Chief Officer's introduction: GLA Q1 2021-22 Performance and Finance Pack

Members of the Budget & Performance Committee,

I attach the GLA Q1 performance and finance pack.

As trailed in my covering note to the Q4 2020-21 pack, this first performance and finance pack for 2021-22 is different to those you received last year.

This performance report is the first to follow the structure of our 2021-22 budget and is therefore aligned to recovery missions, foundations and core activity. Financial performance is also reported by missions, foundations and core activity, but in the finance pack this is also translated into financial performance by Directorate.

I have previously said that our aim for Q1 is that Assembly Members can see a clear direction of travel towards this new approach, which will evolve further over the year. This is what you have in this pack. Additional measures will be added over the year.

- **Performance dashboards – missions and foundations (Appendix 1)**

  While the format of these dashboards remains very similar, they are no longer organised by GLA team, but by recovery missions and foundations. It is important to note that, in line with the GLA:Mayor budget document, these dashboards cover the GLA's contribution to the missions and do not attempt to map the pan-London work being done to deliver each mission. The Recovery Board is considering separately how best to do this.

  First iterations of dashboards for seven of the nine recovery missions are included in this pack: Green New Deal; A Robust Safety Net; High Streets for All; A New Deal for Young People; Helping Londoners into Good Work; Digital Access for All; and Building Strong Communities. Half of the period covered by Q1 falls before the 2021 GLA elections and half afterwards. The dashboards therefore reflect activity already outlined in the 2021-22 budget. The Mayor's manifesto commitments for his new term will be more visible in the dashboards starting from Q2 as appropriate. These dashboards also reflect the anticipated shift from the delivery of small projects to a more strategic, convening role for some teams, with more work yet to be done to define the measurable contribution they will make in the latter.

  Alongside these seven dashboards sits a separate dashboard for the Adult Education Budget (AEB). Some Members will remember that this budget is supporting several missions, but its alignment with the academic rather than the financial year, the lag times built into the data, and the statutory reporting requirements make it difficult to align the reporting of this budget with our mission dashboards. We hope to do this more effectively in a future report.

  Reflecting that this Q1 pack is to some extent a work in progress, there is one dashboard which combines early reporting on the two health-related missions – Mental Health & Wellbeing and Healthy Food, Healthy Weight – and the health-related foundation, Public Health and Health & Care Partnerships. This will evolve into separate dashboards in due course.

  First iterations of dashboards for four of the eight recovery foundations are included in this pack: Transport & Infrastructure; Supporting Business, Jobs & Growth; Spatial

Development; and Capital Investment, including Affordable Housing. Others will be included in later packs.

- **Performance report – core activity (Appendix 2)**

  The Corporate Health Performance Indicators report has been refreshed to reflect the broader range of activities included in core activity in the 2021-22 budget. While we continue to report on activity across our FM, TG and HR teams, we have also added in the work of other 'core' functions such as those focussed on our statutory planning duties, City Intelligence and the Museum of London. The External Relations team is not covered in this report, but we are considering how best to add this in future.

  We have also updated the indicators in this report to reflect our current priorities and challenges, including those of cyber security, our move to shared HR and TG services with TfL, our work to transform our digital estate and ways of working, our relocation to The Crystal, and our shift from working largely remotely to operating in a much more hybrid manner as envisaged even before the pandemic.

- **Finance report (Appendix 3)**

  The Q1 finance report shows that, at this early point in the year, we anticipate a revenue underspend of £6.3m, 0.8% of our total a revenue expenditure budget of £763m. This is largely explained by additional interest on balances of £4m over budget after the faster than expected implementation of a new investment strategy and a reprofiling of £3.3m AEB funding. The capital programme spend is also currently projected to be just 1.8% lower at year end.

  As laid out in the GLA:Mayor 2021-22 budget, sums reprofiled from 2020-21 to 2021-22 were not automatically included in revenue budgets. Instead they are being held in ringfenced reserves until such time as teams can demonstrate that they need to call on these reprofiled sums. This approach will provide flexibility in-year to review priorities and ensure the most appropriate deployment of resources on a rolling basis. Drawdowns of £13.4m have been authorised at Q1, to cover Euro 2020 and Rough Sleeping initiatives.

- **Dashboard guide (Appendix 4)**

  A guide to reading the dashboards (for example, explanations of charts, traffic light criteria and so forth).

Mary Harpley
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