

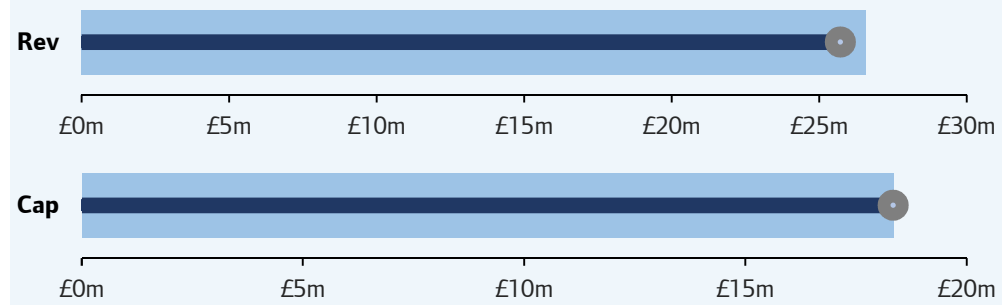
Overview: Green New Deal

Impact	Time	Spend	Capability	Risk
G	G	A	A	A

- The Green New Deal mission has been developed to 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. The GLA makes a significant contribution to achieving these outcomes. We run programmes to deliver carbon reduction, green economy growth, improved air quality, improved building performance, increasing use of renewables and better and more inclusive green spaces. Other work helps to develop policies and frameworks that are enabling; for example, supporting growth in green sales, jobs and skills (evidenced by annual data modelling). We are also playing a significant role in the programme to extend the Ultra Low Emissions Zone (ULEX). Finally, we play a key advocacy and convening role (e.g. around COP26) to mobilise action from others, including the boroughs and government. All three approaches are needed to achieve the mission.

- Spend is Amber primarily due to the transfer of funds to TfL being delayed due to its budget issues. Capability is Amber as we are not currently at our full staffing complement needed to deliver programmes at pace. Amber for Risk as key programmes in the Energy and Climate teams are under-resourced and there are impact and reputational risks if government funded programmes are not delivered within constraints.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue	23.2	26.6	25.7	-0.9	-3%
Capital	18.3	18.3	18.3	0.0	0%

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

- Inclusive Green Space & Climate Resilience | -0.8m | Rev | Timing | Project now scheduled to commence in 2022/23
- H2020 Clever Cities | -0.1m | Rev | Timing | Minor variance due to 6 month programme extension

Performance indicators

	21/22 →	Target	YTD	Conf.
1 Deliver 2,500 zero-emission TfL buses by 2025		315	50	G
2 Number of green economy businesses supported in product development and business growth by GLA programmes		193	32	G

PI Commentary

- Delivering against the PIs supports outcomes to: improve air quality and achieve legal compliance by 2025 by reducing London's NOx (and PM/CO2e) emissions from road transport; and to double London's green economy.
- The PIs being reported in Q1 are currently on track, with delivery profiled to ramp up in Q3 and Q4.
- Additional PIs are being considered for inclusion on the dashboard in Q3 and Q4, with work currently taking place to develop these, including on ULEX compliance.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 We may be unable to spend government homes retrofit funding due to tight deadlines and late receipt of income	6	↔	Emerging risk, shared nationally. Controls are being put in place, including lobbying of government
2 Updating the ULEX back office system is technically challenging and, if not successful, may impact on the expansion of the scheme	4	↔	Now entering critical phase of ULEX back office & physical infrastructure delivery. Extensive mitigations are in place to minimise this risk
3 Customer bill and carbon savings & alleviation of fuel poverty outcomes through London Power may not be maximised due to low customer uptake	4	↑	Current energy commodity costs are rising; and customer acquisition is more difficult in a rising market

Issue	Rating	Trend	Notes
1 High Unit turnover rate & vacancies to fill. Restructure needs finalising; need also for further progress on equality, diversity & inclusion	H	↔	Some vacancies have been recruited to, with agency staff also supporting capacity. But there are still a number of important vacancies
2 No clear path for gov to devolve more statutory powers & resources, as well as unclear strategy for env. policies and commitments following Brexit	H	↓	We are securing government funding for areas such as retrofit. In areas such as transport and air quality, progress is limited
3 GLA funding for programmes cannot be transferred until TfL budget is formally adopted	M	↓	This should be resolved once TfL budget is finalised/approved. In the meantime, it has delayed spend

Actions

	Base	F'Cast	Conf.
1 Extend the ULEZ up to the north and south circular roads	Q3 21/22	-	G
2 Signed agreement between the GLA Group bodies which establishes a Group-wide strategy for the joint-procurement of renewable energy	Q3 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.
- Progress is on track, but the timescales for actions 2 and 3 are challenging, hence the amber traffic lights.

Overview: Robust Safety Net

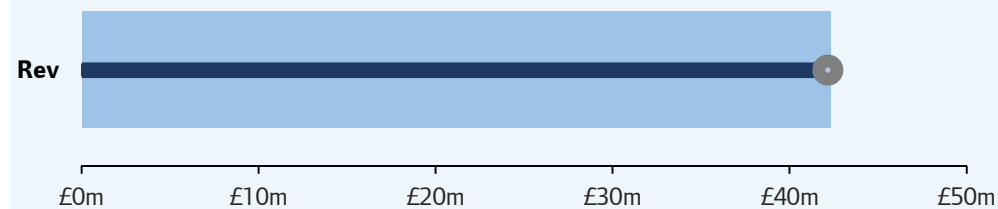
Impact	Time	Spend	Capability	Risk
G	G	G	A	A

- The Robust Safety Net (RSN) mission aims to improve support for Londoners at risk of experiencing financial hardship. The GLA's contribution to this mission includes significant support for Londoners at risk of rough sleeping, support for Londoners on low income and the GLA's work on migration.

- Good progress is being made across the RSN mission, which is on track. New advice partnerships will strengthen welfare and immigration advice available to Londoners, addressing gaps in provision. Food Roots is strengthening food aid partnerships and taking action to link to the delivery of financial advice to ensure "cash first approaches".

- Action to address rough sleeping is broadly on track (see PI and Actions Commentary), though there are significant risks and issues, including the lack of options for non-UK nationals. For other PIs, future challenges and risks include the need to recruit to vacant posts, with the potential for there to be an impact on delivery capacity.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue	17.4	42.3	42.2	-0.1	0%

Capital No capital budget

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

There are no material variances. The increase in budget reflects receipt of £24.5m from government for rough sleeping initiatives.

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%	94%	G
2	Private rented sector: Rogue Landlord and Agent Checker/Property Licence Checker page views	79,156	28,965	G
3	Awareness of rights: Number of unique visitors to Employment Rights hub	90,000	2,720	A

PI Commentary

- Rough sleeping PIs speak to the impact of GLA services to help rough sleepers off the streets and to provide move-on options. These PIs are on track. The private rented sector page views indicator is the best proxy we have of the impact our work to improve access to information about rogue landlords and agents.

- While performance for PI-3, Employment Rights Hub, was relatively low in Q1, we are confident that social media messaging, from Q2, will lead to a significant uplift in awareness of this valuable resource.

- Wider RSN PIs will come online from future reviews. A future PI on community advice is being considered.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Resources constraints for boroughs, the VCS & others, and given scale of financial hardship, may limit mission's impact & ability to replicate work on social-welfare advice	8	↔	Programme grants recently been awarded. Change in central government policy needed
2 Gov domestic abuse funding services must be spent in year, following production of the strategy, so services may not be able to be commissioned in time	6	↔	Government is unlikely be more flexible on timescales for spend
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	↔	The non-UK nationals now in the hotels are likely to be those with the least options - others will have been supported to move on already
Issue	Rating	Trend	Notes
1 There is a steady flow of rough sleepers to the streets due to C-19 job losses, reduced services and structural issues - and a continuing lack of options for non-UK nationals	H	↑	There are currently an estimated 600 people rough sleeping in London, with flow increasing
3 The ability to unlock staff capacity for mission programmes is currently limited by recruitment processes (migration) and a team restructure	M	↔	Consultation period on restructure due to conclude 2nd August
3 Government requiring GLA to administer its London regional Hong Kong VCSE grant scheme without additional capacity impacting on wider mission delivery	L	↔	Intelligence gathered early on helped understand needs of sector. Pressure on capacity, but new roles should be in place by end of year

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	-	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	-	G
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	-	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	-	G

Actions Commentary

- There has been good progress on the actions across the mission. This includes on recommissioning rough sleeping services (with the drafting of the commissioning framework), the move from the emergency to the recovery phase of the rough sleeping Covid-19 response (with high numbers of people positively moved on and the closure of some hotels) and implementation of the GLA's new domestic abuse duties (with the needs assessment commissioned and the partnership board membership and terms of reference drafted).

- New partnerships have been awarded funding to develop new models of socio-legal advice in communities settings, strengthening welfare and immigration advice and related outcomes.

Overview: High Streets for All

Impact	Time	Spend	Capability	Risk
A	G	G	A	G

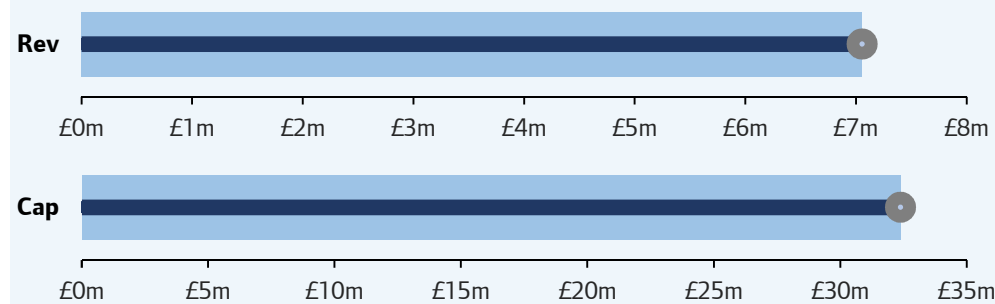
- This mission aims, across London's High Streets, to: promote local employment; protect community & cultural spaces; and introduce new types of businesses & civic organisation. It promotes strategic collaboration to address the interconnected challenges high streets face, including: economic restructuring; planning system changes; and a lack of government high street funding.

- Our principal role is convening and supporting London boroughs, business partnerships, property interests, anchor institutions and community groups to bring vacant and underused high street buildings and public spaces into productive use. Limited existing funding is supporting the development of a High Street Strategy in each borough through the High St Challenge Fund and capital delivery on the ground through Good Growth Fund and Make London projects.

- Our work coordinates broad, place-based partnerships and develops the capacity of these to invest in supporting a diverse, resilient and thriving mix of high street and town centre activity. Initial enabling support includes sharing data and information, eg. through the Data Partnership; fostering stronger collaboration between public, private and third sector through the Property Pledge; and work to convene local anchor organisations and their assets. This support will ramp up over time as strategies and partnerships take shape while our legacy investments complete.

- Most contributing programmes had no profiled spend for Q1 and Good Growth Funding is spending mostly to profile so RAG is Green. Resourcing issues have been flagged below; hence Amber for Capability.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue	7.06	7.06	7.06	0.0	0%
Capital	33.9	32.4	32.4	0.0	0%

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

There are no material variances.

Performance indicators

	21/22 →	Target	YTD	Conf.
1 Additional funding raised/ invested by delivery partners & other bodies as a result of GLA investment	£7m	£1.5m		G
2 Good Growth Fund: Number of new jobs created or existing jobs safeguarded	720	Q2		R
3 Increase in square metres of new or improved public realm	10,000	850		A

PI Commentary

There was strong performance against PI-1, match funding, in Q1; but there are data collections issues in respect of both PI-2 and PI-3. This is particularly acute in respect of PI-2 and due to data quality concerns, we are not reporting an actual this quarter. There remains a need for delivery partners to ensure timely and comprehensive reporting to support timely reporting at a programme level.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 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	↑	We continue to support & develop borough responses to the UK Community Fund as well as offering support to prepare bids for the Levelling Up Fund
2 Investment & support may not sufficiently address the skills/capacity gap, preventing the formation of partnerships & development of strategies in line with mission aims	6	↔	Working closely with delivery partners to boost capacity, skills, collaboration and the timely and effective delivery of strategies and related outputs.
3 We may not maximise cross-cutting outcomes; for example, the Recovery Property Pledge needs to be embedded within the Anchor Institutions Board	2	↔	Mission action planning group established with wide representation
Issue	Rating	Trend	Notes
1 Make London is substantially oversubscribed: 105 eligible applications; but only able to support 39	M	↔	Demand was particularly strong for medium/large projects. We are looking at how to support cooperatives & mutual structures
2 High Streets Data Service currently has no dedicated resource in place to manage and develop the programme going forward	M	↓	Dedicated post approved. Need to go through recruitment process
3 Lack of available capital funding places further demands on returning Growing Places Funding (repayable loans) to help catalyse wider delivery against mission objectives	M	↑	Case will be made in 22/23 after revenue investments have been made and schemes developed with partnerships and community interests

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	-	G
4 40 high profile orgs have signed up to the High St Property Pledge in its 1st year (landlords, tenants & other town centre orgs), accelerating the adoption of best practice	Q3 21/22	-	G
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 24/25	-	G
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

Actions Commentary

- There has been good progress against mission Actions, getting outstanding projects into contract and successful programme launches, including: Make London, High Street Challenge Fund and Boosting Community Businesses.

- The High Streets Data Service was successfully launched to excellent feedback from stakeholders: 7 boroughs have signed up as paid members already and 21 have indicated they will join (from a target of 5 required for a minimum viable product).

- Progress was being made to ensure a July launch for the Creative Enterprise Zones Accreditation programme.

Overview: New Deal for Young People

Impact	Time	Spend	Capability	Risk
G	A	G	A	G

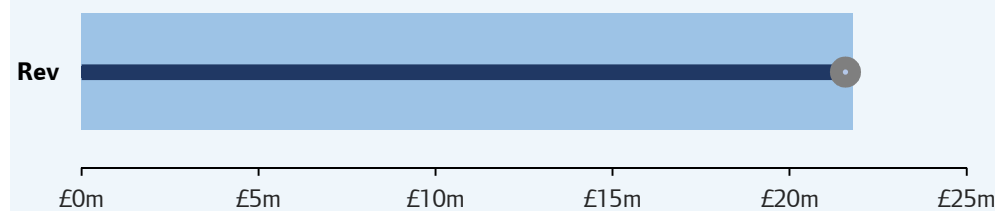
- This dashboard covers the GLA's contribution to the mission that all young people in need are entitled to a mentor by 2024. To support this, we will continue the Young Londoners fund, invest in a collaborative young people's fund, work to improve youth sector capacity to deliver quality mentoring, and improve access to youth activities for those most in need. Also important is the support of the Adult Education Budget for Londoners aged 19-24 to access the skills they need to succeed (reported elsewhere). The budget shown below supports non-mission activity such as policy, advocacy & convening, supporting families & children, and youth participation.

- Phase 1 projects are improving access to & providing more mentoring for young people in need - and progressing well. In June, 14 more schools were funded to deliver Stepping Stones peer-mentoring to disadvantaged year 7 students. 4,000 young people will be supported through GLA funded mentoring by London Community Response wave 5. Two My Ends networks are in contract to support young people in neighbourhoods affected by high & sustained levels of violence.

- Applications have closed to fund peer researchers to investigate how to help young people in need to take up London's youth offer. A proposal to support trusted individuals and increase sector capacity to deliver quality mentoring is being consulted on. We are working closely with London Funders to improve strategic investment for children most in need.

- Time is amber as deadlines for the sector programme and for deploying aligned funding are challenging. Capacity is impacted by a current team restructure.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue*	21.79	21.79	21.57	-0.22	-1%

Capital No capital budget

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

1 Youth Community | -0.2m | Rev | Timing | Budget to be reprofiled in to 2022/23 due to grant payments now being distributed over two years rather than one
*£61.7m of 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
2	Number of young people supported by round 1 and 2 of the Young Londoners Fund	32,000	Q2	G

PI Commentary

- PI-1 reports Young Londoners fund data from Jan-Dec '20 against 7 outcomes, such as improved engagement, mental wellbeing. Some grantees are developing practice in evidence reporting and in some it is not feasible to collect data, such as in street-based outreach settings. This measure provides a partial view of impact, which will be supplemented by project & meta evaluations. It has been harder to collect evidence through observations or from schools due to C-19.

- PI-2 is the established YLF PI reported previously, with data from Apr-Jun 21 subject to a lag and to be included at Q2.

- From Q2 a new PI will report on those supported by NDYP funded projects, including Stepping Stones and wave 5 mentoring.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Young Londoners Fund projects may not meet lifetime outputs within the timeframe or budget due to C-19 impacts	6	↔	Projects are reporting that young people have more complex needs due to C-19, meaning some are investing more time supporting a smaller caseload
2 New Deal for Young People investment may not reach those young people most in need or make a sustained impact	4	↔	Strong mitigation through project targeting, work to align funding, integration of youth voice, support to help sustainability of youth sector
3 Early years business support through the Strong EY London programme may be insufficient to address risks contributing to closure of settings	2	↑	Initial demand for support since its launch in May has been high

Issue	Rating	Trend	Notes
1 The majority of Round 1 Young Londoners Fund projects are due to complete in Oct/Dec 2021 - and need support to identify future sustained delivery models	M	↔	Round 1 end date is nearing - coupled with the ongoing impact of Covid-19 - means exit planning support is essential
2 NDYP implementation timelines are challenging and staffing capacity has been impacted by the development work needed to conduct team restructures	M	↔	Leads have been identified for specific aspects of the mission & new Young People Imp. Group will provide structured support across the GLA Group
3 Annual DfE data published on 16 July shows take up of 2-year-old early years entitlements is at just 50%	M	↑	2-weekly data has consistently shown reduced numbers attending settings. Annual data puts London 12% below the national average

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	-	A
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	-	G

Actions Commentary

- Actions 1 and 2 are progressing well but rated amber due to the complexity involved and the challenge of moving to the implementation phase within the timeline.

- Strong Early Years London launched in May and will create a one-stop-shop for early years specific business support (housed on the London Business Hub), provide a triage service to direct early years providers to the support that they need, and offer intensive business support to those providers most risk of closure. Consultation is being carried out to shape the early years campaign. This is on track.

Overview: Helping Londoners into Good Work

Impact	Time	Spend	Capability	Risk
A	A	G	A	A

- The pandemic 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 with a focus on sectors key to recovery. The GLA's contribution to the mission centres on designing, in partnership, funding & overseeing two main programmes: No Wrong Door (NWD) & the Mayor's Sectoral Academies. The scope of both is approved and work is progressing, with delivery planned from December.

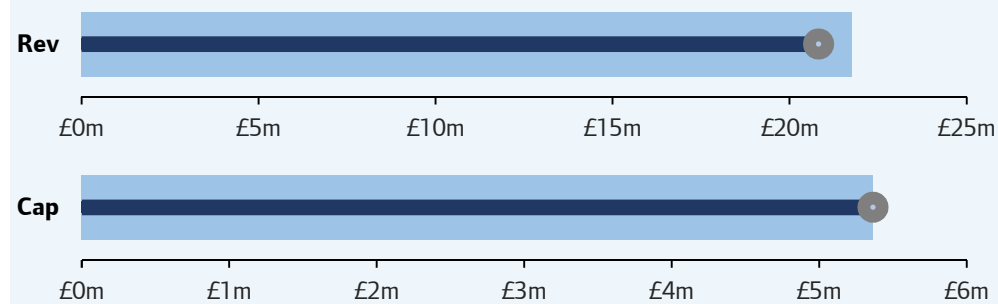
- Existing programmes contributing to the mission include the Mayor's Construction Academy, Digital Talent Programme, Apprenticeship Pilot and European Social Fund (ESF) projects. The Adult Education Budget has a very major role to play in getting Londoners into work, with progress captured separately.

- Ambers reflect the impact of Covid-19 on skills & employment programmes, especially with significantly reduced job & progression outcomes. Ambers also reflect some staffing capacity challenges, especially for new programmes. Key outcomes in the period were:

- Over 6,000 people were supported between January-March 2021 (verified data) with a range of skills intervention (excluding those supported by AEB grant provision). About 750 Londoners were supported into jobs, education and training.

- An additional £1.5m of apprenticeship levy has been pledged for transfer by levy payers, making the total over £6m so far, with about 200 apprentices starts in the period by the Mayor's Apprenticeship programme.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue	21.1	21.8	20.8	-1.0	-4%
Capital	5.20	5.37	5.37	0.00	0%

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

1 Sector-Based Academies | -1m | Rev | Timing | Due to a reprofile of the initial budget into 2022/23 for the Mayoral Academies Programme in support of mission *£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.

Performance indicators

	21/22 →	Target	YTD	Conf.
1 Unemployed Londoners supported into employment (including apprenticeships & work placements)	5,496	997	A	
2a % of Londoners supported into employment, education and training from BAME groups	38%	53%	G	
2b % of Londoners supported into employment, education and training who are female	37%	28%	A	
2c % of Londoners supported into employment, education and training who are disabled	9%	9%	G	
2d % of Londoners supported into employment, education and training who are 50+	5%	10%	G	
3 Number of Londoners achieving minimum basic skills qualifications	2,510	1,040	G	
4 Further Education Capital Investment fund: Additional learners assisted as a result of GLA investment	6,628	1,942	G	

PI Commentary

- Various projects contribute to each PI and reporting periods vary. Targets/Actuals only reflect programmes already in contract/grant. Targets will be adapted accordingly as further programmes launch. Targets are lower than the London population % due to the nature of the sectors targeted, eg. construction/digital.

- Most representation targets are Green. The Academies programme, which will focus on priority groups when launched, will support further progress.

- C-19 has impacted on job outcomes, though the lifting of restrictions in Q2 is expected to support more job outcomes from Q3 onwards. Ahead of Q2 reporting, targets will need to be reviewed to account for the impact of restrictions. This may lead to changes to the targets at Q2.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 The wider GLA budget position may lead to budget constraints and limit the impact of planned new programmes like the Mayor's Academies and No Wrong Door	6	↑	Officers have secured Mayoral approval to fund Academies job outcomes and are seeking approval for additional budget
2 Of delays associated with commissioning and starting new programmes of work, which would have a negative impact on delivery timescales	6	↓	Officers have secured Mayoral approval for the programme designs and are planning the launch of the commissioning process in July
3 Stakeholder involvement and buy-in for the different programmes may be low, making planned interventions less successful	3	↑	Officers have consulted with multiple key stakeholders in the design of the Academies & No Wrong Door programmes
Issue	Rating	Trend	Notes
1 Constrained staffing resource to support new programme development and ongoing work due to recruitment delays	H	↔	Reprioritisation of activities and timelines is being undertaken whilst additional resources are being sought
2 C-19 is affecting the achievement of progression outcomes from getting people into jobs, work experience & apprenticeships	M	↔	Ongoing issue may be heightened by any new wave of C-19. Extensions to delivery time and target reprofiles are being worked on
3 The Mayor's Sectoral Academy Programmes have been slightly delayed due to increased scope, including the health and care sector in the first phase	M	↑	New issue during the quarter. Officers are discussing options with the sector and seeking approval for additional budget

Actions

	Base	F'Cast	Conf.
1 The Skills and Employment 'No Wrong Door' integration hubs programme are live, coordinating careers and employment support for Londoners	Q3 21/22	-	G
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 Working Integration Network programme (WIN) for 2021/22 has helped to improve young black men's access to quality employment	Q1 22/23	-	G

Actions Commentary

- The focus in Q1 has been on approving new Good Work programmes to meet London's Skills needs as a result of Covid-19. This has involved engagement with stakeholders and businesses. The Academies prospectus was launched shortly after the end of Q1 in July and No Wrong Door is expected to be launched in September.

- Bidding closed for the £7m Careers Hubs programme and the award is expected in August, ahead of planned delivery start in September. The £500k Careers SEND hub project was due to be launched for bidding in July.

- A provider was procured to deliver the Workforce Integration Network and delivery is expected to end in Q1 22/23.

Overview: Digital Access for All

Impact	Time	Spend	Capability	Risk
G	G	G	G	G

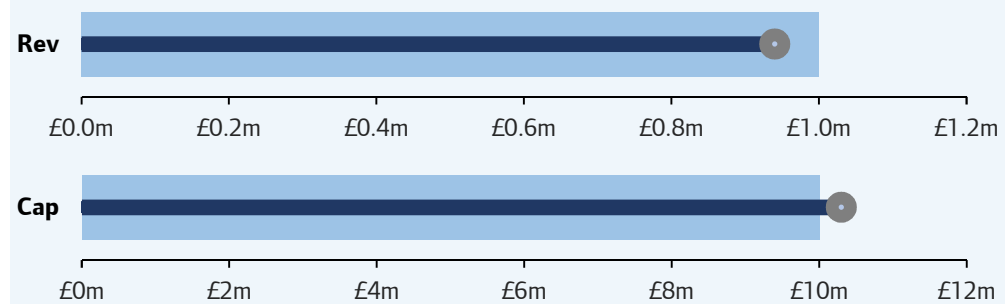
- Too many Londoners don't have the devices, skills, or internet access they need. Covid-19 has highlighted those lacking good connectivity or access to a suitable device, cannot use services, learn, or work from home. The need is great, but where resources are available, knowing how to reach individuals is difficult and addressing the problem is complex. In addition, data can be hard to find or join up.

- The Digital Access for All 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 and learning. The Adult Education Budget also makes a big contribution to this mission, in particular providing full funding for Londoners with low or no qualifications to gain basic digital skills.

- The London Office of Innovation & Technology (LOTI), a coalition of the GLA, London Councils and boroughs (and which we contribute funding to), has started the Digital Inclusion Innovation Programme, with projects to support dementia carers, those in temporary accommodation, and to map digital exclusion.

- A pilot has been developed for upgrading public buildings with fibre to deliver new services. Sub-regional partnerships have recruited roles dedicated to connectivity.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue*	1.00	0.94	0.94	0.0	0%
Capital	10.0	10.3	10.3	0.0	0%

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

There are no significant variances.

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

Performance indicators

	21/22 →	Target	YTD	Conf.
1	Connected London: Boroughs with wayleaves* [to be % LA-owned social housing from Q2]	23	21	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 is connecting boroughs with operators, providing advice, templates, and sharing case studies. Those without wayleaves and with significant social housing are being prioritised. The team are also speaking with housing associations to provide similar support. This is enhancing digital connectivity in under-served areas.

- After a procurement delay due to wider programme requirements, a concessionaire partner for the TfL Connected London Network is on board and a delivery plan for upgrading public buildings to deliver new digital services will be established in the coming months. A pilot has also been developed. Upgrades will be delivered at pace once the pilot procurement is complete and the delivery plan has been scoped.

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	- G
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

- LOTI has begun to deliver the Digital Inclusion Innovation programme to reduce barriers for digitally excluded Londoners. A paper has been published on device recycling and 3 projects are underway: supporting dementia carers & those in temporary accommodation, and mapping exclusion. These will test solutions to challenges and inform the minimum access package.

- The Connected London team are working with the London First Gigabit Network to produce a guidance document for London Plan policy SI6, promoting access to an acceptable standard of digital connectivity in new developments. The team are also providing similar support to LB Hackney. This will serve as an example for other boroughs.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 The difficulty of reaching people who need help most may mean programme does not effectively help Londoners access a device, skills, or connectivity	4	↓	Programmes are being designed to address the key challenge of connecting people with the help that they need
2 Connected London: The Subsidy control regime may limit our ability to support wider digital infrastructure investment	4	↓	We are seeking expert legal advice on subsidy control, which will ensure the project is compliant
3 Projects targeting digital inclusion may not scale or deliver long-term change, so people may still face barriers to accessing a device, skills, or connectivity	2	↓	The Chief Digital Officer is overseeing progress and chairing the Digital Exclusion Taskforce

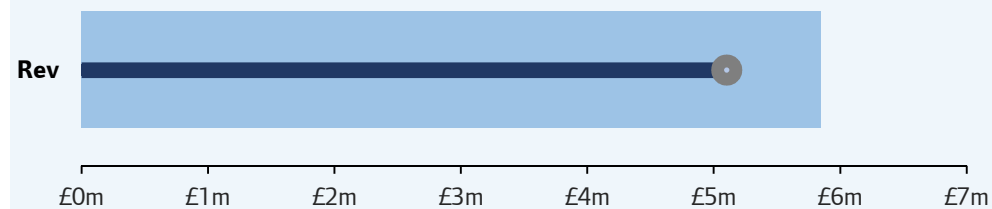
Issue	Rating	Trend	Notes
1 Addressing digital exclusion is complex, with information and data about which groups of people experience one or more of these issues hard to find or join up	M	↓	A key part of the Digital Inclusion Innovation Programme is being designed to address this issue
2 Connected London: Procurement delays and withdrawal of DCMS funding support have impacted engagement with boroughs on delivering grant funding	M	↓	Renewed interest in delivery of the grant funding due to concessionaire announcement and Recovery Programme
3 Connected London: Differing approaches by boroughs to infrastructure deployment is limiting private sector investment in networks & delaying improved access	L	↓	Team is bringing together boroughs through workshops, events & resources to ensure alignment across London to support investment

Overview: Building Strong Communities

Impact	Time	Spend	Capability	Risk
G	G	A	A	G

- The mission has a focus on ensuring communities are more resilient by enabling Londoners to have better access to community hubs - the knowledge, networks and volunteering opportunities they need to thrive in London.
- The GLA contributes to the mission through a combination of delivery (grant funding and culture & community spaces at risk work), strategic convening (work with partners to support a regional volunteer network), partnership working (collaborative funding programmes) and by supporting the infrastructure to help communities flourish.
- The projects in the mission's portfolio are in different stages of development and delivery, with more coming on stream in future quarters. Key areas currently being worked on (and which are on track) include: funding to help Londoners lead on recovery (community microgrants); work to enable communities to retain the use of much-loved buildings in their areas (community and cultural spaces at risk); and work to enable community organisations to collaborate more effectively (Civil Society Roots). In respect of this mission, AEB funding supports ESOL provision for more newly arrived Londoners.
- Green RAGs indicate the mission is progressing as planned, with Amber for Capability reflecting the uncertainty around team restructures and recruitment challenges.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue*	5.87	5.85	5.10	-0.75	-13%

Capital No capital budget

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

1 Microgrants & Support | -0.5m | Rev | Timing | Grants to be distributed over 2 financial years and therefore part of the budget is to be reprofiled in 2022/23
2 Sport Unites | -0.2m | Rev | Timing | Reprofile into 2022/23 to align with final grant payments
 *£87.9m of budget for this block is captured and reported on within the AEB dashboard.

Performance indicators

	21/22 →	Target	YTD	Conf.
1 Number of collaborative projects funded to support the BSC Mission [temporary measure while more outcome-based PIs developed]		139	101	G
2 Number of people taking part in BSC projects through volunteering and community participation		20,000	4,960	G

PI Commentary

- PIs for the mission are still being developed for some areas, particularly where programme activity is not yet sufficiently advanced to allow for reporting to take place.
- As well as individual PIs, we have been working to create a common minimum set of mission indicators that will be tracked across all projects so that a good sense of mission impact can be obtained, speaking to the outcomes identified for the mission and with a focus on harder to reach groups.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Large number of mission stakeholders & limited team capacity for relationship-management may challenge shared purpose & effective joint working	6	↔	Clear outcomes established and projects being developed with stakeholder input
2 Wider GLA budget challenges may impact activities funded by reserves, like Sport Unites, impacting sustainability over the medium to long-term	6	↔	Contingency plans are in place to reflect possible future funding scenarios
3 The civic strength index may not be well understood and therefore take up and recognition of the benefit it brings in looking at London's civil society will be low	6	↔	Working with the City Intelligence Unit & index advisory group to ensure the index is robust & benefits stakeholders
Issue	Rating	Trend	Notes
1 Major events and visitor welcome volunteering is under review. The environment for volunteer deployment remains uncertain	H	↔	Planning taking place to maintain flexibility
2 Increased demand and decline in available resources due to C-19 has reduced the capacity of civil society partners to engage in the mission	H	↔	Discussions with partners taking place
3 Progress is needed to scope the future of the Team London website	M	↑	Internal and external parties are being engaged. But this issue will begin to impact on spend against profile

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	-	G
2 Create a civic strength index for London	Q2 21/22	-	G
3 Support 22 community-led partnerships through Civil Society Roots	Q3 21/22	-	G
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
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	-	G
6 Support 50 community-led groups through our Community Microgrants programme to support community-led recovery in London	Q4 22/23	-	G

Actions Commentary

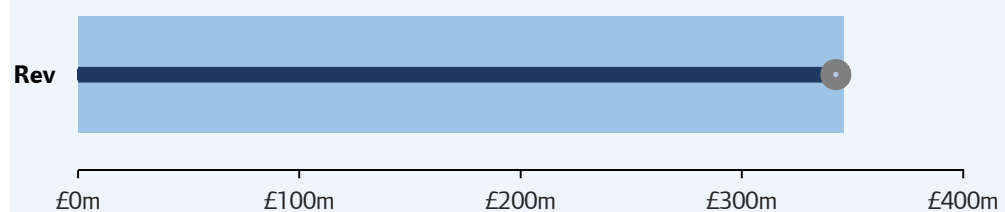
- Work is ongoing to set up new programmes that will support outcomes, such as the community microgrants, and help track impact - the civic strength index. The new Culture and Community Spaces at Risk office is also due to launch.
- Festival of Ideas input and information will be analysed and then taken into account in developing additional activity or to change the shape of emerging activity.
- The GLA is not responsible for all mission delivery: this is a partnership approach, co-produced with Londoners. Our action plan and deliverables will need to be flexible to take account of input from our partners whether those are local authorities or civil society organisations.

Overview: Adult Education Budget

Impact	Time	Spend	Capability	Risk
A	G	G	A	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 London Recovery Programme. The £320m annual budget supports Londoners into good work and/or to participate in society across the Recovery missions.
- The AEB continues to support Londoners disproportionately impacted by Covid-19. The latest data release shows over-representation of our priority groups compared with the London population benchmark.
- The Amber rating for Impact relates to a reduction in learner participation and enrolments compared to the same time last year, due to the effect of Covid-19. As a result, some providers are under-delivering, which may in turn lead to programme underspends.
- Despite the reduction in learner participation, enrolments at Levels 2 and 3 (helping to prepare Londoners for jobs and supporting life skills), increased by 28% and 26% compared with the same period last year.
- At mid-academic year, analysis shows that the policy changes for Mayoral areas of interest are having an impact in line with expectations. For example, there were 12,830 fully funded learners in receipt of a low wage. By the end of the year, this group is expected to grow, reaching similar or higher levels compared to 2019/20. Policy changes made by the Mayor are highlighted in the appendix.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue*	345.8	345.8	342.5	-3.3	-1%

Capital No capital budget

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

1 Good Work for All Grant | -3.3m | Rev | Timing | The programme spans an academic year, with £3.3m 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 GLA budget document.

Performance indicators

AEB data are shown in a separate appendix
The data covers AEB delivery between August 2020 and January 2021, 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	-	G
2	Commence delivery of the 2-year £32m AEB Good Work for All Grant to support the London Recovery Programme	Q2 21/22	-	G
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	-	G
4	Publish the Adult Education Roadmap to set out plans to create an accessible, impactful and locally relevant skills system	Q4 21/22	-	G

Actions Commentary

- Consultation on the draft Adult Education Roadmap was launched in June. The Roadmap sets out plans to create an accessible, impactful and locally relevant skills system that better serves London's communities and economies.
- 39 providers were awarded funding from the £32m 2-year Good Work for All programme. The funding prioritises training, education and employability support to move into good work in sectors key to London's recovery, mainly digital, health & social care, green, and creative & cultural sectors.
- We are developing mitigations for any further closure of institutions in the autumn due to Covid-19.

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	↑	Officers are working to determine the potential impact on AEB delegation from this new Bill
2 The Roadmap consultation, which will help define the long-term vision for adult education in London, may receive limited engagement from stakeholders	4	↓	The risk is mitigated by a 7-week consultation period using varied engagement approaches
3 Of a low response rate to the AEB London Learner Survey, which has been developed to help understand the impact of the AEB provision in London	4	↔	Risk will be mitigated through the recommended survey design and adequate contingency budget

Issue	Rating	Trend	Notes
1 Limited staffing resource to accommodate work pressures due to recruitment delays	H	↔	Reprioritisation of activities and timelines is being undertaken while additional resources are being sought
2 Some providers are showing significant under-delivery due to the impact of Covid-19, which may result in programme underspends	H	↑	Officers and senior managers are closely monitoring and proactively planning the re-use of any programme underspends
3 Two separate providers are being investigated about claims of not declaring sub-contracting of delivery, as required in their grant agreement	M	↓	Detailed investigation suggests these are not cases of fraud, though a possible breach of contract is being reviewed in one case

Appendix: Adult Education Budget

1. 2020/21 provisional mid-academic year data suggests that the AEB is making a significant contribution to all the GLA missions.
2. Compared to the London benchmark (population), the AEB shows a positive performance. Key priority groups are over-represented in the programme.
3. In the context of a drop in participation due to the pandemic, the AEB programme has shown resilience.

Interim Performance Indicators

AEB, <u>August to January</u> (half an academic year)	Academic year	Green New Deal	A New Deal for Young People	Digital Access for All	High Streets for all	Mental Health, Wellbeing & Healthy food and weight	A Robust Safety Net	Building Strong Communities	Into Good Work	Total AEB	London benchmark
Female %	2019-20	65	51	67	9	75	74	75	74	70	50
	2020-21	72	51	69	7	78	69	77	73	70	
BAME %	2019-20	32	69	65	53	46	64	26	69	57	37
	2020-21	20	70	64	49	46	62	22	68	57	
Disadvantaged %	2019-20	34	52	51	52	46	49	n/a	52	51	27
	2020-21	33	51	50	47	45	48	n/a	50	50	
Total unique learners	2019-20	1,570	16,960	11,130	3,290	22,410	13,150	35,200	78,550	162,700	n/a
	2020-21	1,070	16,420	10,600	3,370	18,280	12,360	18,880	66,140	130,590	n/a

Source: Individualised Learner Record R06 2019/20 and 2020/21. Learner participation is the count of unique learners who meet the criteria for a given category. As a result, learners who meet criteria for multiple categories will be factored into each relevant category. Therefore, a single learner may be counted more than once in the learner participation table and the cells may not sum to the total count of unique learners.

Notes

Data on economic and social outcomes from AEB funding 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** (note the methodology is being kept under review and may be subject to refinement - this includes High Streets for All, in particular, which will be reviewed ahead of Q2). Targets are not set at this stage, but figures are shown alongside benchmarks (London population estimates).

Statistics will be reported on a biannual 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:

- oExtended full funding of AEB courses to Londoners earning below the London Living Wage, helping people in low-paid work to upskill
- oFully funded Deaf Londoners to train for a first qualification in British Sign Language
- oMade additional funding available of up to £2.7m for English and maths qualifications at Levels 1 and 2.

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)

Methodology

GLA Mission	AEB courses included in each Mission
Green New Deal	Includes qualifications that contain the words “Green”, “Sustainable”, or “Recycling” in their title or belong to sector subject area “Environmental Conservation” or similar.
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 “Urban, rural and regional planning”, “Building and construction”, or “Architecture” [methodology under review, ahead of Q2]
Mental Health and Wellbeing & Healthy food, 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). The methodology will be kept under review and may be subject to change.

Overview: Health Missions & Foundation

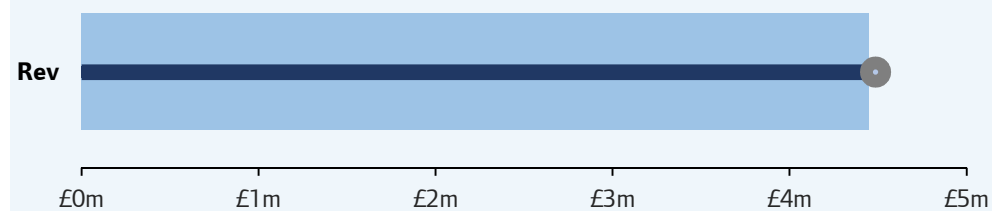
Impact	Time	Spend	Capability	Risk
A	A	G	R	A

- This dashboard reports progress across two missions and a public health foundation. The Mental Health & Wellbeing mission (MH&WB) aims for London to have 250,000 wellbeing ambassadors by 2025, supporting Londoners where they live, work & play. Healthy Food, Healthy Weight (HFHW) aims for every Londoner to live in a healthy food neighbourhood by 2025. Both will be led by the Health & Wellbeing team, with delivery split across the GLA and partners.

- Progress across the three blocks varies considerably, with team capacity prioritised to C-19 response. MH&WB is progressing well, with partnership engagement underway and ThriveLDN as our delivery partner. With ThriveLDN, we are: designing the role of a wellbeing ambassador, with local people, while building local capacity and developing a training, support and coaching scheme; and enabling wellbeing ambassadors to be in places where people already choose to spend time to offer wider support & services. Given C-19 response pressures, the HFHW mission has not commenced delivery, with the agreement of the London Recovery Board, though urgent progress will be needed if we are to demonstrate impact.

- Foundational work in supporting our partnerships and shared priorities includes work on anchor institutions within the health and care sector, supporting a sustained health & care workforce, child health, and re-setting the strategic framing for the health and wellbeing of Londoners (including a new Health Inequalities Strategy implementation plan). Although Health in All policies work is underway, Time and Capability to make progress is again impacted by C-19 pressures.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue	4.4	4.5	4.5	0.0	1%

Capital No capital budget

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

There are no material variances.

Performance indicators

	21/22 →	Target	YTD	Conf.
1	Number of Londoners engaged in bereavement campaign	No target	252	NA
2	Londoners feel supported when faced with bereavement themselves, or when helping someone who is grieving	No target	2,637	NA
3	Number of people being trained in mental health first aid	1,000	538	G

PI Commentary

- 252 Londoners attended bereavement webinars in Q1, demonstrating good progress towards the 800 expected engagements over 2021-22.
- The online resources to support bereaved Londoners are gaining traction; figures only cover 1 month of being live during Q1.
- Our work, delivered through ThriveLDN, is engaging with community orgs to design wellbeing & mental health first aid training and to develop resources/tools.
- Further PIs across the health blocks will be added later in the year.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 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	6	↔	A Thrive LDN advisory group is established, with cross-sector representation
2 Continued public concern with C-19 may reduce their appetite for recovery-focussed engagement in critical development stages of our work with them	4	↔	Close monitoring and engagement
3 Disruption to delivery and stakeholder engagement for the MH&WB mission due to staff changes in the Health Team & at Thrive LDN (the GLA's delivery partner)	2	↔	Focus on ensuring robust project management and high-quality handovers

Issue	Rating	Trend	Notes
1 Partnership and stakeholder engagement around the HFHW mission remains constrained due to ongoing C-19 response	H	↑	With continued pressure on teams to respond to C-19, we do not have the capacity to make meaningful progress on both missions at once
2 Health and Care partners are constrained in how they can engage with MH&WB mission due to scaling up of Covid-19 response work	M	↑	Increasing due to removal of restrictions and increase in numbers of Londoners having to isolate
3 ThriveLDN, our core delivery partner, lacks certainty as it is commissioned (and funded) on a time-limited basis	M	↓	London Health and Care Leaders Group have agreed a way forward

Actions

	Base	F'Cast	Conf.
1 Develop and launch bereavement campaign (Blossom project and wider resources provision)	Q1 21/22	-	CG
2 Launch health inequalities strategy implementation plan	Q2 21/22	-	G
3 Launch the mental health campaign, which will improve Londoners' understanding of the factors that shape wellbeing	Q4 21/22	-	A
4 Deliver health inequalities review of Mayoral policies and programmes	Q1 22/23	-	A

Actions Commentary

- The launch of a bereavement campaign & the Blossom memorial garden on 24 May received high-profile coverage of the mental health burden Londoners are facing, laying the groundwork for further community-based engagement/co-production.
- Work is underway to revisit the health inequalities implementation plan for Q2.
- The public health sprint on behalf of the GLA collaboration board is helping to inform our approach to implementing health inequalities reviews of mayoral policies and programmes. This work has progressed to the design stage; however, ongoing reform/transition of Public Health England will influence the pace of this work.

Overview: Infrastructure (& transport budget)

Impact	Time	Spend	Capability	Risk
G	G	G	G	A

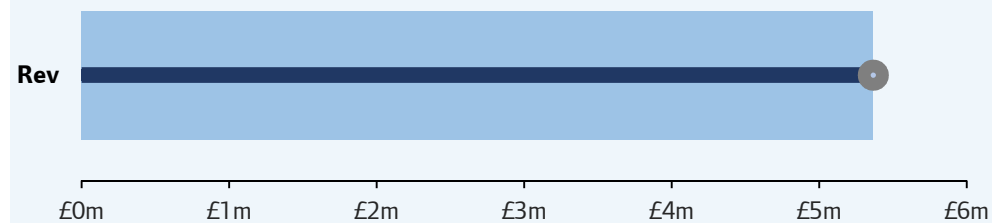
- Transport outcomes and TfL's performance are monitored through the TfL Scorecard and regular updates to the TfL Board, so this dashboard focuses on our infrastructure objectives. Our main objectives in respect to infrastructure are: improving infrastructure planning and delivery through increased coordination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

- These objectives are achieved through the Infrastructure Coordination Service (ICS), established in June '19 with oversight from the Mayor's London Infrastructure Group. The GLA delivers the ICS, using the Mayor's convening power, to bring in collaborating partners like utilities and boroughs. The ICS aims to decrease road-network disruption through collaborative streetworks, support housing delivery by streamlining connections, and create more efficient infrastructure delivery through up-front planning for growth. The service has completed its Pilot Phase and is now launching the Expansion Phase.

- The National Underground Asset Register (NUAR) is a Cabinet Office project, building a digital map of pipes and cables. The GLA is a key delivery partner, with the next phase of work beginning in Sept '21. The tool will improve safety and efficiency while digging.

- Targets are achievable based on successes of the pilot. Risks and issues are well managed; however, this is an innovative work area dependent on external partners, creating some uncertainties. There may be a need to pivot our projects if they don't prove viable to still achieve outcomes.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue	5.71	5.37	5.37	0.0	0%

Capital No capital budget

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

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	zero	G

PI Commentary

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

- We are on track to achieve targets, but the ICS expansion (phase 2) launched in July, so results will not be available immediately. The pilot (phase 1) demonstrated success, saving 370 days of disruption since June '19. Currently, two schemes are on site and two more are soon to be; this will result in days saved in Q2.

- NUAR is awaiting start of the Build Phase. A future PI is being considered to track the initiative.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Partner participation may be more limited than desired in some areas, reducing collaborative working and leading to an inability to pursue opportunities	4	↔	This is a longstanding risk of ICS work. Key partners very engaged; new partners are more of a risk
2 New innovative workstreams being pursued are unproven and so may prove unviable, impacting future funding of the Infrastructure Coordination Service	4	↔	This is the nature of undertaking innovative work - we are willing to change direction if it proves unviable
3 Formal confirmation for National Underground Asset Register funding for the Build Phase may not be received or may be delayed (we have in principle approval)	2	↓	The Cabinet Office recognise the GLA as an essential partner on NUAR and understand they cannot deliver the project without us

Issue	Rating	Trend	Notes
1 Covid-19 has slowed down the scoping of the Development Service and delayed it from becoming financially self-sustaining	H	↔	Increased access to developers is allowing the team to work through scope questions but outcome is still unclear
2 The team has capacity constraints due to vacancies in key roles	M	↓	Vacancies are now largely filled, but notice periods mean this issue will persist through the summer and into the autumn as onboarding takes place
3 Monitoring and evaluation of impact is challenging due to complexity (e.g. planning and development) and expense (e.g. streets)	M	↔	Monitoring & evaluation approaches are being reviewed

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

- The ICS is well placed to succeed in its 2nd phase, although monitoring and evaluation remains a challenge. Covid-19 has slowed down establishment of the Development Service, which may need to change scope.

- Actions capture delivery of the ICS workstreams across streets, planning & development. The streets and planning services save days of disruption by convening collaborative streetworks and developing infrastructure plans for high-growth areas. The development service supports developers to connect into infrastructure, contributing to the outcome of streamlining connections to enable housing delivery.

- Action 4, establishing the ICS as a long-term service following the Expansion Phase, is a pre-requisite to achieving outcomes on an ongoing basis.

Overview: Business, Jobs & Growth

Impact	Time	Spend	Capability	Risk
A	A	G	A	A

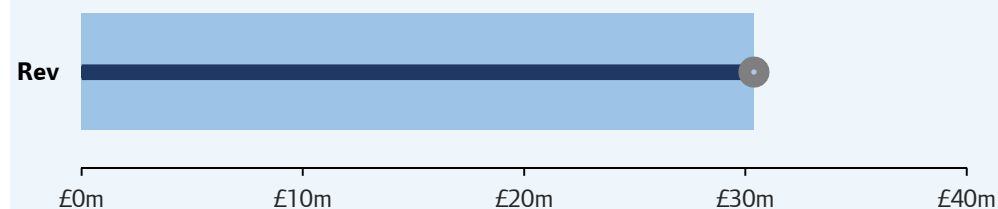
- Work delivered under this foundation aims to help reverse of the pattern of rising unemployment and loss of economic growth caused by the pandemic; and to promote an equitable recovery of the London economy.

- Activity includes development and delivery of an array of business support programmes delivered directly or through partners such as Funding London, the completion and closure of London's c£650m European Regional Development and European Social Fund programmes, and working with boroughs to stimulate the night time economy. There is also significant convening work, through bodies including the Business Advisory Board, LEAP and Covid-19 business forum. Finally, there is a focus on promotional work, managed primarily through London & Partners, promoting key business sectors at home and abroad, and managing the Let's Do London campaign.

- Uncertainty over the ongoing impacts of Covid-19 on business, jobs and growth means delivery against outcomes linked to this foundation remains challenging - and with significant risks.

- Delivery of programmes is, however, progressing well, with business support and inward investment on track. Let's Do London is now underway and gaining significant traction. Our work to secure better outcomes for all Londoners through partnerships with 'anchor institutions' across the public sector is progressing well also, but remains in its formative stages.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue	26.2	30.4	30.4	0.0	0%

Capital No capital budget

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

There are no material variances.

Performance indicators

	21/22 →	Target	YTD	Conf.
1	London & Partners: Additional economic impact created by interventions to support tourism and foreign direct investment (£GVA)	£120m	£117m	G
2	Investment leveraged through GLA interventions in the creative sector	£130m	£102m	G
3	London Business Hub: Businesses supported (1hr+)	1,000	466	G

PI Commentary

- PIs are on track to exceed annual targets. This includes activity to support business & jobs through the London Business Hub and London & Partners, as well as inward investment and promotion activity through L&P, Film London & Games London.

- A stretch target is currently being agreed with L&P in respect of PI-1, given YTD performance. The high creative industries actual may indicate a lag as production comes back on stream post lockdown, while masking lower investment in fashion & design, which have been hit by buyers being unable to travel to the capital. The target will be kept under review to ensure it remains realistic and stretching.

- Additional PIs covering jobs created, and a wider range of activity and impacts, will be introduced in future quarters.

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	9	↔	Consistent offer of support ongoing. Impact of Brexit now clearer
2 Delivery partners may continue to experience difficulties in meeting project spend forecast if Covid-19 recovery is protracted	6	↔	Close monitoring in place; but dependent on progress of the pandemic
3 Covid-19 may mean businesses deprioritise good working practices, including engagement with the Good Work Standard	4	↓	Policy approach to be reviewed in current context

Issue	Rating	Trend	Notes
1 C-19, social distancing & related behaviour change have led to sharp economic decline with ongoing need to support businesses that are otherwise viable	H	↔	As London's economy starts to reopen, the focus is safely reopening businesses & coordinating work across the public & private sector
2 London is receiving a proportionately lower level of government funding to support good growth activity than other parts of the country	H	↑	Gov's Community Renewal Fund & Levelling Up Fund have a lower proportion of funding for London in relation to rest UK
3 Impacts of C-19 infection rates on Let's Do London activation programme of marketing and events to promote domestic tourism	M	↔	Close monitoring in place

Actions

	Base	F'Cast	Conf.
1 Funding London: Invest £20m in businesses led by female, ethnic minority and/or disabled entrepreneurs	Q2 21/22	-	A
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	-	G
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	-	A
4 Complete the Let's Do London campaign, demonstrating an uplift in visitor confidence against baseline	Q4 21/22	-	G
5 Fully commit London's European Regional Development Fund (ERDF) & European Social Fund (ESF) allocation	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 23/24	-	G

Actions Commentary

-The majority of actions within this foundation are due to deliver in subsequent years. This includes activity to invest £20m directly in Black, Asian, minority ethnic, women and disabled founders (to make London's business sector more diverse), the completion and closure of London's £650m European Regional Development and European Social Fund programmes, and innovative partnership working with boroughs to stimulate the night time economy.

- Activity due to be completed in-year, such as the business support review, remain challenging in light of current resources and are being prioritised over other activity.

Overview: Spatial Development

Impact	Time	Spend	Capability	Risk
A	A	G	A	A

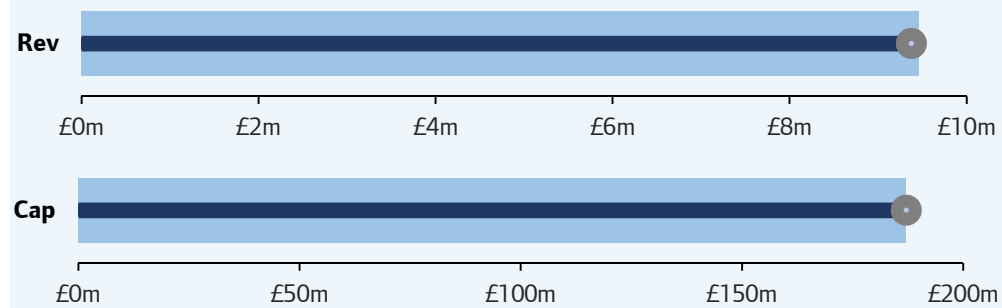
- This foundation focuses on: ensuring the successful and transformative delivery of high-quality development and inclusive regeneration on the Mayor's land; master planning and co-ordination of GLA's spatial policies and investment; supporting public sector landowners to deliver better places by adopting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

- The GLA's key deliverable under this foundation is to facilitate the start of building 5,000 homes of all tenures on GLA land and through joint ventures by March 2024. 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, but due 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.

- Capability is Amber as there are some vacancies that need to be recruited to and further work is needed to understand the capacity needed to deliver future targets.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue	9.65	9.46	9.37	-0.09	-1%
Capital	186.0	187.1	176.7	-10.4	-6%

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

1 Royal Docks | -10.4m | Cap | Timing | Original budget has been reforecast as there is a clearer position on contractual payments now for the Electricity Reinforcement and Good Growth Fund projects are being delivered over subsequent years

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	156	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

PI Commentary

- All of the schemes on GLA land forecasting to start in 2021/22 have delivery partners in place and planning has been secured, which will support homes and jobs.
 - The Royal Docks PI target in 2021/22 is for one scheme that is expected to start in Q3.
 - For future years, there are some significant development sites that need to secure revised planning consents and secure funding.

Actions

	Base	F'Cast	Conf.
1 Independent review focused on streamlining housing development across the wider GLA Group completed	Q3 21/22	-	A
2 Select a partner to deliver redevelopment of MOPAC sites in Hendon using London Development Panel 2 to develop 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	-	G
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 is being made on all of the Actions and they are all on track. The first Action will review our strategic approach across the whole GLA Group; while the remaining Actions are important steps in getting schemes off the ground and so delivering homes and jobs.
 - Silvertown Quays is rated Amber as it relates to securing external funding, which will need HM Treasury approval.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 That 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	↑	Shortages likely to get worse in the short term as contractors compete for supplies. Labour market will take time to stabilise post-Brexit
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	↔	Planning systems remain under pressure. Resource issues likely to remain for many months
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	↑	Office market use is unlikely to recover to pre-pandemic levels. This may impact on scale & pace of delivery on some GLAP sites

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	↔	Pressure is being applied to development partner to expedite
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	↔	Progress has been good in recent months and key elements have been agreed
3 GLAP's housing sites require providers to contribute financially and/or lead construction. This requires substantial RP resources & capacity issues will delay delivery	M	↔	This issue is kept under review via the Homes for Londoners Board

Overview: Capital Investment

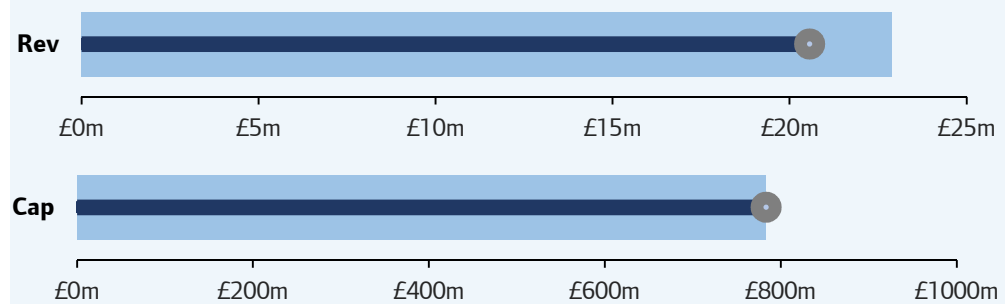
Impact	Time	Spend	Capability	Risk
A	G	A	A	A

- 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 London Plan targets to increase housing supply of all tenures in London to 52,000 homes per year. We are monitoring this in terms of starts at present, but expediting completions (which for the new affordable homes programme must be achieved by March 2029) will ensure that more Londoners are housed as quickly as possible.

- We are currently forecasting to meet the 79,000 homes target; however, due to market uncertainties from a range of factors (see risks section), it remains a challenging goal and close working with developers, housing associations and boroughs remains key to achieving it.

- Capability is Amber as there remain some vacancies in Housing and Land which we are recruiting to, but that in the meantime are impacting available capacity.

Financial review



£m gross	Orig. Budget	End Q1 Budget	Yr. Forecast	Variance	% Variance
Revenue	21.5	22.9	20.6	-2.3	-10%
Capital	783.4	783.1	759.4	-23.7	-3%

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

- 1 Rough Sleeping Accommodation | -3.3m | Rev | Timing | Gov delays in agreeing allocations & staff vacancies
- 2 MHCLG Land Fund | 1.2m | Rev | Admin | Budget needs to be transferred from Land Fund Reserves
- 3 Marginal Viability Fund | -26.1m | Cap | Timing | Reprofile into 2022/23 & 23/24
- 4 Pocket Living | 5m | Cap | Admin | Change in accounting approach

Performance indicators

	21/22 →	Target	YTD	Conf.
1 Start construction of 79,000 genuinely affordable homes between 2021 and 2026		20,000	272	A
2 Enable London boroughs to start at least 10,000 new council and Right to Buy replacement homes by March 2023		1,000	95	G
3 Enable the start of construction of 500 community-led homes by March 2024		75	11	A
4 Rough sleeping: Number of longer-term homes for rough sleepers started		900	80	G

PI Commentary

-Delivery of affordable homes starts tends to be backloaded to Q4. Starts for Q1 have been particularly low due to intensive work on bids for the 2021-26 Affordable Homes Programme (AHP).

- A strong programme of bids was received by partners for the 2021-26 AHP and negotiations with government to agree allocations are ongoing.

- Delivery by boroughs continues to be an important factor in achieving targets, and boroughs are ramping up their delivery.

- Delivery of the Building Safety Funds is progressing, although there have been some delays relating to registration and appeals with MHCLG which has slowed progress. Progress against a related PI will be reported in future quarters.

Top risks and issues

There is a risk...	Score	Trend	Notes
1 Increased uncertainty from gov support ending, building safety regulations & need for climate change measures may impact further on investment in construction	9	↔	Partners are at 90% of normal capacity on site, up markedly from 20-21
2 Limited industry capacity may further slow progress on cladding remediation programmes, and could be exacerbated by Covid-19 sickness and absences	9	↑	C-19 risks became more visible in Q1, and limited industry capacity is a known and increasing risk
3 Increased uncertainty from Brexit impacting on labour, materials and wider market, with reduced cross subsidy, may make projects less viable	6	↔	Partners are reporting price rises of some constructions materials of up to 80%. It is anticipated that this won't be a sustained level of increase
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	↔	Building safety is a priority for providers. Gov continues to put funding in place & we include building safety requirements in our programmes
2 C-19 restrictions have impacted on investment/delivery of housing	M	↔	While delivery on site has returned to close to capacity, there is a backlog, including with planning approvals, which will impact for 9-12 months
3 Available capital grant per unit for future Rough Sleeping Accommodation Programme homes makes it challenging to meet gov target of 740 homes '21-24	M	↔	Continuous bidding for RSAP has just launched and the impact of this issue will be assessed once providers have had an opportunity to formulate bids

Actions

	Base	F'Cast	Conf.
1 Achieve ministerial approval for Affordable Homes Programme 21-26 allocation	Q2 21/22	-	G
2 Invest £285m through the Mayoral and MHCLG Land Funds, unlocking housing schemes across the capital	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

- The GLA's submission for the AHP 2021-26 has been presented to Ministers for final approval, and contracts are being prepared.

- Officers are progressing an active pipeline of schemes of £160.4m for the Land Fund, which has the ability to deliver in excess of 15,400 new homes. There is £124.6m still to be committed by March 2024. Work to expand the Fund continues. This will enable us to lever in significant external investment to deliver even more homes.

- The Housing Infrastructure Fund Forward Funded projects invest in infrastructure that will unlock the development of homes. The current focus is on achieving TfL financial certainty for 43 trains and operation of them for the DLR Accelerated Growth Programme.