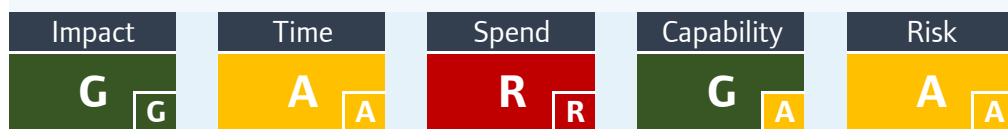


Overview: Green New Deal (GND)



- 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.

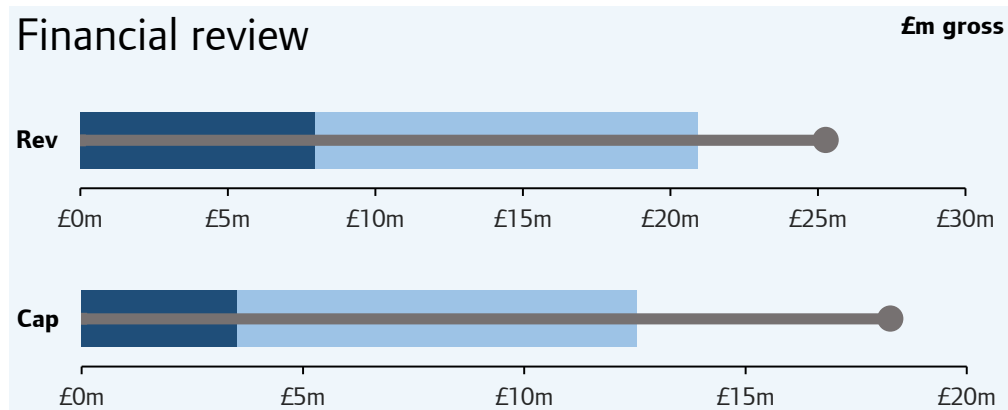
- Q3 was dominated by COP26, ULEZ expansion and the ongoing uncertainty around energy prices. ULEZ Expansion launched successfully in the quarter, with 92% of vehicles entering the zone compliant. We secured £40m in funding from BEIS for the Sustainable Warmth programme, and have ringfenced further funding for our green economy SMEs support programme, Better Futures, which is over-subscribed. Recruitment into the Unit continues, with funding confirmed for additional support on our expanding portfolio of retrofit programmes.

- Spend is Red due to further delays against profile in Q3. Significant items of expenditure are expected in Q4, however, and including also £4m which was transferred to TfL just after the closing date for Q3 reporting. Future Neighbourhoods 2030 is being tightly managed against payment milestones.

- Capability has changed to Green for the current financial year, as further recruitment is being approved to support investment of external funding (£40m), with new staff due to start in Q4.

- Risk is Amber. The majority of our risks are within our large energy programmes, where national issues (such as overly burdened supply chains, pandemic restrictions and energy pricing) are impacting our work.

Financial review



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1	26.60	1.22	25.71	-0.9 (3%)	18.3	0.08	18.3	0.0 (0%)
Q2	25.86	4.31	24.96	-0.9 (3%)	18.3	0.35	15.9	-2.4 (13%)
Q3	25.27	7.98	20.95	-4.3 (17%)	18.3	3.51	12.55	-5.7 (31%)
Q4								

Significant variances (year-end forecast against current budget for year)

1 Green Homes Grant Local Delivery Scheme I -3.2m | Cap | Perf | Nationwide supply shortages meant we could not deliver to challenging timeframes. Funding will be returned

2 BLEN Programme I -1.2m | Cap | Timing | 4 of 6 projects delayed beyond March '22. Remaining money committed

3 Centre of Excellence I -0.8m | Admin | Budget to support bids, with low take up & time restrictions. Unspent budget will be returned to gov

Note forecast has been subject to a 20% optimism bias reduction.

Performance indicators

	21/22 →	Target	YTD	Conf.
1 Deliver 2,500 zero-emission TfL buses by 2025		315	115	R
2 Number of green economy businesses supported in product development and business growth by GLA programmes		182	228	G
3 Achieve 87.6% vehicle compliance with ULEZ (incl. extended boundary) requirements by Oct '21 & 89.9% by Oct '22		87.6%	92% (25/10 - 21/11)	G
4 Increase the capacity of renewable energy technologies installed in London's buildings via GLA programmes by at least 15 MW by May 2024		5.00	0.87	G
5 Reduce CO2e emissions from London's buildings via GLA programmes by at least 160,000 tonnes by May 2024		50,000	12,563	G

PI Commentary

- PIs relate to ambitions to: improve air quality & achieve legal compliance by 2025 by reducing London's NOx (and PM/CO2e) emissions from road transport; and to double London's green economy.

- Against ambitious targets for PI-1, we have 600 zero emission buses in the fleet today. The PI is Red because of continued concerns about TfL's funding settlement as well as the ongoing impact Covid-19 may have on the manufacturing and production lines. We hope to have greater certainty at Q4.

- We added 3 new PIs for Q3 on: ULEZ compliance; energy efficiency in buildings; and carbon emissions from buildings. Additional PIs are being developed to include at Q4.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Rising energy bills, pushing more Londoners into fuel poverty, may overwhelm our fuel poverty programmes	12	↑	Energy wholesale prices continuing to rise, and the energy price cap expected to increase by nearly £700 (around 50%) from April '22
2 London may fail to deliver its net zero ambitions due to the scale of investment required and lack of powers	9	↔	Risk remains steady as still need new business models, finance, multiple stakeholders taking action and devolution of powers from gov
3 TfL-led green Mayoral programmes may be impacted by the outcome of the funding settlement with gov	8	↑	Government is increasingly using short-term funding deals, impacting on programmes crucial to achieving 2030 targets

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	↑	GLA programmes in place but insufficient to deal with scale of problem
2 Sustainable Warmth prog: Limited time to achieve high-level of retrofit installations with national supply chain issues & constraints on GLA resource	H	↑	Internal GLA and TfL resources are constrained. National supply chain constraints exacerbated by ongoing Brexit and C-19 impacts
3 Car-led recovery impacting the Londoners' health, economy and achievement of net zero	H	↔	Negotiations still underway to secure a long-term government deal to ensure sustained investment in walking, cycling and public transport.

Actions

	Base	F'Cast	Conf.
1 Extend the ULEZ up to the north and south circular roads	Q3 21/22	-	CG
2 Signed agreement between the GLA Group bodies which establishes a Group-wide strategy for the joint-procurement of renewable energy	Q3 21/22	Q4 21/22	A
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	-	A

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 Amber as the Memoranda of Understanding were not signed in Q3, but are due to be signed in Q4.

- A-3 is Amber as further detail has been requested on two of the options before making a decision, impacting timelines. This work will be underway in Q4.

Overview: Robust Safety Net (RSN)

Impact	Time	Spend	Capability	Risk
A	G	G	A	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.

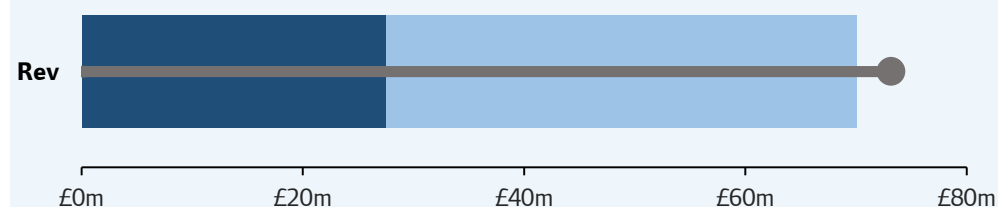
- Work on the delivery of the RSN and, in particular, financial advice/support, remains on track. However, the increased cost of living pressures for Londoners are likely to offset their impact and further consideration of possible additional support is required.

- Time pressures continue to be a key issue for our domestic abuse work, given that the landscape in London is far more complex than it is for other Tier 1 authorities. We are aiming to ensure delivery of the commissioning phase for 2021-22.

- In respect of rough sleeping, there has been significant progress on the recovery phase for the hotels, with government funding for Q1 '22-23 provisionally secured. The large numbers of non-UK nationals in GLA hotel accommodation & 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				

Significant variances (year-end forecast against current budget for year)

1 Hong Kong Integrated Programme I -0.9m | Rev | Timing | Gov funded programme rolling across two years

2 Social Impact Bond I -0.5m | Rev | Saving | Payments by results contracts with project now complete

Note forecast has been subject to a 20% optimism bias reduction.

Performance indicators

	21/22 →	Target	YTD	Conf.
1	Rough sleeping: % of those accessing the Mayor's Life off the Streets services exiting rough sleeping	85%	90%	G
2	Private rented sector: Rogue Landlord and Agent Checker/Property Licence Checker page views	79,156	88,415	G
3	Awareness of rights: Number of unique visitors to Employment Rights Hub	90,000	23,498	R

PI Commentary

- PIs remain on track with the exception of the Mayor's employment rights hub (PI-3), where the performance of social media advertising has not returned the same level of engagement as previously. Work is underway to understand and address this.

- In respect of PI-1, 1,766 people were worked with by Mayoral services in Q3.

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	G
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	-	G
4	Rough sleeping: Pan-London services have been re-commissioned to reflect London's changed rough sleeping landscape	Q4 21/22	Q1 22/23	A
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	-	A

Actions Commentary

- Action-1 was very nearly completed in Q3: 10 delivery plans have now been submitted, with an 11th due in Q4.

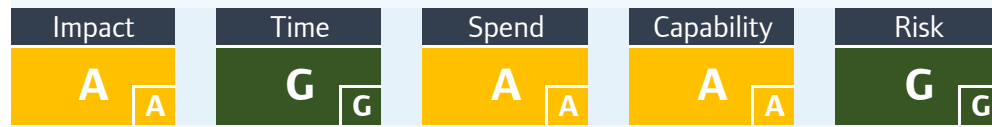
- In respect of A-2, a phased decant plan and funding for Q1 2022-23 have been provisionally agreed with gov. A Mayoral Decision is being drafted and contracts being agreed with hoteliers. A new Action will be added at Q4 to complete the recovery phase of the Covid-19 response, exiting from all hotels other than the turnaround hub hotel.

- A final domestic abuse strategy (A-5) was published ahead of the statutory deadline. There remains a high risk of not spending full gov funding allocation in year. Procurement issues have meant an extension of the bid deadline for the '21-22 commissioning round, leaving less time than anticipated to evaluate bids and commit funding.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Gov domestic abuse funding services must be used in year, following production of the strategy, so services might not be commissioned in time	12	↑	Issues with procurement process has necessitated extending bid deadline, reducing already limited time for evaluation and contracting
2 Continued cost of living increases through rising household costs (energy, food, taxation) may make it more challenging to achieve the mission	9	↑	Challenge will increase as costs rise, in particular in April. Policy levers to address financial / hardship support do not sit at London level
3 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	↔	Provisional funding from DLUHC for the decant plan - but final confirmation required
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	↔	Decant plans and prov. funding agreed with gov. Escalation process with Home Office agreed, but HO decisions still taking time
2 Increased demand for financial support and welfare advice means that need outstrips service capacity of VCS, LA & other providers	H	↑	Increase in need is not yet matched by increases in service provision. London's advice sector estimates a £13m annual shortfall in funding
3 Need to quickly put in place short-term support options to address financial hardship over the winter, and with limited team capacity	M	↓	Capacity gaps are being addressed. Options for possible further support have been developed and are awaiting agreement

Overview: High Streets for All (HSfA)



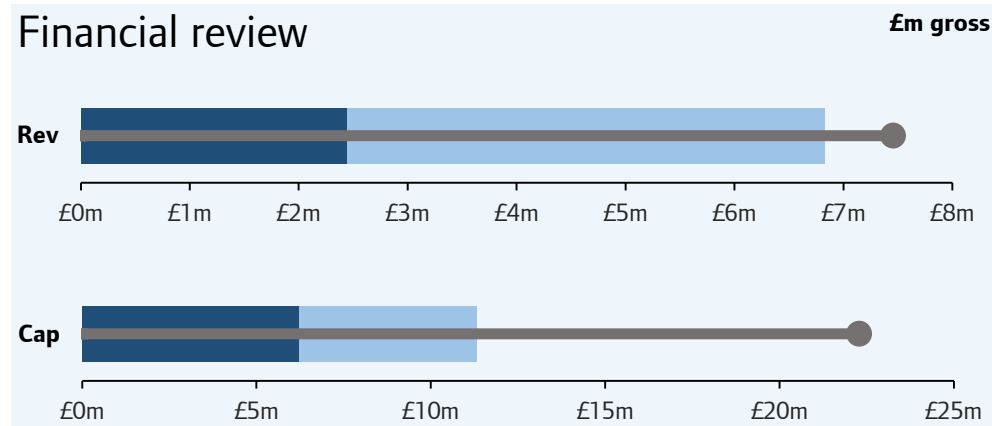
- This mission aims to: promote local employment, protect community & cultural spaces and introduce new types of businesses & civic organisations on London's high streets. It promotes strategic collaboration to address interconnected challenges, including economic restructuring; planning system changes; and limited government funding in London. Our principal role is convening place-based partnerships to support a diverse, resilient and thriving mix of high street and town centre activity.

- Many indicators, including Google Mobility, restaurant bookings, TfL journey 'taps' & O2 data, show the level of activity in London was fairly consistent across Oct and early Nov '21, having potentially reached a 'new normal'. This was lower than 2019 (on average 75% of that level, with variation across areas and times), but significantly higher than the previous brief peak in Oct '20, which was closer to 50% of 2019 levels.

- The High Streets Data Service continues to provide valuable information on high street resilience. This will be discussed at the next London Recovery Board and will help us target future support. We have begun an initiative to bring together the property sector to surface and share innovation to help get the best use out of vacant high street property assets.

- Numerous Good Growth Fund projects opened in Q3, including National Youth Theatre, Mission Kitchen and Wandsworth Food Bus. The remaining projects remain largely on track to deliver, but with some delays, hence the Amber ratings for Spend and Impact. Some resourcing issues remain which is why Capability remains Amber. Risks remain the same and are being mitigated.

Financial review



	Rev Budget	Actual	Forecast	Variance	Cap Budget	Actual	Forecast	Variance
Q1	7.06	0.39	7.06	0.0 (0%)	32.4	1.1	32.4	0.0 (0%)
Q2	6.81	0.91	6.81	0.0 (0%)	32.4	3.5	32.4	0.0 (0%)
Q3	7.46	2.45	6.82	-0.6 (8%)	22.3	6.2	11.3	-11 (49%)
Q4								

Significant variances (year-end forecast against current budget for year)

1 Good Growth Fund projects | -7.7m | Cap | Timing | Reprioritisations by boroughs because of C-19, with staff redeployed to immediate response/recovery. All projects are in contract and in delivery

2 Growing Places Fund | -2.9m | Cap | Timing | Delays and payment timing with one particular project causing majority of underspend

3 Creative Enterprise Zones | -0.4m | Cap | Timing | Variance due to approval of design and required spend profile of new CEZ accreditation programme

Note revenue forecast has been subject to a 20% optimism bias reduction.

Performance indicators

	21/22 →	Target	YTD	Conf.
1 Additional funding raised/ invested by delivery partners & other bodies as a result of GLA investment	£7m	£4.4m	G	G
2 Good Growth Fund: Number of new jobs created or existing jobs safeguarded	720	281	R	R
3 Increase in square metres of new or improved public realm	10,000	17,173	G	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	-7* (snapshot 12/21)	A	A

PI Commentary

- A significant sum of match funding (PI-1) was confirmed in Q3. Given a significant chunk of data against this PI tends to be received in Q4, we expect to meet the annual target. Issues remain with jobs (PI-2), but noting much improved recorded performance in Q3. Note also jobs are not the primary objective of the GGF, which more widely supports innovative, best practice regeneration activities. We continue to out-perform against PI-3.

*Footfall levels have fallen on targeted high streets, but we think this is primarily caused by O2 amending the data sets and we expect to be able to allow for this in our reporting by Q4. Note also footfall data is from the w/c 4 Dec, before Plan B but when concern about Omicron was on the rise.

Top risks and issues

Issue	Rating	Trend	Notes
1 There is a risk... 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	↔	Limited allocations to date, reducing availability of LEAP funds & lack of clarity on UK Shared Prosperity Fund & Levelling Up Fund criteria
2 C-19 economic impacts may lead to signif. business failures & with barriers to strategic borough action (eg. ltd resources, Permitted Dev Rights) impeding delivery of mission	8	↔	Stakeholder and public engagement continues across mission strands, including publishing of case studies, workshops, seminars and surgeries
3 Investment/Support may not address skills/ capacity gap, preventing formation of partnerships & strategy development in line with mission & in areas of greatest need	6	↓	9 learning & network sessions delivered, focused on supporting partnerships, sharing peer insights and providing expert analysis
1 Lack of available capital funding places further demands on emerging funds to help catalyse wider delivery against mission objectives	M	↔	Mission team currently supporting HSfA Challenge recipients. Wider engagement underway to support case for gov funding
2 Good Growth Fund: Construction inflation leading to value engineering, delays, including as partners seek additional funding, and reduced scope/quality	M	↑	Challenges to reaching practical completion due to contractors renegotiating. Strategy being developed to mitigate
3 High Streets Data Service currently has no dedicated resource in place to manage and develop the programme going forward	L	↓	External support extended to the end of the financial year to provide ongoing support. New data analyst now in post

Actions

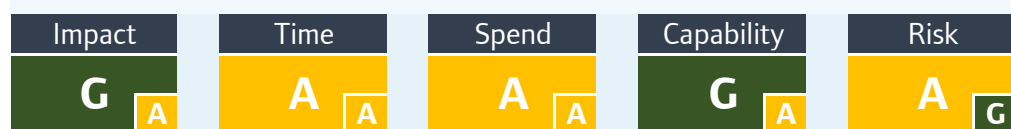
	Base	F'Cast	Conf.
1 Launch the High Street Data Service as minimum viable product, providing insight into the health of high streets, & securing at least 5 borough members at the outset	Q1 21/22	-	CG
2 There are a total of 9 accredited Creative Enterprise Zones, each recognised as having support in place to supports artists, freelancers and small creative businesses in London to thrive	Q4 21/22	-	G
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	Q4 21/22	G
4 A new High Street Property Initiative 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 have supported high st recovery, re-using empty buildings/ spaces and building community collaboration & capacity - with 5.000 people supported with funds. time & skills	Q1 22/23	-	G

Actions Commentary

- Positive progress has been made against Actions this quarter. All 39 Make London projects received a Mayoral pledge and are in contract (new Action-7). Progress is being made to get High Street Challenge Fund projects into grant (A-3).

- 9 CEZ's (A-2) have been offered accreditation status and 22 boroughs have signed up to the High Street Data Service (A-1). Delivery of the next phase of the Property Initiative is underway (A-4). Note the Action has been amended to reflect a strategic shift from a pledge to establishing a network. Delivery of resources will continue until Q4 '22-23, hence target date has been updated also. GGF projects (A-5) continue to be closely monitored to support delivery to forecast.

Overview: New Deal for Young People (NDYP)



-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 young people's fund, improving youth sector capacity to deliver quality 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. Important too is the support of the Adult Education Budget for Londoners aged 19-24 to access the skills they need to succeed (reported separately).

- Applications for NDYP grant funding closed on 17 Jan. This is to expand mentoring that works well and to provide employability & STEAM sector mentoring. There has been a good response to the call for applications.
- We are continuing to work with London Funders to improve strategic investment for children most in need, with funders agreeing collaboration principles.
- The Early Years Hubs Toolkit was launched and the Inclusive and Nurturing Schools report, developed in partnership with the RSA and which shares good practice in primary and secondary schools, was published.
- The Igniting Potential Film, made by young people about the impact of the YLF, was shown at Richmix and grants have been awarded to young researchers to help us understand how to reach the most in need.
- Time and Spend are Amber - the timeline for the collaborative fund is challenging & partners must be aligned.

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	22.0	10.6	13.4	-8.6 (39%)

Significant variances (year-end forecast against current budget for year)

1 Core NDYP Fund I -6.7m | Rev | Timing | Reprofile into next financial year to establish a collaborative young people's fund
 2 Youth (Community) Employers and Creative & STEAM mentoring I -0.5m | Rev | Timing | Current budget being reprofiled to structure a more strategic programme for NDYP
 Note forecast has been subject to a 20% optimism bias reduction.
 *61.7m of revenue budget for this block is captured and reported on within the AEB dashboard.

Performance indicators

	21/22 →	Target	YTD	Conf.
1	Number of young people reporting that taking part in NDYP funded projects has resulted in 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	20,342	G
2b	Young people supported by mentoring or personalised support through NDYP	3,780	1,360	G
3	Mayor's Strong Early Years Business Support Programme: Number of early years settings supported	2,500	794	A

PI Commentary

- PI-1 is YLF data from Jan-Dec '20 against 7 outcomes (eg. improved engagement & mental wellbeing). Data are collected annually. PI-2 data covers Apr-Sep '21. Over PI lifetime: 61% of people supported were male; 18% SEND; 26% White; 39% Black/Black British; 9% LAC or care leavers.
- PI-2b reports on NDYP funded projects: Stepping Stones & mentoring projects funded through London Community Response (LCR). Stepping Stones schools started in summer term and will report children taking part this year in Feb. LCR mentoring projects have submitted their first data, supporting over 1,000 young people so far.
- PI-2a&b are Green given the upward trajectory, with further delivery to be captured, and noting the lifetime targets have already been achieved. PI-3 is new for Q3.

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	↔	GLA investment has agreement in principle. Funders signed up to a partnership statement on funding principles
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 due Q4. 2021 annual reports received
3 Early Years business support through the Strong EY London programme may be insufficient to contribute to reducing closure of settings	2	↓	Continued demand for support, but this is being met through the programme

Issue	Rating	Trend	Notes
1 Majority of Round 1 Young Londoners Fund projects completed in Oct/Dec 2021 - but need continued support to develop sustainable delivery models	M	↔	49 projects have been extended to allow for impact of C-19 on delivery plans. Ongoing support to closed projects through YLF Community
2 Timeframe for set-up and implementation of the collaborative fund means that there will be a shortened timeframe for project delivery	M	↔	Good progress is being made to set-up the fund, which is informing profiling of budget
3 Continued fluctuation of early years attendance. DfE data published July shows take up of 2-year-old early years entitlements is just 50%	M	↑	The Omicron wave impacted on parent confidence and attendance

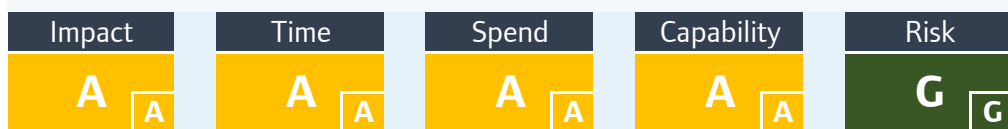
Actions

	Base	F'Cast	Conf.
1 Launch and deliver the New Deal for Young People Sector Support programme to help increase youth sector capacity to deliver quality mentoring and personalised support	Q3 21/22	-	G
2 A collaborative fund to support young Londoners in need is established & actively coordinating investment into & supporting quality youth activities	Q4 21/22	-	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	-	G
4 Launch and deliver a 9-12 month campaign to improve awareness of early years entitlements and offers	Q4 21/22	Q3 21/22	G

Actions Commentary

- Grant applications closed in Jan to deliver the £3.5m Leaders programme, which will support the youth sector to deliver quality mentoring (Action-1).
- London funders have the collaborative young people's fund principles (A-2). Next step is to secure match funding for the GLA's contribution. Amber reflects the complexity and challenge of moving to the implementation phase within the timeline.
- The Strong Early Years London support programme (A-3) continues to build momentum, with 794 settings getting help since its May launch. The London Business Hub has published new information on early years business support, which has had over 1,000 views. The Mayor's Early Years Campaign to increase take up of childcare entitlements launched in Dec. Accompanying work to help employers share childcare information has started (A-4).

Overview: Helping Londoners into Good Work



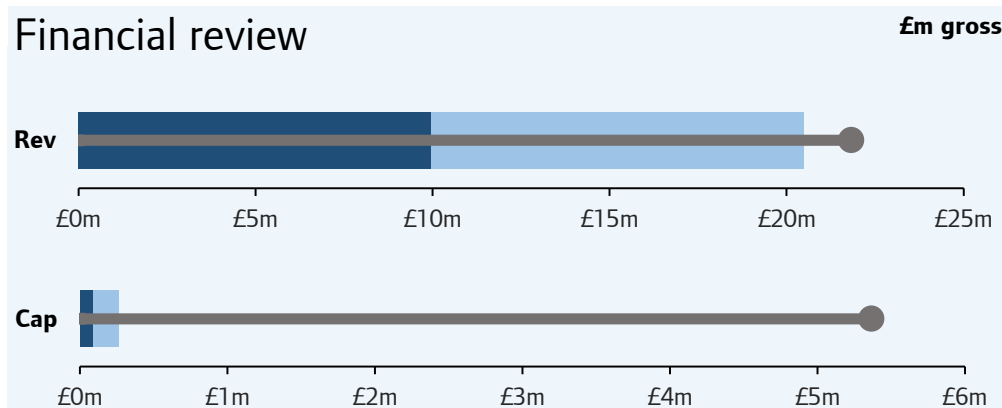
- Covid-19 has had a major impact on London's labour market, with disproportionate impacts on certain sectors/groups. This mission aims to support Londoners into good jobs focusing on key sectors. Our contribution centres on two new programmes: No Wrong Door (NWD) & the Mayor's Academies Programme (MAP). Both will commence delivery in Q4. 23 successful MAP hubs were awarded funding in Q3 and an additional £500k of UK Community Renewal Funding (UKCRF) was secured to support NWD.

- While these two programmes provide a focus for the mission, existing programmes also contribute to its delivery, including the Mayor's Construction Academy (MCA), Digital Talent Programme (DTP), Apprenticeship Pilot (APP) and European Social Fund (ESF) projects. This dashboard deliberately does not capture all of the Mayor's activity to support Londoners into jobs; in particular, the impact we are having through the Adult Education Budget is shown separately.

- Key outputs in Q3 included an additional 3,000 Londoners supported into employment, with over 2,000 supported by capital investment, as well as a total of 410 new apprenticeships created. A total of £2.8m of apprenticeship levy has been pledged this year through the APP. DTP completed delivery in December 2021 with a total of 1,200 Young Londoners supported.

- Ambers reflect: the ongoing impact of Covid-19 and related restrictions on job and progression outcomes; staffing capacity challenges; and some delays in delivery, mostly for certain ESF projects that started later than planned.

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								

Significant variances (year-end forecast against current budget for year)

- 1 Sector Academies I -1m I Rev I Timing I To be reprofiled into 2022-23, reflecting a better understanding of the pattern of spend as the programme has developed
- 2 WIN I -0.2m I Rev I Timing I Reprofile to meet final milestone payments for 3 projects, which are due to complete in 2022-23
- 3 Construction Skills I -5.1m I Cap I Timing I 4 projects slipped in 2021-22 due to the impact of Covid-19

*£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	YTD	Conf.
1	Unemployed Londoners supported into employment (including apprenticeships & work placements)	5,946	5,047	G
2a	% of Londoners supported into employment, education and training from BAME groups	41%	59%	G
2b	% of Londoners supported into employment, education and training who are female	40%	29%	A
2c	% of Londoners supported into employment, education and training who are disabled	16%	24%	G
2d	% of Londoners supported into employment, education and training who are 50+	11%	21%	G
3	Number of Londoners achieving minimum basic skills qualifications	2,510	1,040 (partial)	G
4	Further Education Capital Investment fund: Additional learners assisted as a result of GLA investment	6,628	5,439	G

PI Commentary

- Multiple projects contribute to PIs & reporting periods vary. Targets are for projects in delivery & will be updated as further projects launch. Targets are lower than the representation in London pop. due to low rep. in sectors targeted, e.g. digital. Note targets and actuals have been updated since Q2 to provide for more accurate data.
- PIs-2c&d focus on a sub-set of projects where diversity data are collected. Performance against 2b is expected to increase at Q4.
- Final '20-21 data for AEB Procured, part of the ESF programme, is expected in Feb and will increase the actual for PI-3.
- A campaign was due to launch on 31 Jan to raise awareness of the Mayor's skills offer, especially to disadvantaged groups. This is expected to improve diversity on progs.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Of insufficient capacity to manage effectively Multiply & Bootcamps programmes being devolved to London that have challenging timeframes	9	↔	Late announcement of opportunity to submit bids. Officers are working with DfE on how to make the programme work in London
2 We may be unable to utilise the full £500k NWD UK Community Renewal Fund within short delivery period of November to June '22	9	↔	Late announcement of funding by government. Officers have worked with sub-regional partnerships on a plan to invest the funds
3 Increase in C-19 cases and re-introduction of restrictions may lead to reduced further education enrolments	6	↑	Impact of situation uncertain. Officers are engaging with the sector and exploring mitigations across all programmes
Issue	Rating	Trend	Notes
1 Reduced capacity due to high level of vacancies and increased sickness is impacting programme delivery	M	↓	Staff shortages continue to have an impact; albeit there were new starters in the team after quarter-end
2 Delay in agreeing with stakeholders the remit of and therefore establishing the Social Care Hubs, part of the Mayor's Sectoral Academy Programme	M	↓	Issue close to resolution at end Q3 and approach was to be confirmed in Mayoral Decision in Jan. Prospectus will be launched in spring 2022
3 Integration Hubs, part of No Wrong Door, have been slightly delayed due to late award of the UKCRF and with a shorter delivery period	M	↔	Discussions with sub-regional partnerships and fund contract managers re UKCRF delivery approach. Delivery expected to start in Feb '22

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	A
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	-	G
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	-	G
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

Actions Commentary

- The focus in Q3 was on exploring and securing funding to extend Good Work programmes beyond '22-23.
- Our UKCRF bid for additional funds for NWD was successful, though has introduced a further delay (Issue-3). Delivery will now begin in Q4 (not Q3). Successful MAP hubs were announced in Q3 and delivery will start in Q4. Social Care hubs was not intended to be included in programme initially, so the delay mentioned in Issue-2 does not impact on RAG rating.
- A-3 will be marked as complete next quarter, with our £7m Careers Hubs beginning delivery.
- Delivery of A-4 was delayed due to staffing constraints. The pilot is now in delivery, however, and currently supporting 62 young people to progress into the construction industry.
- The development of the £6.7m ESF programme (A-5) prospectus is on track, though impacted slightly due to capacity challenges.

Overview: Digital Access for All

Impact	Time	Spend	Capability	Risk
G	G	A	G	G

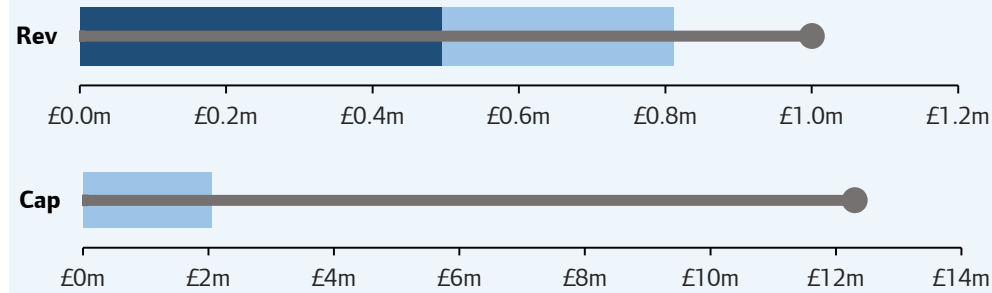
- Too many Londoners don't have the devices, skills, or internet access they need. Covid-19 has brought into stark focus the impact this has on some Londoners' ability to use services, learn, or work from home. Reaching individuals is difficult and addressing the problem is complex. Data can be hard to find or join up. This mission creates a 'whole city' approach to address digital exclusion. Our work joins up two big programmes on infrastructure & skills with an innovation programme, linking networks for the first time across councils, civil society, business & learning. The Adult Education Budget (AEB) also makes a big contribution to this mission, funding Londoners with low or no qualifications to gain digital skills.

- Following an unsuccessful procurement round in late '21, we have restarted procurement for a pilot to upgrade public buildings with fibre to deliver new digital services. This follows extensive market engagement. Sites have been selected in Croydon & Southwark. A further pilot is in development with BAI Communications.

- The London Office of Technology and Innovation (LOTI) is making good progress on the Digital Inclusion Innovation Programme, completing phase 1 and beginning programme discovery. During Q3, a number of research papers were published and there show and tell sessions. Activities included: triage support for digitally excluded residents; maximising the use of the AEB for digital skills; sharing information on device schemes; and providing visibility of social tariffs.

- Spend is Amber and with a request to reprofile budget across '22-23 & '23-24. We are confident we can spend to this amended profile. We will further test this once the pilots have been contracted (March '22), with delivery of pilots beginning shortly after.

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								

Significant variances (year-end forecast against current budget for year)

1 Connected London I -10m | Cap I Timing I Delays in concessionaire procurement to deliver the telecoms commercialisation project

2 Digital Talent I -0.3m | Cap I Perf/Saving I As providers haven't achieved the target the '20-21 carry forward and remaining underspend will not be claimed

3 Devices & Data Programme: A) I -0.1m | Rev I Timing I Delays in getting grant agreement signed with LOTI impacting the delivery of the project milestones; B) -0.1m | Rev I Saving I Unallocated budget to be released

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

Q3 Mission & Foundation Dashboards - Final

Performance indicators

	21/22 →	Target	YTD	Conf.
1a	Connected London: Boroughs with wayleaves*	23	20	G
1b	Connected London: LA-owned social housing under a wayleave (cumulative/total number premises)	421,582	367,582	G
2	Connected London: Number of public sector sites upgraded	50	zero	A

* 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 has been working with boroughs to gather data on social housing premise numbers under wayleave agreements. This has been added as PI-1b. Data shown are total numbers of premises as at the end of Q3. The team hosted a number of workshops for boroughs and continued to publish guidance on london.gov.uk.

- This year's target for PI-2 will not be met due to contract and procurement delays. One pilot is in development with BAI and a 2nd is being procured. Delivery of both pilots is expected to begin during Q1 '22-23. Our experience developing the pilots gives us a high level of confidence we will deliver the lifetime target in Q3 22-23, if not earlier.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Digital Inclusion: Difficulty of reaching people who need most help may mean project does not effectively help Londoners access a device, skills, or connectivity	2	↔	The research conducted as part of the programme has provided insight into reducing barriers
2 Digital Inclusion: Projects may not scale or deliver long-term change, so people may still face barriers to accessing a device, skills, or connectivity	2	↔	See comment above
3 Connected London: We may find it difficult to secure a delivery partner for our pilot programme to upgrade digital buildings with full fibre connections	2	↓	Additional project manager onboard and has undertaken significant pre-market engagement to ensure success of pilot procurement

Issue	Rating	Trend	Notes
1 Digital inclusion: Addressing digital exclusion is complex, with info/data about which groups of people experience one or more of these issues hard to find or join up	M	↔	LOTI is publishing research as part of their Wave 1 projects. In future waves we will learn more about how best to directly support Londoners
2 Connected London: Procurement delays and withdrawal of DCMS funding support have impacted engagement with boroughs on delivering grant funding	M	↓	To progress delivery we are focussing on 2 smaller pilots with 4 boroughs to build delivery experience - then scaling across London
3 Connected London: Differing approaches by boroughs to infrastructure deployment is limiting private sector investment in networks & delaying improved access	L	↓	Team is established and continues to work closely with authorities and industry to unlock barriers. Sub-regional posts in place too

Actions

		Base	F'Cast	Conf.
1	Publish London Plan guidance to ensure that all new build premises are built with full fibre as standard	Q4 21/22	Q2 22/23	A
2	Research, design, and test a 'minimum access package' to connect digitally excluded Londoners' to an essential device, data or digital skills	Q1 23/24	-	G

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.

- Progress by LOTI on the Digital Inclusion Innovation Programme (A-2), which will develop a Minimum Access Package, is covered in the main commentary.

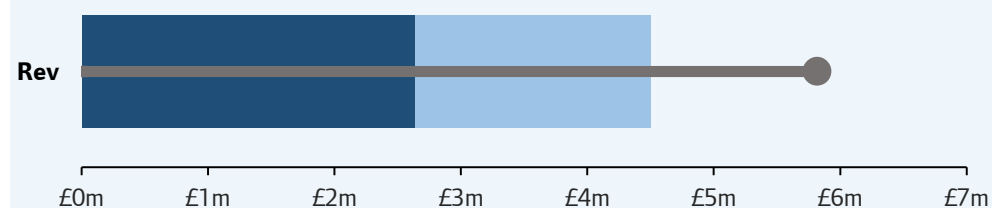
Overview: Building Strong Communities (BSC)

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

- The mission focuses on ensuring communities are more resilient by enabling Londoners to have better access to community hubs - the knowledge, networks and volunteering opportunities needed to thrive.
- The GLA contributes through a combination of delivery (grants, culture and community spaces at risk), strategic convening (partner work to support a regional volunteer network), partnership working (collaborative funding programmes) and supporting the infrastructure to help communities flourish. AEB funding supports English language provision for new arrivals, more relevant now than previously.
- Green traffic lights reflect programmes are delivering as expected and new programmes are being launched to plan. The Amber Spend rating flows primarily from the need to reprofile budget to match the timing of grant payments.
- Looking forward, Q4 may see some temporary capacity challenges as team restructures are worked through.

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				

Significant variances (year-end forecast against current budget for year)

- 1 Microgrants & Support and Sport Unites | -0.6m | Rev | Timing | Grant payments now being distributed over two years rather than one to enable a more even spend pattern
- 2 Sport Unites | -0.2 | Rev | Timing | Reprofiled to meet final grant payments in 22-23
Note the forecast has been subject to a 20% optimism bias reduction.

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

Performance indicators

	21/22 →	Target	YTD	Conf.
1a	Number of collaborative projects funded to support the Building Strong Communities Mission (BSC)	139	160	G <small>G</small>
2a	Number of people taking part in BSC projects through volunteering and community participation	20,000	23,042	G <small>G</small>
2b	% of people taking part in BSC projects through volunteering and community participation who are from targeted under-represented groups	51%	62%	G <small>G</small>

PI Commentary

Performance against PIs continues to be strong, including participation by Londoners across our various projects. We are successfully targeting and engaging under-represented groups as shown by data against PI- 2b.

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 <small>CG</small>
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 <small>G</small>
3	Support 22 community-led partnerships through Civil Society Roots	Q3 21/22	- G <small>G</small>
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	- G <small>G</small>
5	Support 50 community-led groups through Sport Unites grants, providing funding, training and development opportunities to community sport and physical activity groups	Q3 22/23	Q4 21/22 G <small>G</small>
6	Support 50 community-led groups through our Community Microgrants programme to support community-led recovery in London	Q4 22/23	- G <small>A</small>

Actions Commentary

- We have completed the first phase of our work, with partners, on a Civil Strength Index to look at community strength across London (Action-2). Further work is planned to enhance the Index. Note the Action definition has been amended to be clear it concerned the first iteration of the index.
- Delivery against A-3 has completed, with 22 community led-partnerships supported. An evaluation report is awaited, at which point and assuming impact is demonstrated, the Action will be closed as Green. The next phase of Civil Society Roots is now being developed with partner organisations.
- The Building Strong Communities Microgrants Fund (A-6) was launched at the end of Q3 and is now live for applications.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Head2Work delivery orgs may be unable to meet KPIs as a result of the project needing to adapt to Covid-safe delivery	6	↑	One delivery organisation is underperforming significantly at present; though this may change following improvement support
2 Team London Restructure, which is in the process of being finalised, may impact capacity in short-term and ability to complete work	6	↑	Possible temporary impact as we move into the transition phase of the restructure over the next few months
3 As a result of limited interest to a recent procurement exercise, we may be unable to procure evaluation support before the start of 'My London' projects	4	↓	We are taking swift action to procure an evaluation partner and are working closely with collaborative partnerships in the meantime

Issue	Rating	Trend	Notes
1 There remains a need to ensure alignment of grant giving across the GLA with our collaboration work designed to support a joined-up approach	M	↔	Certain grant schemes require solutions quicker than the collaboration project's proposed introduction of a holistic approach allows for
2 Uncertainty over events calendar for '22-23, incl London 2012 anniversary & Jubilee, means we have been unable to confidently plan for summer activities/events	M	↔	For the moment the issue is steady but will increase as we get closer to the summer if there is not greater certainty
3 Capacity challenges in respect of Head2Work ESF contract management due to a key vacancy	L	↔	Recruitment for vacant role in train and alternative arrangements made to continue provider meetings

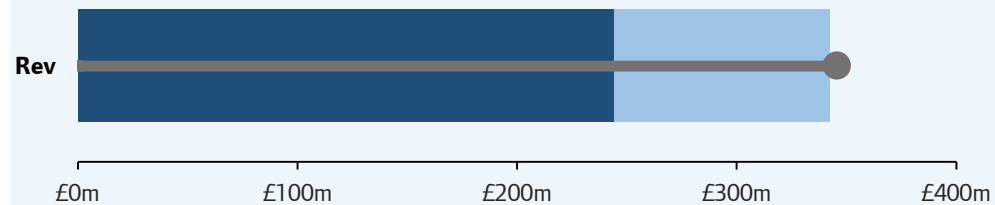
Overview: Adult Education Budget

Impact	Time	Spend	Capability	Risk
A	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 therefore captures activities for the current AY, but references performance data for the completed '20-21 AY, which has recently been published. It is these challenges of alignment that partly explain why we report on AEB separately, including through a separate statistical appendix.
- The latest data show the AEB continued to make a significant contribution to GLA missions, despite a drop in participation levels of 7% from the previous AY. The data also show positive impacts from the policy changes introduced by the Mayor to support recovery: nearly 20,000 Londoners made use of the Mayor's low-wage flexibility, which helps people earning less than the London Living Wage gain skills through the AEB. 930 adults gained skills through Level 3 qualifications introduced by the Mayor to help people impacted by the pandemic. In addition, the Mayor's Covid-19 Skills Recovery Package supported 10,740 learners who enrolled in 16,020 qualifications.
- The Amber rating for Impact reflects the under-delivery of some providers. This is due to the impacts of Covid-19.

Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1	346	100	342	-3.3 (1%)
Q2	346	188	342	-3.3 (1%)
Q3	346	244	343	-3.2 (1%)
Q4				

Significant variances (year-end forecast against current budget for year)

1 Good Work for All Grant | -3.2m | Rev | Timing | The programme spans an academic year, with £3.2m to be profiled into 2022-23 accordingly

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

Performance indicators

AEB data are shown in a separate appendix.

The data appended cover AEB delivery between August 2020 and July 2021 - ie. 2020-21 full academic year - aligning with the approved biannual data publication timetable.

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	-	G
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	-	G

Actions Commentary

- The AEB London Learner survey (Action-1) was successfully launched in August. Learners have been positively engaging with the survey.
- The Good Work for All Grant is in delivery (A-2). 6 independent training providers were also awarded funding from the National Skills Fund to deliver additional Level 3 entitlements over the '21-22 and '22-23 academic years.
- We have implemented plans for grant providers to monitor delivery against the missions and Mayor's priorities (A-3).
- The Skills Road Map (A-4) was approved at the December AEB Mayoral Board and will be published in January.
- The first part of the jobs & skills awareness campaign (A-5) was launched in January.

Top risks and issues

There is a risk...		Score	Trend	Notes
1	That the proposed new Skills and Post-16 Education Bill may impact the delivery of adult education under the current delegation arrangements	6	↓	Secretary of State has agreed to review Mayoral asks in respect of the Skills Bill
2	Covid-19 infection rates and any related restrictions may impact further education sector leading to reduced enrolments for AEB	6	↔	A jobs & skills marketing campaign is being developed to promote the London Adult Education offer more widely
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	Some providers are showing under-delivery in the 2021-22 academic year due to the continuing impact of Covid-19	M	↔	Contract variations will release underspends to support growth request for high performing providers
2	A few providers with a Financial Health Inadequate rating have received a Formal Notice to Improve from the Education and Skills Funding Agency	M	↔	GLA to work with the ESFA and the providers to monitor performance
3	One reported case of possible undeclared sub-contracting by an AEB provider is currently under investigation	L	↓	Audit firm appointed to investigate and is working with TfL Legal

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, August to July	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
Female %	2019-20	56	52	67	69	76	62	75	71	70	50
	2020-21	51	52	68	67	77	58	77	69	69	
BAME %	2019-20	36	67	64	62	46	63	27	67	56	37
	2020-21	34	67	64	61	49	60	26	65	57	
Disadvantaged %	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	
Total learners	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

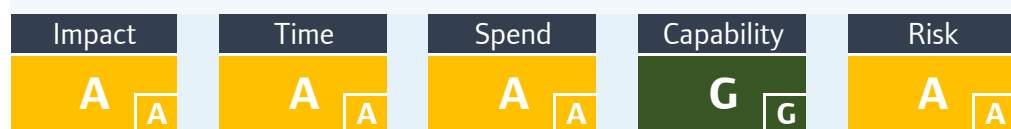
Benchmark

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

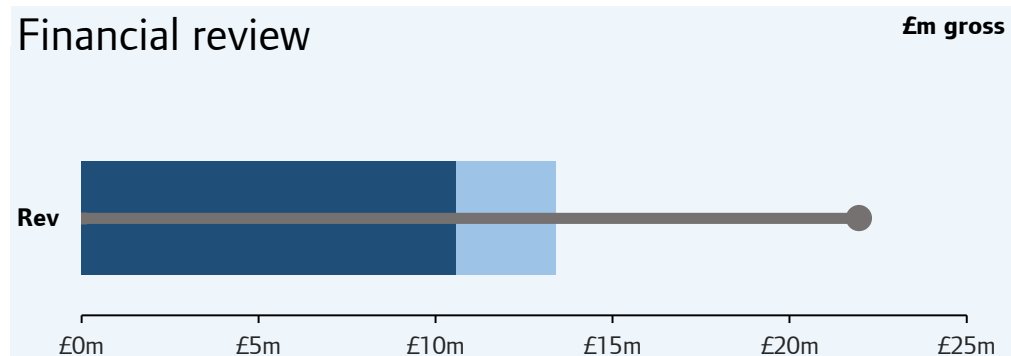


- Delivery of the Mayor's commitment to Equality, Diversity and Inclusion (EDI) is integral to the monitoring of each individual mission - and work continues to support teams to fully embed this approach, with a number of additional blocks reviewed during Q3. This dashboard covers the centrally delivered 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 continues to be embedded across the Recovery Programme, with clear examples of how Londoners, in particular those who have been disproportionately impacted by Covid-19, have shaped the Recovery programme. Work has primarily taken place via engagement between the communities and engagement team and mission teams as procurement of resources to support the systematic sharing and use of engagement insight has continued to be delayed. This is largely why Time, Impact and Spend are Amber.

- Significant work has been undertaken to support LB Lewisham to engage with residents and the cultural sector to develop its London Borough of Culture programme. A successful launch, bringing together over 250 people, took place in November, inspiring people to get involved in their local area through cultural activity.

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				

Significant variances (year-end forecast against current budget for year)

1 Commission on Diversity in the Public Realm | -0.5m | Rev | Timing | Delays in gaining necessary approvals & complexities in working across business units
 2 EDI Implementation | -0.1m | Rev | Perf | London Recovery Board action plan work has encountered procurement and subsequently supplier delays
 Note forecast has been subject to a 20% optimism bias reduction.

Performance indicators

	21/22 →	Target	YTD	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	G
2	The number of stakeholders participating in the Engagement Learning Network	35	zero	A

PI Commentary

- Delivery of grant funded activity to support engagement across London has been successful and has helped shape Recovery activity.
 - In respect of PI-2, systematic data capture and sharing of this has been impacted by procurement delays. A delivery partner has, however, now been appointed and the network will launch around the end of the financial year. At that point, we will begin to report data.

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 (45-75) 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 and deliver 3 fellowship programme cohorts for civic leaders, strengthening connections and ongoing collaboration with decision-makers to support London's recovery	Q4 23/24	-	A

Actions Commentary

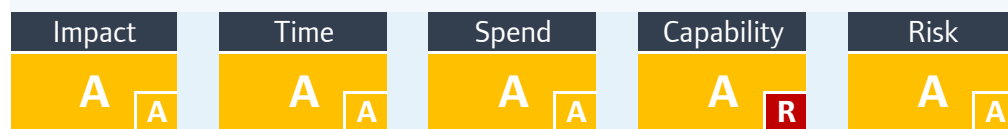
- Actions are broadly on track, including to plan for the London Borough of Culture in Lewisham (Action1) and EDI work in the culture and infrastructure sectors (A-4).
 - As per the comment under the PIs, the delivery of mechanisms for the systematic sharing of engagement insight have been delayed as a result of constrained procurement capacity (A-5). Procurement delays have also impacted on A-6.

Top risks and issues

	There is a risk...	Score	Trend	Notes
1	Engagement with London's diverse communities may not be central to the work of all the missions of the Recovery Programme	6	↓	Direct engagement with mission teams as well as discussions across the Recovery Board have supported engagement activity
2	We may not capitalise on wider engagement with communities being undertaken by others; e.g. community and civil society orgs, boroughs, other stakeholders	6	↔	Delays to the development and launch of the learning network mean we do not yet have a platform for systematic sharing
3	Diversity in the Public Realm: Delivery of emblematic projects may be challenging to deliver to timescales given reliance on partnerships and external funding	3	↔	This is a complex project involving multiple stakeholders. We aim to have the framework in place in the next 6 months

	Issue	Rating	Trend	Notes
1	Ongoing delays to procurement for Civic Futures and the Engagement Learning Network have in turn delayed delivery	M	↔	Procurement delays for progs and learning platform have been ongoing. Engagement network is now contractually committed, however
2	Challenges in aligning plans between engagement activity and wider Recovery Programme	M	↔	Delays in procurement have been mitigated by ongoing engagement between the GLA engagement team, missions and other partners
3	Ongoing 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 is not yet signed - target Q4

Overview: Health missions & foundation



- 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.

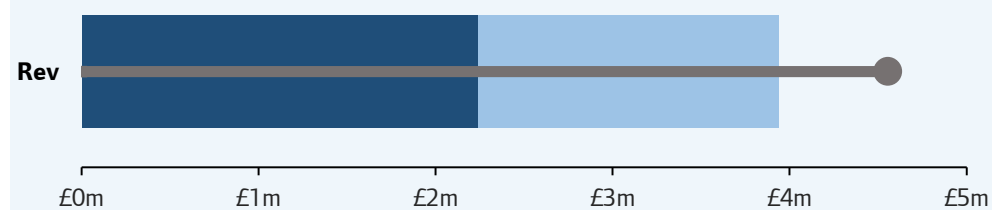
- The HPHW mission has been relaunched. Activity is in the commissioning phase. Planned activity for Q4 remains challenging but achievable.

- Foundational work in supporting our partnerships and shared priorities includes: anchor institutions work across the health and care sector; securing funding for at least 3 health academies; delivering the Health Inequalities Strategy implementation plan, which was published in Q3; and developing a GLA Group Public Health function.

- Time and Capability are impacted by C-19 pressures, particularly so in Q3 due to the Omicron variant. While these impacts are reducing, ongoing pressures continue to affect the team's post-restructure 'business-as-usual' capacity. Work is being progressed to address this for Q1 '22-23.

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				

Significant variances (year-end forecast against current budget for year)

There are no significant individual variances.

Performance indicators

	21/22 →	Target	YTD	Conf.
1	Number of Londoners engaged in bereavement campaign	800	761	G
2	Number of Londoners affected by bereavement who seek help for themselves or others	No target	4,800	NA
3	Number of people being trained in mental health first aid	1,000	1,457	G
4	Engage 250,000 wellbeing champions in the MHWB mission by 2025	80,000	65,090	G

PI Commentary

- Our series of webinars to support bereaved Londoners has closed. 761 Londoners were engaged, slightly short of the 800 target due to C-19 related drop outs (PI-1). A further 550 people accessed online resources to support bereaved Londoners in Q3 (PI-2). Work is continuing to review and simplify the MH&WB online offer.

- Mental Health First Aid training numbers are on track to hit the 4,000 target in Q4, with 3,912 individuals trained so far (1,457 this year) (PI-3).

- A new PI has been added to show progress against the Mayor's commitment to support 250,000 wellbeing champions, with 65,090 reported under the recently agreed definition ('a person who helps a person/group/community/org to influence or inspire a simple change to support the mental health and wellbeing of others').

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Continued public concern about C-19 may reduce appetite for recovery-focussed engagement in critical development stages of our work	4	↔	C-19 infection rates reducing (as at Jan '22) and responsive pandemic work is de-escalating
2 MH&WB mission targets may not be achieved due to uncertain impacts on public mental health following lockdown easing & wider impacts on mental health services	2	↓	Good progress in delivering the Mayor's target of 250,000 wellbeing champions, with over 60,000 already in place
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 is being made on discussions with health and care partners, ahead of ICSs moving to a statutory footing in '22-23

Issue	Rating	Trend	Notes
1 Work to refocus the HPHW mission and re-engage stakeholders has caused delivery delays	M	↔	Full '21-22 spend by March remains challenging and subject to further procurement and grant award activity
2 Scaling up of Covid-19 response work in Q3 impacted capacity of the Health & Wellbeing Team, incl engagement, strategic planning and business as usual	M	↓	C-19 infection rates reducing (as at Jan '22) and responsive pandemic work is de-escalating
3 Need to secure appropriate resources to deliver the proposed GLA Group Public Health function	M	↔	Current project plan on track and mitigations in place

Actions

	Base	F'Cast	Conf.
2 Launch health inequalities strategy implementation plan	Q2 21/22	Q3 21/22	CG
3 Launch the mental health campaign, which will improve Londoners' understanding of the factors that shape wellbeing	Q4 21/22	Q3 21/22	CG
4 Deliver health inequalities review of Mayoral policies and programmes	Q1 22/23	-	G
5 Having engaged stakeholders, agree a refined 'Healthy Place, Healthy Weight' mission scope	Q3 21/22	-	CG
6 Mayor's Six Tests applied to up to three major NHS service transformation and reconfiguration schemes	Q3 21/22	Q1 22/23	G
7 Obesity: Disseminate learnings from the TFL Healthier Food Advertising policy	Q3 21/22	Q4 21/22	A
8 Obesity: Publication of secondary education toolkit for water only schools	Q3 21/22	Q4 21/22	A

Actions Commentary

- The Health Inequalities Strategy Implementation Plan was launched in December 2021, with wide engagement and support from partners (Action-2).

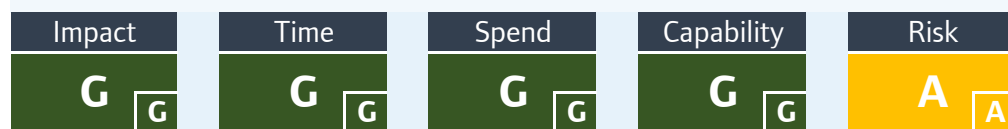
- The Mental Health awareness campaign was launched in Sep '21 with support from partners. The campaign aims to support the mental resilience of Londoners (A-3).

- The refined HPHW mission has been agreed and launched, with activities to support the mission moving into a commissioning phase (A-5).

- The Mayor's Six Tests were not been applied in Q3 due to there being no major hospital reconfigurations. However, good progress has been made on refreshing the health inequalities test, and work is underway to update the bed test (A-6).

- Two new actions (A-7, A-8) have been added in respect of obesity work.

Overview: Infrastructure (& transport budget)



- Transport outcomes & TfL's performance are monitored through the TfL Scorecard and regular updates to its Board, so this dashboard focuses on our infrastructure objectives: improving infrastructure planning & delivery through increased coordination to decrease road network disruption, unblock housing, support the economy, and contribute to net zero & better air quality.

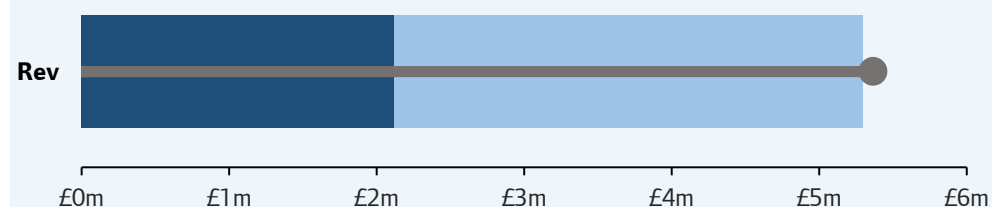
- These objectives are achieved through the Infrastructure Coordination Service (ICS), est. in June '19 with oversight from the Mayor's London Infrastructure Group. The GLA delivers the ICS by convening partners like utilities & boroughs. It aims to decrease road network disruption through collaborative streetworks, support housing delivery by streamlining connections, and improve up-front planning for growth. Having completed its pilot, the service has launched its Expansion Phase. The ICS has re-scoped its Developer Service to become financially self-sustaining. We have two collaborative streetworks projects on site. We are preparing to launch a sub-regional Integrated Water Management Strategy and scoping out additional subregional strategies.

- The National Underground Asset Register (NUAR) is a gov project building a digital map of pipes & cables. We are a delivery partner and in Q3 began onboarding utilities/boroughs to the platform, which will improve safety & efficiency while digging.

- Risks and issues are well managed and targets achievable; however, this is an innovative work area dependent on external partners. There may be a need to pivot elements of our projects if they don't prove viable to still achieve outcomes. There will be Q4 spend on the Congestion Charge Adjudication Service.

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				

There are no material variances.

Performance indicators

	21/22 →	Target	YTD	Conf.
1	Number of days of reduced disruption on London's road network as a result of the Infrastructure Coordination Service	150	56 days (2 schemes)	A
2	National Underground Asset Register (Greater London): % of major utilities and local authorities onboarded to the register	60% (utilities & LAs)	49%	G

PI Commentary

- PI-1 speaks to the aim of reducing disruption (& congestion) on roads. Our pilot streetworks schemes and infrastructure strategies make modest contributions to reducing disruption now; as they become business-as-usual, impacts could scale up.

- Although additional days of disruption were not saved in Q3, beyond the 56 days reported in Q2, the GLA has convened 2 additional schemes currently on site - with a further 3 soon to be. We expect to reach our target with 7 schemes completed or on site, totalling 150 days of disruption saved by Q4. Note there is still some uncertainty as partner programmes could slip.

- The NUAR Build Phase is underway and a new PI has been added - 14 local authorities & 9 major utilities have been onboarded to the platform (49% of partners). Our target is 60% by Q4.

Top risks and issues

	There is a risk...	Score	Trend	Notes
1	We may not succeed in securing funding for future phases of the ICS and the service would end after Q1 '23-24	4	↔	Substantial work programme to explore funding options well in advance of deadline, while securing continued support from industry
2	Partner participation may be more limited than desired in some areas, reducing collaborative working and leading to an inability to pursue opportunities	4	↔	We expect some risk to remain as we onboard new partners. Existing partners (e.g. London's major utilities) remain supportive
3	We may not fully deliver our Regulators' Pioneer Fund (RPF) project due to ambitious deliverables and tight timescales	4	↔	Good progress to date. But most challenging elements remain to be delivered

	Issue	Rating	Trend	Notes
1	The Development Service needs to change its service offer in order to become financially self-sustaining	H	↓	Plan to re-launch as a subscription service in April '22
2	National carbon emissions thinking from services (e.g. energy) is based on gov's 2050 commitments, so utilities are not yet geared up to meet Mayor's 2030 net zero target	H	↔	Remains major focus of team after Mayor's announcement of his preferred 'accelerated green' pathway for London to reach 2030 Net Zero targets
3	Monitoring and evaluation of impact is challenging due to complexity (planning and development) and expense (streets)	M	↔	Outcomes of current monitoring & evaluation work with suppliers will be available in spring

Actions

		Base	F'Cast	Conf.
1	Infrastructure Coordination Service: Complete at least 15 collaborative street works projects	Q1 23/24	-	G
2	ICS: Support at least 10 developments to connect into infrastructure networks	Q1 23/24	-	G
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	-	G
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	-	G
5	ICS: Help utilities to embed collaboration into their internal processes so that they can work together better and more frequently	Q1 23/24	-	G

Actions Commentary

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

- Since April '21, Streets has delivered 2 schemes out of 15 targeted by Q1 '23-24 (7 planned by Q4 '21-22, on track toward target with strong pipeline of schemes) (Action-1); Development has supported/is supporting 7 paid developer projects out of 10 (A-2); and Planning is scoping out the Growth and Capacity Planner with a supplier onboard (A-3).

- A-4, establishing the ICS as a long-term service following the Expansion Phase, is a pre-requisite to achieving outcomes past Q1 '23-24, and securing long-term funding is particularly critical.

Overview: Business, Jobs & Growth

Impact	Time	Spend	Capability	Risk
G	G	G	A	A

- Work under this foundation aims to help reverse rising unemployment and loss of growth caused by Covid-19; and to promote an equitable recovery of London's economy. The GLA budget funds business support projects delivered directly or through partners, such as Funding London, and the completion of London's £650m ERDF/ESF programmes. However, funding streams are mostly ending by '23-24, with no confirmation of successor funding as yet. Convening work, through bodies like the Business Advisory Board, LEAP and Covid-19 business forum, and working with boroughs through the Recovery Board and to stimulate the night time economy, has therefore grown in importance.

- The Anchor Institutions Summit in Dec '21 was a galvanizing moment for the Network. Each of the Network's 6 working groups are defining priorities & milestones for the coming year. Plan highlights and initial progress will be reported at May's London Recovery Board.

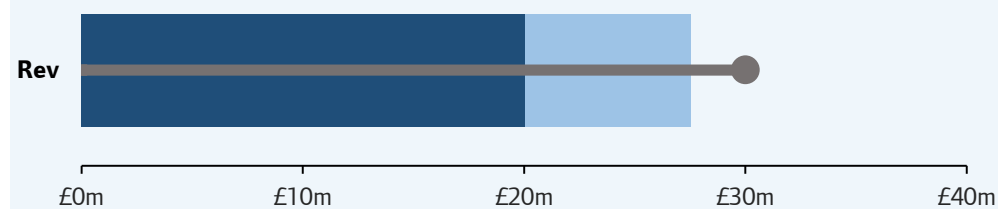
- Funding London continues to support under-represented founders via the ERDF-backed Greater London Investment Fund. A Growth Hub-funded investment readiness programme for under-represented entrepreneurs will launch in Q4.

- Procurement of a Good Work Standard provider is underway. Workshops with employers on hybrid-working and good work in fashion took place in Q3. A Gig Economy Good Work Charter is in the stakeholder research phase. The Living Wage City Prog. will also support fair pay/good work (1st steering meeting Q4 '21-22).

- Risk remains Amber due to uncertainties of Local Enterprise Partnership and Growth Hub funding & the lack of detail for the replacement for EU funds (UKSPF).

Financial review

£m gross



	Rev Budget	YTD Actual	Yr Forecast	Variance
Q1	30.39	4.31	30.38	0.0 (0%)
Q2	30.61	11.27	30.22	-0.4 (1%)
Q3	30.01	20.03	27.51	-2.5 (9%)
Q4				

Significant variances (year-end forecast against current budget for year)

1 Tech and Innovation I -0.4m | Rev | Timing | Scope has been revisited - budget is to be spread across the 3-years of Mayoral term

2 London Business Hub I -0.2m | Rev | Timing | Procurement delays. Commitment of remaining funding delayed pending review of the impact of this delay

3 Business Support Review | -0.2m | Rev | Timing | Staffing changes in the Economic Development unit have contributed to a delay in the start date of the Review

Note forecast has been subject to a 20% optimism bias reduction.

Performance indicators

	21/22 →	Target	YTD	Conf.
1 London & Partners: Additional economic impact created by interventions to support tourism and foreign direct investment (£GVA)	£178m	£187m		G
2 Investment leveraged through GLA interventions to support growth sectors	£411m	£426m		G
3a London Business Hub: Businesses supported (1hr+)	1,000	1,494		G
3b 24-hour Economy Programme: Businesses supported (1hr+)	1,680	1,492		G
3c ERDF: Number of businesses supported through programmes (12hrs+)	2,737	1,327		G
4 ERDF: Number of jobs created through programmes	1,071	432		G

PI Commentary

- A stretch L&P investment target (PI-1) was agreed in Q3. Following further strong performance, however, this revised target has been exceeded. The position on PI-2 is similar, with the stretch target being exceeded.

- A number of new PIs have been added for this quarter. At present, PI-4 relates specifically to jobs created from European Regional Development Funded programmes. The intention is to broaden its scope in future to capture a wider set of programmes, and work is taking place to this end.

- Note there are reporting lags for PIs-3c/4, which have already achieved their lifetime targets. Once these data are captured, it is expected the annual target will be achieved also.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 SMEs may be severely impacted by the new more complex trading arrangements with EU despite Mayoral support through London Growth Hub & additional gov funding	12	↔	Covid-19 related disruption may reduce, but further UK/EU trade barriers put in place from Jan 2022
2 Delivery partners may continue to experience difficulties in meeting project spend forecast if Covid-19 recovery is protracted	4	↓	Programme spend has been reviewed, and is broadly on course to hit end-year targets
3 Covid-19 may mean businesses deprioritise good working practices, including engagement with the Good Work Standard	4	↔	Procurement for a GWS provider is underway - expected to complete by Q2 '22-23. Living Wage City programme coming online from Feb '22
Issue	Rating	Trend	Notes
1 C-19 surge, Plan B in Dec/Jan, and related behaviour change have led to sharp economic decline with ongoing need to support businesses that are otherwise viable	H	↔	Economic conditions expected to remain depressed while tourism and/or commuting reduced
2 London is receiving a proportionately lower level of government funding to support good growth activity than other parts of the country	H	↔	ERDF/ESF/LEAP programmes closing, without replacement funding confirmed
3 Let's Do London domestic tourism campaign is progressing well, but there is not currently gov funding to support a future international campaign	M	↓	Funding for campaign for 2022 still unresolved

Actions

	Base	F'Cast	Conf.
1 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	-	G
2 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	R
3 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	Q1 22/23	A
4 Complete the Let's Do London campaign, demonstrating an uplift in visitor confidence against baseline	Q4 21/22	-	G
5 Fully claim funds from London's European Regional Development Fund (ERDF) & European Social Fund (ESF) allocation and close programmes	Q3 22/23	-	G
6 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	-	G

Actions Commentary

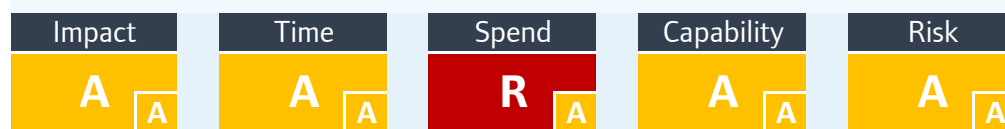
- The BSR (Action-2) is consulting widely with stakeholders about the Mayor's business support and arrangements for delivery. The delay to the Levelling-Up White Paper and capacity challenges are impacting on timescales.

- Anchors (A-3) working group plans are in development. Programme resourcing to be resolved.

- On target for claiming ERDF and ESF funds and closing programmes (A-5). L&P has been awarded further ERDF, utilising a small underspend from programme funds. The GLA has lobbied gov for additional ERDF funding and is awaiting the outcome.

- The deadline for A-6, night time strategies, has been brought forward a year.

Overview: Spatial Development



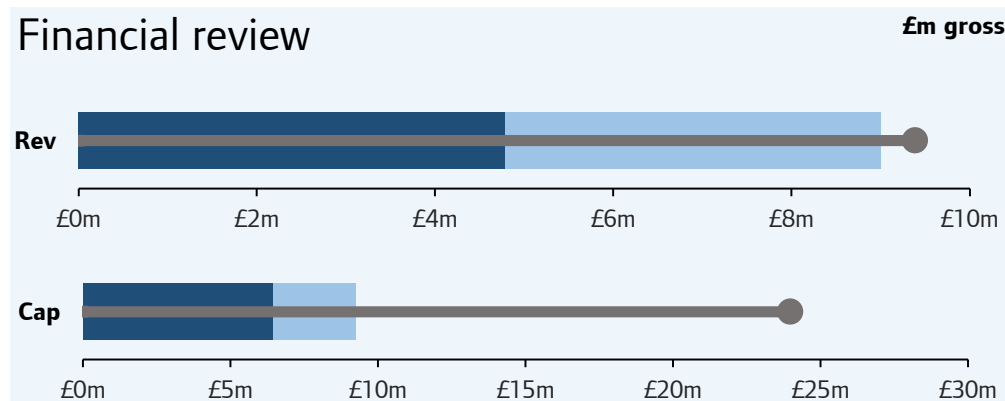
- This foundation focuses on: ensuring the successful and transformative delivery of high-quality development and inclusive regeneration on the Mayor's land; master planning and co-ordination of GLA's spatial policies and investment; supporting public sector landowners to deliver better places by adopting 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). Due, however, to market uncertainties (see risks section) and the need to secure revised planning consents and funding, it remains a challenging target and requires close working with developers, housing associations and boroughs. Progress during Q3 was as expected.

- Capability is Amber. There are vacancies that will shortly be recruited to and further work is needed to understand the capacity needed to deliver future targets. Spend has moved to Red due to the prudent reduction in capital expenditure proposed in the Royal Docks as a result of Brexit and Covid-19 impacts on forecast business rate income.

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								

Significant variances (year-end forecast against current budget for year)

- 1 London Estates Delivery Unt I -0.2m | Rev | Perf | Prioritising Covid-19 response and recovery resulted in delays with the health and care system work
- 2 H&L Development staffing I -0.2m | Rev | Savings | 2 GLAP funded posts vacant for part of the year
- 3 Royal Docks (Enterprise Zone) I -14.2m | Cap | Timing | Reduction of Business Rates Income due to impact of Covid-19, Brexit and GLA Treasury short-term borrowing constraints. This impacts two projects in particular: Electricity Reinforcement and the Royal Docks Good Growth Fund
- 4 Creative Land Trust I -0.5m | Cap | Timing | Delays in the Trust's building property acquisition resulting in funding drawdown now in 2022-23

Performance indicators

	21/22 →	Target	YTD	Conf.
1a	Start on site of 5,000 homes on GLA land and through joint venture interests by March 2024	1,500	961	A
1b	Start on site of 1,000 homes on the Mayor's land in the Royal Docks by March 2024 [subset of above]	237	zero	A
2	Support the creation of 1,500 new jobs by March 2024 through developments on Mayoral land, joint venture initiatives and property interests	100	zero	A

PI Commentary

- All schemes on GLA land due to start in '21-22 have delivery partners in place & planning has been secured (noting the variation below), supporting homes & jobs.

- The '21-22 target for PI-1b is for one scheme now expected to start in Q4: a change in planning permission is required to increase affordable home numbers. Planning committee approval has been achieved and formal consent is due by end Jan '22. For future years, there are some significant development sites that need to secure revised planning consents and funding 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. 2 schemes are on track to start in Q4.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Wider market cost increases and delays (due to C-19 and Brexit) may have a material impact on the timing and viability of the delivery of GLAP sites	9	↔	Material cost inflation still causing uncertainty in construction market. However, there are early signs of supply bottlenecks easing
2 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	6	↔	LA planning departments continue to struggle with resourcing and backlog of applications. Some signs that committees are increasing capacity
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	↔	Discussions ongoing with developers and some sectors of commercial property are responding differently
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	↔	Application expected to be referred for formal GLA determination in Jan '22 following extensive period of negotiation
2 Delivery of Silvertown Quays has progressed slower than anticipated. Work is ongoing & must be completed to enable The Silvertown Partnership to start on site in '21-22	M	↔	Mayoral Decision in February relating to Homes England funding. Licence agreed in January to facilitate start of enabling works
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 and merger across Registered Providers should lead to more clarity on availability of resource and funding to support projects

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	A
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	-	G
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	-	A
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
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

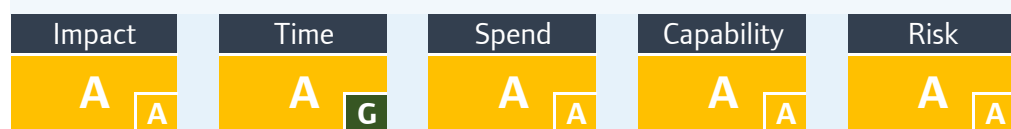
Actions Commentary

- Good progress continues to be made across Actions. The Kerslake Review (A-1), which has reviewed housing delivery across the GLA Group, has now been completed and, at the time of writing, was due to be submitted to the Mayor shortly. The remaining Actions are important steps in getting schemes off the ground and so delivering homes & jobs.

- Procurement for a developer for MOPAC sites (A-2) is progressing well. The preferred bidder is expected to be announced in February '22.

- Silvertown Quays (A-3) is rated Amber as government funding needs to be secured, which although recently approved by DHLUC will need HM Treasury approval also.

Overview: Capital Investment

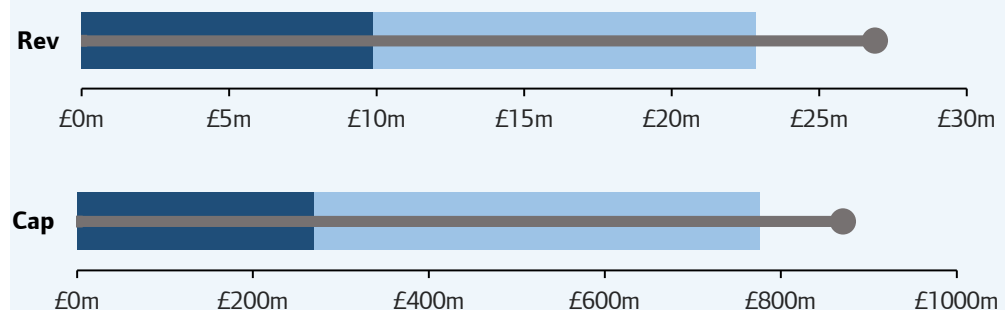


- The GLA's key deliverable in this foundation block is to fund the building of 79,000 affordable homes between April 2021 and March 2029, with those homes starting on site by March 2026. This contributes to the London Plan target to increase housing supply of all tenures in London to 52,000 homes per year.

- Affordable housing delivery is increasingly challenging due to a combination of factors, including Covid-19, planning delays and wider macro-economic impacts. For example, planning delays, in part due to local authority resourcing issues driven by Covid-19, when combined with cost inflation, can lead to a previously viable project becoming unviable. Officers are using all tools available to work towards the target and remain committed to doing so.

- The staff vacancy position has improved, but new staff will need time to get up to speed and several senior posts are interim appointments.

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								

Significant variances (year-end forecast against current budget for year)

- 1 Rough Sleeping Accommodation Programme Support I -1.9m | Rev | Timing | Delivery delays. Budget may be revised depending on additional income from DLUHC
- 2 Innovation & Infrastructure and Programmes I -1.0m | Rev | Savings | Reduced contracting legal fees due to efficiencies and staff vacancies
- 3 Marginal Viability Fund I -34.1m | Cap | Timing | Delays to a number of projects due to planning and procurement issues relating to financial uncertainty
- 4 Rough Sleeping Programme I -16.5m | Cap | Perf | Several schemes have experienced slippage relating to procurement and works
- 5 Move-On Cap Grant I -14.3m | Cap | Perf | Projects slipping out of pipeline

Performance indicators

	21/22 →	Target	YTD	Conf.
1	Start construction of 79,000 genuinely affordable homes between 2021 and 2026	16,000 - 18,300	4,534	A
2	Enable London boroughs to start at least 10,000 new council and Right to Buy replacement homes by March 2023	1,000	1,082	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	486	414	G
5	Release funding for cladding remediation on 400 buildings by March 2024 (cumulative from Jul '18)	200	214 (07/18 to 12/21)	G
6	Deliver at least 150,000 sqm of new or improved learning and training floorspace by March 2024	20,000	22,908	G

PI Commentary

- Delivery of affordable homes starts is being impacted by challenges including: ongoing labour and materials shortages; cost increases in construction; planning delays; and the effects of C-19 on the workforce. Council delivery (PI-2) remains on track to meet target by end March '22. The '21-22 target for PI-3 has been missed, pushing delivery into the final year ('23-24). Future years' targets for PI-3 have been adjusted accordingly.

- PI-4 and PI-5 are on track. Note PI-4's target has been corrected to reflect the cumulative position.

- We expect to exceed the lifetime target for PI-4, delivering 150,000 sqm of new or improved learning and training floorspace.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Uncertainty from building safety regs, expectation of financial contribution for remediation & need for climate change measures may impact further on investment in construction	9	↑	Recent correspondence indicates government's current priority is to fund safety works above new supply
2 Limited industry capacity may continue to slow progress on cladding remediation, and cause operational issues, with reputational impacts for the GLA	9	↔	No notable change to risk in past quarter, nor impact on programme delivery
3 Local planning approvals may be delayed / not forthcoming, due to capacity in LAs & exacerbated by local elections, leading to delays and cost inflation	9	↑	Increasing as the local elections get closer

Issue	Rating	Trend	Notes
1 Providers are moving investment from delivering new homes to retrofitting building safety measures to ensure existing stock is safe	H	↑	Recent government correspondence indicates government's current priority is to fund safety works above new supply
2 Labour and supply chain shortages in construction have driven up both materials and labour costs and led to delays on existing projects and increased lead times	H	↑	Market volatility and material and labour costs continue to rise
3 Covid impact on planning plus wider market volatility is impacting on delivery of schemes	H	↑	Planning backlogs from C-19 can lead to delays that, with market volatility, can impact negatively project viability

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	-	A
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

- Contracts have been issued to partners for the AHP '21-26 programme and partners are progressing approvals through their governance processes (Action-1b).

- Land Fund projects are progressing through GLA governance and the team is currently forecasting commitments of £121.9m by end of March '22. PWC has been appointed to progress work to expand the Land Fund and lever in external investment to expand delivery (A-2).

- Housing Infrastructure Fund Forward Funded projects (A-3) invest in infrastructure to unlock new homes. Delays to the wider Transport for London / Department for Transport settlement has delayed payment of Q3 claims. Further delays will affect the critical path.