20	36	67	64	62	46	63	27	67	56	37
	2020-21	34	67	64	61	49	60	26	65	57	
<b>Disadvantaged %</b>	2019-20	38	52	50	53	44	50	n/a	52	50	27
	2020-21	41	51	48	53	45	49	n/a	50	51	
<b>Total learners</b>	2019-20	3,280	20,620	17,310	6,740	34,760	18,280	41,780	102,940	213,480	n/a
	2020-21	3,630	22,610	20,740	5,960	33,960	23,450	28,015	97,050	199,000	n/a

Source: Individualised Learner Record R14 2019/20 and 2020/21. Learner participation is the count of unique learners who meet the criteria for a given table cell. As a result, learners who meet criteria for multiple cells will be counted in each cell. Therefore, a single learner may be counted more than once in a learner participation table and the cells may not sum to the total count of unique learners.

### Notes

The GLA is developing for the first time some headline estimates to form the basis of the Skills & Employment Unit Dashboard monitoring of the Adult Education Budget (AEB). Data on economic and social outcomes will be collected with a London Learner Survey, which is expected to be available in March 2023.

In the interim, the Unit is tracking **provisional measures** that are available in the Individualised Learner Record (ILR) data. The main areas covered are learner participation broken down by relevant **learner characteristics that are presented by GLA recovery mission only for illustrative purposes**. Targets are not set at this stage, but figures are shown alongside benchmarks (London population estimates).

Statistics will be updated on a bi-annual basis in line with AEB data publication. Additional sources include the Annual Population Survey and the Department for Work and Pensions data.

Policy changes since delegation of AEB include:

- a. Entitlements (English and Maths, Digital and Level 2 and Level 3 learning)
- b. AEB Flexibilities (Learners in receipt of low wage, British Sign Language, Upskilling of staff delivering specialist provision to SEND learners, London Recovery Flexibilities (Level 3 and non-formula funded)
- c. AEB Covid-19 Skills Recovery Package (High Value Courses, Sector-based work academy programmes, London Recovery Programmes)
- d. Covid-19 Response Fund Strand 1
- e. Innovation Fund

## Definitions

### AEB priority groups

1. Female: percentage of female learners in the AEB programme
2. BAME: percentage of BAME learners in the AEB programme
3. Disadvantaged learners: percentage of learners eligible for a disadvantage uplift in the Adult Skills section of the AEB programme

### Benchmark

1. Female: percentage of Londoners that are female
2. BAME: percentage of Londoners that are BAME
3. Disadvantaged learners: percentage of Londoners living in poverty (after adjusting for housing costs)

GLA Mission	AEB courses included by mission
Green New Deal	<p>Includes qualifications that contain key words in their title such as “Green”, “Sustainable”, “Heat Pump”, “Low Carbon”, “Environment”, “Renewable”, “Solar”, “Electric Car (or Vehicle)”, “Energy” or “Recycling” or belong to Sector Subject Area “Environmental Conservation” or similar.</p> <p>Note that recent GLA commissioned research (RCU, forthcoming 2021) shows that the AEB provides support for the green economy in other ways as well. The majority of learners enrolled in Building and Construction, Transport and Logistics or similar courses are likely to be related to green jobs in the future (most of these courses contain some 'green content' in their syllabus). Furthermore, many AEB learners develop ‘enabling’ STEM skills that are required in different green sectors. In particular, according to RCU (forthcoming, 2021), digital technology is seen by employers as a particularly vital tool for reducing carbon emissions.</p>
A New Deal for Young People	Includes all the courses and qualifications taken by learners aged 19-23
Digital Access for All	Includes qualifications that contain the words “Digital”, “ICT”, “Computer” or “Software” in their title or belong to Sector Subject Area “Information and Communication Technology”
High Streets for All	Includes, as a proxy, aims under Sector Subject Areas "Retailing and wholesaling", "Service enterprises", and "Hospitality and catering".
Mental Health and Wellbeing & Healthy Place, Healthy Weight	Includes qualifications that contain the words “Mental”, “Wellbeing” or “Health” in their title or belong to Sector Subject Areas “Health and Social Care”, “Nursing”, “Medicine and Dentistry”, “Sports, leisure and recreation”. In addition, we include learners with self-declared learning difficulty and/or disability and/or health problem (excluding those taken qualifications in Preparation for Life and Work, which are included in Into Good Work).
A Robust Safety Net	Includes AEB Adult Skills learners earning below LLW or that are unemployed/inactive (excluding those taken qualifications in Preparation for Life and Work, which are included in Into Good Work).
Building Strong Communities	Includes Community learning (excluding Subject Area Preparation for Life and Work) and ESOL
Helping Londoners into Good Work	AEB remaining delivery, excluding all the above. The majority correspond to Sector Subject Area “Preparation for Life and Work”

Notes: these categories are defined at the course level (as opposed to the learner level). Thus, by construction, these categories are mutually exclusive only at the course level. Note that in practice it is possible for a learner to be in two mission categories at the same time (learners can take multiple qualifications in the AEB).

## Overview: EDI & Engaging Londoners

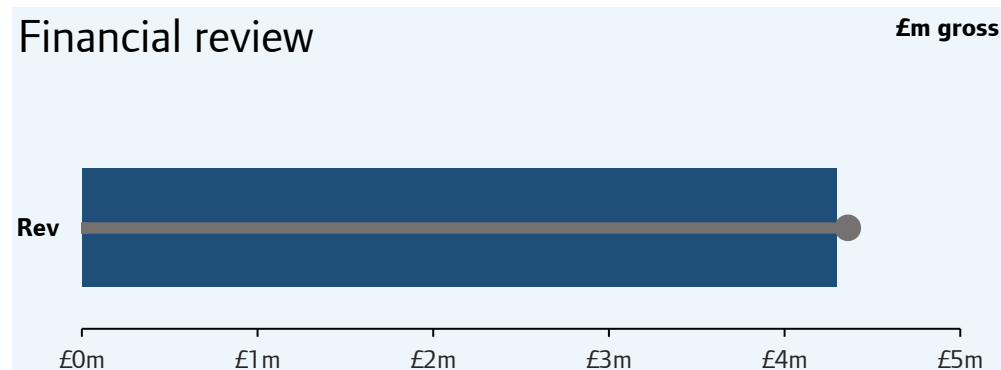
Impact	Time	Spend	Capability	Risk
A	G	G	G	A

- Delivery of the Mayor's commitment to Equality, Diversity and Inclusion (EDI) is integral to the monitoring of each individual mission - and work continues to support teams to fully embed this approach, with most individual blocks now having been reviewed or under review. This dashboard covers the centrally delivered activity for two foundations: EDI and Engaging Londoners. It includes: engagement to support delivery of the Recovery Programme; work to support EDI improvements with the infrastructure sector; and activity to enable Londoners to come together to share in cultural activities and celebrations, in particular, the London Borough of Culture and Commission for Diversity in the Public Realm.

- Engagement activity in the Recovery Programme continues to be embedded, with increases in understanding of its role / importance, and evidence of engagement in the development and delivery of key areas of work across the programme (e.g. recent work on support to address the cost of living crisis as part of the Robust Safety Net mission).

- Impact is rated Amber due to ongoing delays in delivering the Engagement Learning Network. The Amber for Risk reflects the inherent complexity in delivering engagement work across the full breadth of the Recovery Programme, involving an array of partners and programmes.

## Financial review



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1	5.08	0.44	5.24	0.2 (3%)
Q2	5.12	1.52	5.07	0.0 (1%)
Q3	5.17	2.72	4.07	-1.1 (21%)
Q4	5.05	4.76	4.76	-0.3 (6%)

### Significant variances

No significant variances this quarter.

## Performance indicators

	21/22 →	Target	Actual	Conf.
1	No. of grassroots community groups on track to deliver their GLA grant funded outcomes & thereby enabling participation in the Recovery Prog.	35	35	CG
2	The number of stakeholders participating in the Engagement Learning Network	35	zero	A
3	Number of people accessing training & employment opportunities through Workforce Diversity Programmes	Not set	38	NA

### PI Commentary

- PI-1: The programme has been successfully completed. In Q4, an event was held bringing together grantees, local authority officers and other civil society partners to celebrate achievements & share reflections. A film was produced capturing the event. 23 of the 35 organisations successfully applied for top-up grants to support their future work.

- PI-2 is Amber as there are no current members as a result of delays in establishing the network, including procurement challenges. During Q4, however, an inception meeting with the delivery partner for the learning network was held and a project plan was put in place and agreed. There was engagement with potential members.

- PI-3 is new and will track impact of Workforce Diversity Programmes.

## Top risks and issues

	There is a risk...	Score	Trend	Notes
1	We may not capitalise on wider engagement with communities being undertaken by others; e.g. community and civil society orgs, boroughs, other stakeholders	6	↔	Inherent risk due to the complex and diffuse nature of work involved. The Engagement Network will mitigate the risk
2	We may not be able to ensure a lasting legacy of enhanced engagement, which has been realised with an array of partners under the umbrella of the Recovery Prog	4	↔	Engagement ongoing with partners to highlight & evidence the benefits of joined-up approach, compared to what takes place within individual orgs
3	Diversity in the Public Realm: Delivery of emblematic projects may be challenging in timescales given reliance on partnerships and external funding	3	↓	This is a complex project involving multiple stakeholders. Framework now in place and discussions moving forward

	Issue	Rating	Trend	Notes
1	Delays in procuring the Engagement Learning Network have in turn delayed delivery. Membership of the network still needs to be secured	M	↔	Engagement during development process has ensured members are aware of the Learning Network and platform
2	Ongoing challenges in aligning plans between engagement activity and wider Recovery Programme	M	↓	Understanding of the importance of engagement improving. Good examples of engagement taking place across the Recovery Programme
3	Financial challenges faced by LB Croydon have implications for London Borough of Culture programme delivery in 2023	M	↔	Weekly GLA/Croydon mtgs to agree governance/delivery framework. Funding Agreement signed. Croydon have confirmed additional funding

## Actions

		Base	F'Cast	Conf.
1	Launch LBOC Lewisham and deliver a year long programme in 2022 of cultural activities and micro grants to engage diverse communities in Lewisham	Q4 22/23	-	G
2	Commission for Diversity in the Public Realm: Round 1 Untold Stories grant-funded projects completed, increasing diversity in London's public realm; R2 projects started	Q4 22/23	-	G
3	Deliver up to 6 Unpacking the Credits films to increase visibility and awareness of creative careers opportunities available to young Londoners	Q4 22/23	-	G
4	Work with the infrastructure sector to improve its EDI practices, including a new sector EDI forum, exploring new career pathways for school children and reverse mentoring	Q2 23/24	-	G
5	Establish a pan-London C-19 recovery engagement learning network, strengthening relationships and sharing insights between boroughs, community orgs, academics & policy makers	Q4 23/24	-	A
6	Commission, launch & deliver 3 fellowship prog cohorts for civic leaders, strengthening connections & ongoing collaboration with decision-makers to support London's recovery	Q4 23/24	-	A

### Actions Commentary

- A-1: LBOC Lewisham was successfully launched in Jan '22. There have been artist-led events & workshops across the borough & schools performing the specially choreographed LBOC bop. In March, a series of events was held at local music venues attracting hundreds of Londoners.

- A-2: Untold Stories received 117 applications for funding, 42 projects were supported. This is a smaller number than previously anticipated simply because more were funded at the higher tier. Action remains on track.

- A-3: 5 films are now in final edit with 2 more to be made.

- A-5: Mapping of potential stakeholders & pre-engagement work underway to build interest in network. Rated Amber as this has not yet translated into membership (see PI-2).

## Overview: Health missions & foundation

Impact	Time	Spend	Capability	Risk
A	G	G	A	A

- This dashboard reports progress across two missions and a public health foundation. The Mental Health & Wellbeing mission (MH&WB) aims for London to have 250,000 wellbeing champions by 2025, supporting Londoners where they live, work & play. Healthy Place, Healthy Weight (HPHW) focuses on delivery of place-based interventions within schools and the wider community. Both are led by the Health & Wellbeing team, with delivery split across the GLA and partners.

- MH&WB is progressing well, with partner engagement underway and ThriveLDN as our delivery partner. Current foci are: capturing wellbeing champion activity across partners; building local capacity and developing a training, support & coaching schemes; and enabling wellbeing champions to be in places where people already choose to spend time to offer wider support & services.

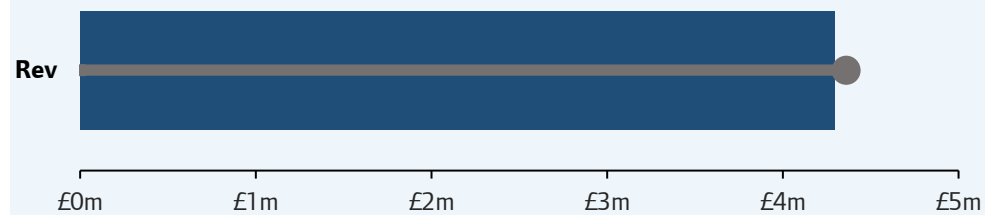
- The HPHW mission has been relaunched and multiple projects moved in to delivery in Q4, including Superzones, Water Only Schools, and work with retailers. Deliverables will be added to the dashboard at Q1 to track progress

- Foundational work supporting our partnerships has focused on establishing the GLA Group Public Health function, launched on 1 April. The new function will strengthen the Group's capacity on public health to support work to tackle health inequalities and the Mayor's commitment to embed 'Health in All Policies'.

- Spend has moved to Green as we spent to budget for the year, with significant spend in Q4. Time has also moved to Green reflecting progress on HPHW, further to refocussing the mission objectives.

## Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1	4.45	0.40	4.48	0.0 (1%)
Q2	4.56	1.19	4.38	-0.2 (4%)
Q3	4.56	2.24	3.94	-0.6 (14%)
Q4	4.36	4.30	4.30	-0.1 (1%)

### Significant variances

There are no significant variances this quarter.

Q4 Missions & Foundation Dashboards - Final

## Performance indicators

	21/22 →	Target	Actual	Conf.
1	Number of Londoners engaged in bereavement campaign	800	761	CA G
2	Number of Londoners affected by bereavement who seek help for themselves or others	No target	5,124	NA NA
3	Number of people being trained in mental health first aid	1,000	1,556	CG G
4	Engage 250,000 wellbeing champions in the MHWB mission by 2025	80,000	78,123	G G

### PI Commentary

- Our main MH&WB indicator is PI-4. While the interim wellbeing champions target was missed, performance was 2% below target, hitting 78,123 champions out of a target of 80,000. We are confident of hitting the lifetime target of 250,000 champions by 2025, and therefore have rated the PI Green.

- New PIs covering delivery of the Health Inequalities Strategy and the Water-Only Schools programme will be introduced from Q1.

## Top risks and issues

There is a risk...	Score	Trend	Notes
1 Continued capacity pressures on teachers, schools & boroughs may reduce engagement in the Superzones programme	4	↔	Work underway to target boroughs to encourage applications under round 2. Being stepped up post borough elections
2 Of not fully realising MH&WB mission aims due to challenging context with pressure on mental health services, including from cost of living impacts on Londoners	2	↔	Good progress is being made towards the 250,000 wellbeing champions target, but scale of challenge may increase
3 The health and care system's transition to a statutory Integrated Care Systems (ICS) model could have a destabilising impact on London's health and care partnership	2	↓	Good progress has been made in establishing 'place-based' representation within ICS structures across London

Issue	Rating	Trend	Notes
1 Work to refocus the HPHW mission and re-engage stakeholders has caused delivery delays	M	↓	Multiple delivery issues during Q4 were resolved, with all planned activity moving into delivery
2 Omicron wave response work in Q4 impacted capacity of the Health & Wellbeing Team, incl engagement, strategic planning and business as usual	M	↓	Case numbers remain high, but stabilisation of hospital numbers and national Covid-19 policy has limited impact on team resources
3 There is a need to ensure the sustainability of ongoing resource from across Group for the GLA Group Public Health function	M	↓	Core function now agreed and due to go live on 1 April, with further work planned to embed function

## Actions

	Base	F'Cast	Conf.
4 Deliver health inequalities review of Mayoral policies and programmes	Q1 22/23	Q3 22/23	A G
6 Mayor's Six Tests applied to up to three major NHS service transformation and reconfiguration schemes	Q4 22/23	-	G G
7 Obesity: Disseminate learnings from the TfL Healthier Food Advertising policy	Q3 21/22	Q4 21/22	CG A
8 Obesity: Publication of secondary education toolkit for water-only schools	Q3 21/22	Q4 21/22	CG A
9 Obesity: 10 boroughs/integrated care systems have reviewed the way they work to take a whole systems approach to tackling obesity through engagement with disadvantaged communities	Q2 22/23	-	G N

### Actions Commentary

- Significant progress in Q4 on Health in all Policies, including establishing the GLA Group Public Health function (Action-1).

- Note the delivery date for A-6 has been amended to reflect when we expect the next scheme to come forward.

- The HPHW Mission has been refined and milestones met, including publishing the water-only schools toolkit (A-8).

- Roll-out of learnings from the TfL Healthier Advertising Policy has progressed (A-7), including publishing an impact evaluation showing significant impact on calorie consumption arising from the intervention. Concurrently, a toolkit was published for boroughs looking to replicate the policy, and a large event was held at City Hall.

- Actions completed earlier in the year have been removed from dashboard to make space.

## Overview: Infrastructure (& transport budget)

Impact	Time	Spend	Capability	Risk
G	G	G	G	A

- Transport outcomes & TfL's performance are monitored through the TfL Scorecard and regular updates to its Board, so this dashboard focuses on infrastructure objectives: improving infrastructure planning & delivery through increased coordination to decrease road network disruption, unblock housing, support the economy & improve air quality; helping deliver net zero by 2030; and improving EDI in the sector.

- These objectives are achieved in part through the Infrastructure Coordination Service (ICS), est. June '19 with oversight from the Mayor's London Infrastructure Group.

- Now 9 months into its Expansion Phase, the ICS has moved from delivering individual projects to establishing replicable processes that scale up its impact, including launching its rescoped, subscription-based Development Service, with keen interest from developers.

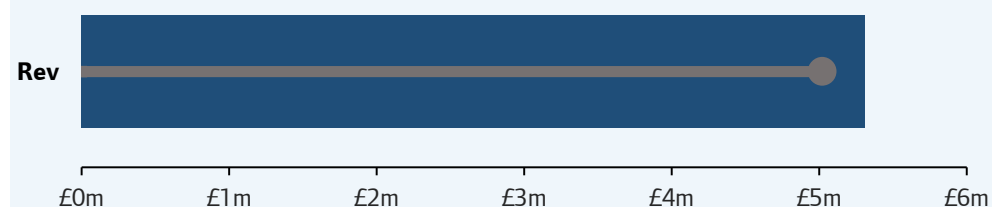
- Collaborative streetworks have accelerated. We are scoping/procuring sub-regional strategies incl. energy and water, to move from a 2030 net zero strategic aim to deliverable plans.

- The National Underground Asset Register (NUAR) is a gov project building a digital map of pipes & cables. We are a delivery partner and on track in onboarding utilities/boroughs to the platform, which will improve safety & efficiency while digging.

- Risks and issues are well-managed and targets achievable; however, it is increasingly urgent to establish the ICS as a sustainable service past Q1 '23-24 - not least to support the Mayor's 2030 net zero target.

## Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1	5.37	0.24	5.37	0.0 (0%)
Q2	5.37	1.02	5.37	0.0 (0%)
Q3	5.37	2.12	5.30	-0.1 (1%)
Q4	5.02	5.31	5.31	0.3 (6%)

### Significant variances

There are no significant variances.

## Performance indicators

	21/22 →	Target	Actual	Conf.
1	Number of days of reduced disruption on London's road network as a result of the Infrastructure Coordination Service	150	182 days (6 schemes)	G
2	National Underground Asset Register (Greater London): % of major utilities and local authorities onboarded to the register	60%	66%	G

### PI Commentary

- PI-1 speaks to the aim of reducing disruption (& congestion) on roads. Our pilot streetworks schemes & infrastructure strategies make modest contributions to reducing disruption now; as they become business-as-usual, impacts could scale up. We exceeded our '21-22 target, saving 182 days of disruption on the road network (with 4 schemes fully complete, and 2 on site near completion). Note data are provisional until final schemes complete. Additional schemes are on site in earlier stages or in the pipeline, making us confident we can hit our '22-23 target.

- We have also exceeded our '21-22 target for onboarding partners to NUAR during the Build Phase, reaching 66% (22 local authorities & 9 major utilities).

## Actions

	Base	F'Cast	Conf.
1	Infrastructure Coordination Service: Complete at least 15 collaborative street works projects	Q1 23/24	-
2	ICS: Support at least 10 developments to connect into infrastructure networks	Q1 23/24	-
3	ICS: There is a digital evidence base on utility demand/capacity that helps boroughs plan infrastructure for high growth areas & supports upfront investment by utilities to unlock housing	Q1 23/24	-
4	ICS: Secure the future of the service by establishing a robust plan for it to be a sustainable part of the sector	Q1 23/24	-
5	ICS: Help utilities to embed collaboration into their internal processes so that they can work together better and more frequently	Q1 23/24	-

### Actions Commentary

- Actions capture delivery of the ICS across streets (reducing disruption by convening collaborative streetworks), planning (developing infrastructure plans for high growth areas) & development (supporting developers to connect into infrastructure & facilitate housing delivery).

- Since April '21, Streets has delivered 6 schemes of 15 targeted by Q1 '23-24 (Action-1); Development has supported 7 paid developer projects out of 10, with a new subscription service expected to ramp up activity (A-2); Planning has scoped the Growth & Capacity Planner, which has surfaced some challenges (A-3).

- A-4 is a pre-requisite to achieving outcomes past Q1 '23-24. The ICS is in conversation with service beneficiaries & will bring future funding proposals to the Mayor's Infrastructure Group in autumn '22.

## Top risks and issues

There is a risk...	Score	Trend	Notes
1 Infrastructure coordination in London may be stymied if we cannot secure a sustainable setup and funding for the ICS, with current phase ending June '23	4	↔	Work is well underway on a plan for the ICS's future
2 The rescoped Development Service may not secure sufficient developer subscriptions to be successful and cover costs	3	↓	Risk is decreasing due to level of interest developers have shown in signing up to the subscription following extensive engagement
3 The Planning Service may not agree with boroughs how best to jointly deliver subregional energy, water and digital infrastructure strategies	3	↓	Input from initial groups of boroughs has been positive, but risk will remain until subregional strategies are procured and in delivery across London

Issue	Rating	Trend	Notes
1 Utilities' (e.g. energy) carbon emissions plans are based on gov 2050 commitments; utilities are not geared up to meet Mayor's 2030 net zero target	H	↔	The need for gov regulated utilities to put in place delivery plans for the 2030 target remains a major challenge
2 The Infrastructure sector is struggling to tackle Equality, Diversity and Inclusion in a historically challenging industry, with particular difficulty around workforce data	H	↔	We are still in the early stages of delivering on the pledges; and our initiatives are pilot approaches that will need to scale
3 Boroughs and developers have long needed better information on utilities' network capacity - but collecting/sharing this data is challenging	M	↔	While data scoping exercise has highlighted ways forward, we are still determining if it meets the needs of boroughs/developers

## Overview: Business, Jobs & Growth

Impact	Time	Spend	Capability	Risk
<b>G</b>	<b>G</b>	<b>G</b>	<b>A</b>	<b>A</b>

- Work delivered under this foundation aims to help reverse the pattern of rising unemployment and loss of economic growth caused by the Covid-19; and to promote an equitable recovery of the London economy.

- Q4 saw encouraging increases in accreditations for the Living Wage (300+ new London accreditations since Living Wage City funding came into effect in September) and Good Work Standard (up to 108). The Living Wage City Programme's 1st steering group date was set for 16 May, co-chaired by the Mayor, and will review programme action strands and targets.

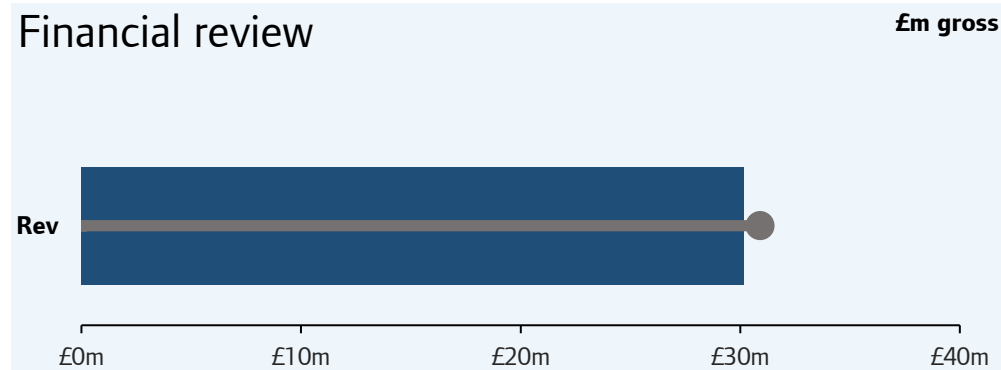
- The Anchor Institutions Programme, which reports into the London Recovery Board, is progressing and the one-year-on announcement in March focused on procurement.

- In respect of the London Business Hub, projects supporting refugees to set up in business and an investment readiness programme for under-represented entrepreneurs have now launched.

- Government has announced reduced '22-23 funding allocations to the LEAP and London Business Hub; however, impacts may be mitigated by UK Shared Prosperity Fund (UKSPF): £144m over three years to support communities and place, local businesses and people and skills. Officers are working with London Councils to engage stakeholders (event on 10 May) prior to a London investment plan submission to government by 1 August.

- Risk remains Amber due to challenging timescales for UKSPF; and Capability Amber due to vacancies in Enterprise and Economic Fairness teams - recruitment to take place in '22=23.

## Financial review



	Rev Budget	YTD Actual	Yr Forecast	Variance
<b>Q1</b>	30.4	4.31	30.4	0.0 (0%)
<b>Q2</b>	30.6	11.3	30.2	-0.4 (1%)
<b>Q3</b>	30.0	20.0	27.5	-2.5 (8%)
<b>Q4</b>	30.9	30.2	30.2	-0.7 (2%)

### Significant variances

**1** LEAP I -0.5 I Rev I Timing I Delays in recruitment due to competitive labour market. Appointment now been made and funds will be claimed in '22-23

**2** Workspace Advisory Group I -0.3 I Rev I Admin/Saving I Delays in membership renewals and efficiency savings in staffing

## Performance indicators

	21/22 →	Target	Actual	Conf.
<b>1</b>	London & Partners: Additional economic impact created by interventions to support tourism and foreign direct investment (£GVA)	£176m	£200m	<b>G</b>
<b>2</b>	Investment leveraged through GLA interventions to support growth sectors	£411m	£820m	<b>G</b>
<b>3a</b>	London Business Hub: Businesses supported (1hr+)	1,000	1,980	<b>G</b>
<b>3b</b>	24-hour Economy Programme: Businesses supported (1hr+)	1,680	2,131	<b>G</b>
<b>3c</b>	ERDF: Number of businesses supported through programmes (12hrs+)	2,737	2,268	<b>G</b>
<b>4a</b>	ERDF: Number of jobs created through programmes	1,071	619	<b>G</b>
<b>4b</b>	Creative Industries Portfolio: Number of jobs created	10,000	12,910	<b>G</b>
<b>5</b>	Hours of business support provided through the Good Work Standard programme (1hr+)	Not set	317	<b>NA</b>

### PI Commentary

- Stretch targets were exceeded for PI-1 and PI-2.

- PI-3c and 4a (ERDF): Although annual targets have not been met, the lifetime target has been exceeded, so rating is Green. Final data for the year are expected at Q1.

- PI-4b (New): Target achieved due to additional film productions coming into London.

- PI-5 (New): 317 hours of business support provided by Economic Fairness team in Q4 including workshops for all employers.

## Top risks and issues

	There is a risk...	Score	Trend	Notes
<b>1</b>	SMEs may be severely impacted by inflation, Brexit, lack of tourism and febrile jobs market despite Mayoral support through Growth Hub & additional gov funding	<b>12</b>	↑	Inflation increasing, tourism not yet at pre-Covid levels and Brexit deal challenges
<b>2</b>	Delivery partners may continue to experience difficulties in meeting project spend forecast	<b>4</b>	↓	End of year financial spend was mostly in line with budget
<b>3</b>	Economic headwinds may mean businesses deprioritise good working practices, including engagement with the Good Work Standard (GWS)	<b>4</b>	↔	London Living Wage & GWS accreditations increasing. Gig Economy Charter union/platform engagement phase completed
	Issue	Rating	Trend	Notes
<b>1</b>	Worsening economic outlook / inflation may result in further need to support businesses that are otherwise viable, putting pressure on business support progs	<b>H</b>	↑	Economic outlook worsening due to energy/cost of living increase, reduction in gov C-19 business support, lower levels of tourists/commuters
<b>2</b>	London is receiving a proportionately lower level of government funding to support good growth activity than other parts of the country	<b>H</b>	↔	London's share of UKSPF well below - £90m per annum received via EU. But cut is in line with that experienced by rest of country also
<b>3</b>	Tourists have not yet returned to London at pre-Covid numbers, and government declined to fund international campaign	<b>M</b>	↓	Local funding - albeit on smaller scale than ideal - now identified for international campaign, now launched

## Actions

		Base	F'Cast	Conf.
<b>1</b>	Funding London: Invest £20m of the Greater London Investment Fund (GLIF) in businesses led by female, ethnic minority and/or disabled entrepreneurs	Q3 23/24	-	<b>G</b>
<b>2</b>	Complete a review of the GLA's business support approach to make support easier to access, with improved participation by under-represented groups	Q4 21/22	Q2 22/23	<b>A</b>
<b>3</b>	Convene a network of Anchor Institutions which use purchasing power to support small/diverse business, employment potential to offer good work and activities to support young Londoners	Q4 21/22	Q3 22/23	<b>A</b>
<b>4</b>	Complete the Let's Do London campaign, demonstrating an uplift in visitor confidence against baseline	Q4 21/22	-	<b>CG</b>
<b>5</b>	Fully claim funds from London's European Regional Development Fund (ERDF) & European Social Fund (ESF) allocation and close programmes	Q3 22/23	-	<b>G</b>
<b>6</b>	6 boroughs have been helped to develop night time strategies to increase high street use post 6pm, support a more inclusive/sustainable economy at night & a better deal for workers	Q4 22/23	-	<b>G</b>

### Actions Commentary

- A-2: The Levelling-Up White Paper and UKSPF have launched, addressing funding uncertainty. Options for small business support programming to tie in with UKSPF and for borough/GLA business support mechanism are being worked up.

- A -3: Amber as long-term resourcing for the core project team is still being scoped.

- A-4 resulted in an additional £81m spend through London's tills & an extra 330,000 visitors since the campaign started in May 2021.

- A-5: Successfully lobbied gov for additional £4.2m in ERDF funds, to be shared across existing projects including International Business Programme (L&P), Better Futures & the London Business Hub. Projects have been extended to June '23, bridging the gap between ERDF and UKSPF.

## Overview: Spatial Development

Impact	Time	Spend	Capability	Risk
G <small>A</small>	G <small>A</small>	A <small>R</small>	A <small>A</small>	A <small>A</small>

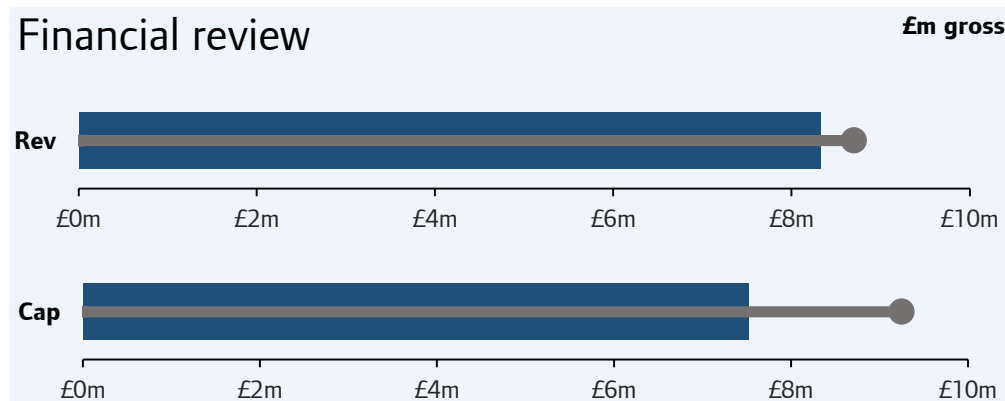
- This foundation focuses on: ensuring the successful and transformative delivery of high-quality development and inclusive regeneration on the Mayor's land; master planning and co-ordination of GLA's spatial policies and investment; supporting public sector landowners to deliver better places by adopting Good Growth by Design principles; and promoting diversity in the built environment sector.

- The GLA's key deliverable is to facilitate the start, by 2024, of the building of 5,000 homes of all tenures on GLA land and through joint ventures. Enabling the delivery of homes on GLA land with high levels of affordable housing contributes to the London Plan target of building 52,000 homes per year.

- Officers are currently forecasting to meet the 5,000 homes target (PI-1a) as well as the target to support the creation of 1,500 jobs (PI-2). Progress during Q4 was particularly good with some key projects brought forward from 2022-23.

- Capability is Amber. This is, however, being addressed by recruiting to vacancies and additional roles have been agreed in the budget for 2022-23, which will shortly be recruited to.

## Financial review



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1	9.46	0.78	9.37	-0.1 (1%)	24.0	2.12	13.6	-10 (43%)
Q2	9.48	2.42	9.36	-0.1 (1%)	24.0	4.8	24.0	0.0 (0%)
Q3	9.39	4.78	9.00	-0.4 (4%)	24.0	6.5	9.2	-15 (61%)
Q4	8.70	8.33	8.33	-0.4 (4%)	9.25	7.52	7.52	-1.7 (19%)

### Significant variances

- Royal Docks Enterprise Zone I -1.7 | Cap | Timing | Due to revised scope and a review on the North Woolwich Road project, with the budget to be carried forward into '22-23
- Staffing | -0.4 | Rev | Savings | Vacancies

Note the capital budget was adjusted down for Q4 primarily due to a reduction in business rates returned in the Royal Docks Enterprise Zone area.

## Performance indicators

	21/22 →	Target	Actual	Conf.
1a	Start on site of 5,000 homes on GLA land and through joint venture interests by March 2024	1,500	3,158	G <small>A</small>
1b	Start on site of 1,000 homes on the Mayor's land in the Royal Docks by March 2024 [subset of above]	237	1,120	G <small>A</small>
2	Support the creation of 1,500 new jobs by March 2024 through developments on Mayoral land, joint venture initiatives and property interests	100	140	G <small>A</small>

### PI Commentary

- The lifetime target for PI-1b has been achieved with development on a significant site starting in Q4. This scheme was all or nothing (within these timeframes) and given the scale of delivery and the risk in bringing it forward, the target was set accordingly. This KPI will not be closed, but over-delivery will continue to be tracked. The target for PI-1a for '21-22 has been significantly over-achieved for the same reason.

- A number of schemes on GLA land due to commence in '22-23 and '23-24 need to secure funding and/or planning consent before they can start on site.

- Achieving the lifetime target for PI-2 depends on a number of complex development sites requiring funding, enabling works & in some cases planning consent.

## Actions

	Base	F'Cast	Conf.	
1	Independent review focused on streamlining housing development across the wider GLA Group completed	Q3 21/22	Q4 21/22	CG <small>A</small>
2	Select a partner to redevelop MOPAC sites in Hendon using London Development Panel 2. Project will deliver over 700 homes with 60% genuinely affordable homes	Q4 21/22	-	CG <small>G</small>
3	Secure funding for Silvertown Quays Phase 1, a mixed use development in the Royal Docks that will create thousands of new homes and jobs	Q4 21/22	-	CG <small>A</small>
4	Start on site for Albert Island, Royal Docks, which will create a commercial and innovation hub and a new boatyard for London	Q2 22/23	-	A <small>A</small>
5	Industrial Intensification programme: Invest in a high quality multi-storey development at 75 Bugsby's Way, SE10, procuring a development partner	Q4 22/23	-	G <small>G</small>

### Actions Commentary

- Good progress continues to be made on Actions, with a number now being completed, including the Kerslake Review (A-1) and selecting a delivery partner for the MOPAC sites in Hendon (A-2).

- Albert Island (A-4) is Amber due to ongoing commercial negotiations between the delivery partner and potential owner of the boatyard that need to be finalised before a start on site can be achieved.

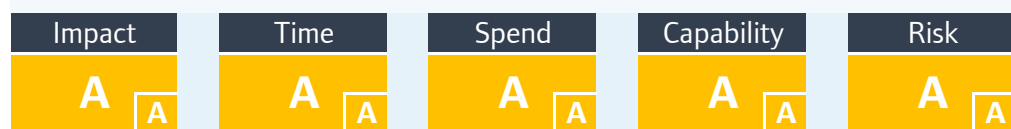
## Top risks and issues

There is a risk...	Score	Trend	Notes
1 Resource issues at borough planning level may continue or be exacerbated and this in turn could have a material impact on the delivery of projects on GLA land	8	↑	Still capacity issues in several planning departments and due to wider market volatility, any delay might lead to schemes becoming unviable
2 Wider market cost increases and delivery delays may have a material impact on the timing and viability of the delivery of GLAP sites	8	↑	Increased cost inflation pressure due to the war in Ukraine
3 Projects with an element of employment space may be delayed or face value changes as a result of market uncertainty caused by C-19 and the way companies return to work	6	↔	Delivery of employment sites still uncertain. Demand for office space is being impacted but demand for industrial space is outstripping supply

Issue	Rating	Trend	Notes
1 Greenwich Peninsula masterplan planning application has been delayed in being determined due to protracted negotiations between the applicant & planning authority	H	↔	Section 106 still not completed as commercial negotiations remain ongoing between master developer and RP
2 Delivery of Royal Albert Dock has stalled following the failure of the developer (ABP)	M	↔	Development Agreement in process of being fully terminated
3 GLAP housing sites require providers to contribute financially and/or lead construction. This requires substantial RP resources & current capacity issues will delay delivery	M	↔	Consolidation/Mergers in RP sector leading to reassessment of investment opportunities. New Affordable Homes Prog. should provide some stability

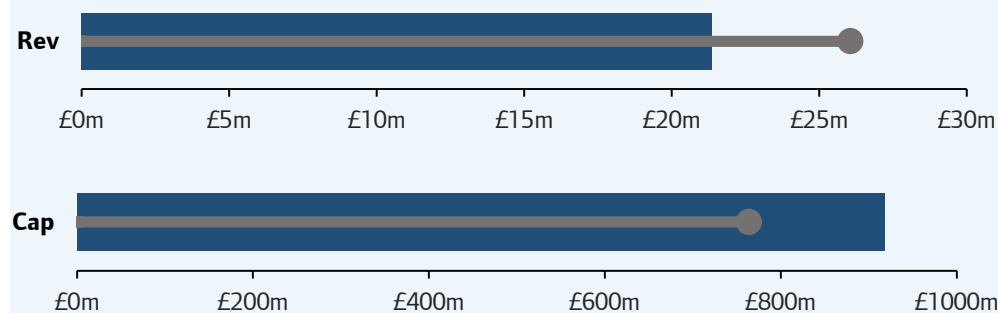


## Overview: Capital Investment



- The GLA's key deliverable in this foundation block is to fund the building of 79,000 affordable homes between April 2021 and March 2029, with those homes starting on site by March 2026. This contributes to the London Plan target to increase housing supply of all tenures in London to 52,000 homes per year.
- The level of delivery of affordable homes starts (PI-1) in Q4 meant the annual target was exceeded. The GLA is as a result in a better position to achieve the overall homes target. This overall target remains very challenging, however, due to a combination of factors and in particular the volatile market and labour issue combined with the planning delays highlighted in the issues (Issue-2 and 3).
- Another key success is starting of 12,791 council homes since October 2018, exceeding the target for 10,000 starts by March 2023.
- There has been further staff turnover in the team, some senior posts still have interim staff in place, and newly created posts are being recruited to, hence the Amber Capability rating.
- Spend exceeded the capital budget mainly due to overperformance on the Affordable Homes Programme (AHP, covered by external funding), but with offsetting underspends in other areas due to slower delivery than anticipated. In part, this slower delivery accounts for underspend against the revenue budget.

## Financial review



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1	22.9	1.49	20.6	-2.3 (10%)	783	77.3	759	-24 (3%)
Q2	24.7	5.32	25.6	1.0 (4%)	822	136	845	23 (3%)
Q3	26.9	9.90	22.9	-4.0 (15%)	871	270	776	-95 (11%)
Q4	26.1	21.4	21.4	-4.7 (18%)	764	918	918	155 (20%)

### Significant variances

- 1 Affordable Housing Prog. | 202.2 | Cap | Overspend due to the change in payment tranches and accelerated delivery of starts
- 2 ACM Cladding: Private & Social Sectors | -20.2 | Cap | Timing | Building owners taking longer than expected to enter funding agreements and demonstrate compliance with drawdown requirements
- 3 Rough Sleeping Accommodation Prog. | -12.2 | Cap | & -3.0 | Rev | Perf | Slower than expected starts/completions

\*£8.1m of the capital budget has been reallocated to the High Streets for All mission dashboard

## Performance indicators

	21/22 →	Target	Actual	Conf.
1	Start construction of 79,000 genuinely affordable homes between 2021 and 2026	16,000 - 18,300	18,722	A
2	Enable London boroughs to start at least 10,000 new council and Right to Buy replacement homes by March 2023	1,000	4,946	G
3	Enable the start of construction of 500 community-led homes by March 2024	75	66	A
4	Rough sleeping: Number of longer-term homes for rough sleepers started	900	780	A
5	Release funding for cladding remediation on 400 buildings by March 2024 (cumulative from Jul '18)	200	255	G
6	Deliver at least 150,000 sqm of new or improved learning and training floorspace by March 2024	20,000	25,949	A

### PI Commentary

- PI-1&2: See main commentary.
- We are behind profile for PI-3. But capital funding of £16m has been allocated for 148 affordable homes across 6 schemes. 12 schemes (197 homes) have been allocated total of £3.7m of revenue.
- The target (reverting to the target reported at Q2) and data for PI-4 have been corrected to ensure both pertain to delivery over this Mayoral term only. While the '21-22 target has not been met, we are confident the lifetime target will be.
- PI-6: While the annual target has been exceeded, delivery challenges mean significant work is required to meet the lifetime target.

## Top risks and issues

There is a risk...	Score	Trend	Notes
1 Cost of living increases may dampen demand for private sector homes, reducing cross subsidy for affordable homes	9	↑	Cost of living continues to increase
2 Limited industry capacity may continue to slow progress on cladding remediation, and cause operational issues, with reputational impacts for the GLA	9	↑	Demand for cladding remediation likely to increase as funding prog. for 11-18m buildings opens in summer (previous funding was for 18m+ buildings)
3 Uncertainty around scale of climate change mitigation measures may impact further on investment in construction	6	↓	Reluctance among partners to commit to large scale programmes absent of government funding

Issue	Rating	Trend	Notes
1 High material and labour costs due to shortages and other market factors are leading to delays and viability challenges on existing projects	H	↑	Market volatility and material & labour costs inflation are persisting, with global supply chains being impacted by the war in Ukraine
2 Planning delays due to capacity issues and existing backlogs, combined with wider market volatility, is impacting on delivery of schemes	H	↑	The planning backlog remains and the impact of the market volatility is increasing
3 Providers are moving investment from delivering new homes to remediating building safety measures to ensure existing stock is safe	H	↑	The Building Safety Act has confirmed some additional liabilities to protect leaseholders from costs

## Actions

	Base	F'Cast	Conf.
1a Achieve ministerial approval for Affordable Homes Programme '21-26 allocation	Q2 21/22	-	CG
1b Contract with all partners with initial allocations under the Affordable Homes Programme '21-26	Q4 21/22	Q1 22/23	A
2 Invest £285m through the Mayoral and DLUHC Land Funds to deliver housing schemes across London	Q4 23/24	-	G
3 Housing Infrastructure Fund Forward Funding: Deliver the two GLA Group schemes to unlock the delivery of 26,000 new homes for Londoners	Q4 23/24	-	A

### Actions Commentary

- Standard and consortium contracts have been issued to partners for the AHP '21-26 programme and partners are progressing approvals through their governance processes (A-1b).
- £127m was committed under the Land Fund this financial year. Given there are 2 years left to allocate the balance of £122m, A-2 has moved from Amber to Green. Work is ongoing with PWC for the expansion of the Land Fund.
- In respect of A-3: Docklands Light Railway project - land has been acquired for the Beckton construction project and options for the phased delivery of rolling stock are being discussed with DLUHC; East London Line project - options to mitigate/fund the forecast cost overrun remain under review.