

AGENDA

Meeting Budget Monitoring Sub-Committee

Date Thursday 22 January 2015

Time 2.00 pm

Place Chamber, City Hall, The Queen's Walk, London, SE1 2AA

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Members of the Sub-Committee

John Biggs AM (Chairman)

Gareth Bacon AM

Tom Copley AM

Roger Evans AM

A meeting of the Sub-Committee has been called by the Chairman of the Sub-Committee to deal with the business listed below.

Mark Roberts, Executive Director of Secretariat
Wednesday 14 January 2015

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Ed Wise, Committee Assistant; telephone: 020 7983 4619; email: ed.wise@london.gov.uk; minicom: 020 7983 4458

For media enquiries please contact Ash Singleton: telephone: 020 7983 5769; email: ash.singleton@london.gov.uk . If you have any questions about individual items please contact the author whose details are at the end of the report.

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Certificate Number: FS 80233

Agenda
Budget Monitoring Sub-Committee
Thursday 22 January 2015

1 Apologies for Absence and Chairman's Announcements

To receive any apologies for absence and any announcements from the Chairman.

2 Declarations of Interests (Pages 1 - 4)

Report of the Executive Director of Secretariat
Contact: Ed Wise; ed.wise@london.gov.uk; 020 7983 4619

The Sub-Committee is recommended to:

- (a) Note the list of offices held by Assembly Members, as set out in the tables at Agenda Item 2, as disclosable pecuniary interests;**
- (b) Note the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s); and**
- (c) Note the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at Agenda Item 2) and any necessary action taken by the Member(s) following such declaration(s).**

3 Minutes (Pages 5 - 46)

The Sub-Committee is recommended to confirm the minutes of the meeting of the Budget Monitoring Sub-Committee held on 21 October 2014 to be signed by the Chairman as a correct record.

The appendices to the minutes set out on pages 9 to 46 are attached for Members and officers only but are available from the following area of the GLA's website:
www.london.gov.uk/mayor-assembly/london-assembly/budget-monitoring

4 Summary List of Actions (Pages 47 - 50)

Report of the Executive Director of Secretariat
Contact: Ed Wise; ed.wise@london.gov.uk; 020 7983 4619

The Sub-Committee is recommended to note the completed and outstanding actions arising from previous meetings of the Budget Monitoring Sub-Committee.

5 London & Partners - Update (Pages 51 - 52)

Report of the Executive Director of Secretariat
Contact: Salima Khatun; scrutiny@london.gov.uk; 020 7983 5770

The Sub-Committee is recommended to note the report, put questions on Dot London and London & Partners to the guests, and to note the discussion.

6 New Year's Eve Celebrations (Pages 53 - 54)

Report of the Executive Director of Secretariat
Contact: Salima Khatun; scrutiny@london.gov.uk; 020 7983 5770

The Sub-Committee is recommended to note the report, put questions concerning the organisation of London's New Year's Eve celebrations to the guest, and to note the discussion.

7 Quarter 2, 2014/15 GLA Group Monitoring Reports (Pages 55 - 308)

Report of the Executive Director of Secretariat
Contact: Ed Wise; ed.wise@london.gov.uk; 020 7983 4619

The Sub-Committee is recommended to note the monitoring reports for Quarter 2 of 2014/15.

The appendices to the report set out on pages 57 to 310 are attached for Members and officers only but are available from the following area of the GLA's website:
www.london.gov.uk/mayor-assembly/london-assembly/budget-monitoring

8 Mayor's Decision Lists: 3 September - 3 December 2014 (Pages 309 - 342)

Report of the Executive Director of Secretariat

Contact: Ed Wise, ed.wise@london.gov.uk; 020 7983 4619

The Sub-Committee is recommended to discuss any issues arising in respect of the Mayor's Decision Lists for the period 3 September – 3 December 2014 (previously made available as background papers to the relevant Mayor's Report to the Assembly), and decide whether to refer any issues to the Budget and Performance Committee for detailed consideration.

The Mayor's Decision Lists set out on pages 311 to 342 are attached for Members and officers only but are available from the following area of the GLA's website:

www.london.gov.uk/mayor-assembly/london-assembly/budget-monitoring

9 Payments over £250 (Pages 343 - 360)

Report of the Executive Director of Resources

Contact: Ashraf Ali, ashraf.ali@london.gov.uk, 020 7983 5642

The Sub-Committee is recommended to note the report.

The appendices to the report set out on pages 345 to 360 are attached for Members and officers only but are available from the following area of the GLA's website:

www.london.gov.uk/mayor-assembly/london-assembly/budget-monitoring

10 Date of Next Meeting

The next meeting of the Sub-Committee is scheduled for Tuesday 24 March 2015 at 3.30 pm in Committee Room 5.

11 Any Other Business the Chairman Considers Urgent

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Subject: Declarations of Interests

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 22 January 2015

This report will be considered in public

1. Summary

- 1.1 This report sets out details of offices held by Assembly Members for noting as disclosable pecuniary interests and requires additional relevant declarations relating to disclosable pecuniary interests, and gifts and hospitality to be made.

2. Recommendations

- 2.1 **That the list of offices held by Assembly Members, as set out in the table below, be noted as disclosable pecuniary interests¹;**
- 2.2 **That the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s) be noted; and**
- 2.3 **That the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at below) and any necessary action taken by the Member(s) following such declaration(s) be noted.**

3. Issues for Consideration

- 3.1 Relevant offices held by Assembly Members are listed in the table overleaf:

¹ The Monitoring Officer advises that: Paragraph 10 of the Code of Conduct will only preclude a Member from participating in any matter to be considered or being considered at, for example, a meeting of the Assembly, where the Member has a direct Disclosable Pecuniary Interest in that particular matter. The effect of this is that the 'matter to be considered, or being considered' must be about the Member's interest. So, by way of example, if an Assembly Member is also a councillor of London Borough X, that Assembly Member will be precluded from participating in an Assembly meeting where the Assembly is to consider a matter about the Member's role / employment as a councillor of London Borough X; the Member will not be precluded from participating in a meeting where the Assembly is to consider a matter about an activity or decision of London Borough X.

Member	Interest
Tony Arbour AM	Member, LFEPA; Member, LB Richmond
Jennette Arnold OBE AM	Committee of the Regions
Gareth Bacon AM	Member, LFEPA; Member, LB Bexley
John Biggs AM	
Andrew Boff AM	Congress of Local and Regional Authorities (Council of Europe)
Victoria Borwick AM	Member, Royal Borough of Kensington & Chelsea; Deputy Mayor
James Cleverly AM	Chairman of LFEPA; Chairman of the London Local Resilience Forum; substitute member, Local Government Association Fire Services Management Committee
Tom Copley AM	
Andrew Dismore AM	Member, LFEPA
Len Duvall AM	
Roger Evans AM	Committee of the Regions; Trust for London (Trustee)
Nicky Gavron AM	
Darren Johnson AM	Member, LFEPA
Jenny Jones AM	Member, House of Lords
Stephen Knight AM	Member, LFEPA; Member, LB Richmond
Kit Malthouse AM	Deputy Mayor for Business and Enterprise; Deputy Chair, London Enterprise Panel; Chair, Hydrogen London; Chairman, London & Partners; Board Member, TheCityUK
Joanne McCartney AM	
Steve O'Connell AM	Member, LB Croydon; MOPAC Non-Executive Adviser for Neighbourhoods
Caroline Pidgeon MBE AM	
Murad Qureshi AM	Congress of Local and Regional Authorities (Council of Europe)
Dr Onkar Sahota AM	
Navin Shah AM	
Valerie Shawcross CBE AM	Member, LFEPA
Richard Tracey AM	Chairman of the London Waste and Recycling Board; Mayor's Ambassador for River Transport
Fiona Twycross AM	Member, LFEPA

[Note: LB - London Borough; LFEPA - London Fire and Emergency Planning Authority; MOPAC – Mayor's Office for Policing and Crime]

3.2 Paragraph 10 of the GLA's Code of Conduct, which reflects the relevant provisions of the Localism Act 2011, provides that:

- where an Assembly Member has a Disclosable Pecuniary Interest in any matter to be considered or being considered or at
 - (i) a meeting of the Assembly and any of its committees or sub-committees; or
 - (ii) any formal meeting held by the Mayor in connection with the exercise of the Authority's functions
- they must disclose that interest to the meeting (or, if it is a sensitive interest, disclose the fact that they have a sensitive interest to the meeting); and

- must not (i) participate, or participate any further, in any discussion of the matter at the meeting; or (ii) participate in any vote, or further vote, taken on the matter at the meeting

UNLESS

- they have obtained a dispensation from the GLA's Monitoring Officer (in accordance with section 2 of the Procedure for registration and declarations of interests, gifts and hospitality – Appendix 5 to the Code).

- 3.3 Failure to comply with the above requirements, without reasonable excuse, is a criminal offence; as is knowingly or recklessly providing information about your interests that is false or misleading.
- 3.4 In addition, the Monitoring Officer has advised Assembly Members to continue to apply the test that was previously applied to help determine whether a pecuniary / prejudicial interest was arising - namely, that Members rely on a reasonable estimation of whether a member of the public, with knowledge of the relevant facts, could, with justification, regard the matter as so significant that it would be likely to prejudice the Member's judgement of the public interest.
- 3.5 Members should then exercise their judgement as to whether or not, in view of their interests and the interests of others close to them, they should participate in any given discussions and/or decisions business of within and by the GLA. It remains the responsibility of individual Members to make further declarations about their actual or apparent interests at formal meetings noting also that a Member's failure to disclose relevant interest(s) has become a potential criminal offence.
- 3.6 Members are also required, where considering a matter which relates to or is likely to affect a person from whom they have received a gift or hospitality with an estimated value of at least £25 within the previous three years or from the date of election to the London Assembly, whichever is the later, to disclose the existence and nature of that interest at any meeting of the Authority which they attend at which that business is considered.
- 3.7 The obligation to declare any gift or hospitality at a meeting is discharged, subject to the proviso set out below, by registering gifts and hospitality received on the Authority's on-line database. The on-line database may be viewed here:
www.london.gov.uk/mayor-assembly/gifts-and-hospitality.
- 3.8 If any gift or hospitality received by a Member is not set out on the on-line database at the time of the meeting, and under consideration is a matter which relates to or is likely to affect a person from whom a Member has received a gift or hospitality with an estimated value of at least £25, Members are asked to disclose these at the meeting, either at the declarations of interest agenda item or when the interest becomes apparent.
- 3.9 It is for Members to decide, in light of the particular circumstances, whether their receipt of a gift or hospitality, could, on a reasonable estimation of a member of the public with knowledge of the relevant facts, with justification, be regarded as so significant that it would be likely to prejudice the Member's judgement of the public interest. Where receipt of a gift or hospitality could be so regarded, the Member must exercise their judgement as to whether or not, they should participate in any given discussions and/or decisions business of within and by the GLA.

4. Legal Implications

- 4.1 The legal implications are as set out in the body of this report.

5. Financial Implications

5.1 There are no financial implications arising directly from this report.

Local Government (Access to Information) Act 1985
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List of Background Papers: None

Contact Officer: Ed Wise, Committee Assistant

Telephone: 020 7983 4619

E-mail: ed.wise@london.gov.uk

MINUTES

Meeting: Budget Monitoring Sub-Committee
Date: Tuesday 21 October 2014
Time: 3.30 pm
Place: Committee Room 5, City Hall, The Queen's Walk, London, SE1 2AA

Copies of the minutes may be found at:

www.london.gov.uk/mayor-assembly/london-assembly/budget-monitoring

Present:

John Biggs AM (Chairman)
Gareth Bacon AM
Tom Copley AM
Roger Evans AM

In Attendance:

Darren Johnson AM
Caroline Pidgeon MBE AM

1 Apologies for Absence and Chairman's Announcements (Item 1)

- 1.1 There were no apologies for absence.
- 1.2 The Chairman welcomed Caroline Pidgeon MBE AM, Chair of the Transport Committee, and Darren Johnson AM who were in attendance for the discussion on delivery of the Mayor's Cycling Investment Programme.

2 Declarations of Interests (Item 2)

2.1 Resolved:

That the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, be noted as disclosable pecuniary interests.

3 Minutes (Item 3)

3.1 Resolved:

That the minutes of the Budget Monitoring Sub-Committee meeting held on 16 July 2014 be signed by the Chairman as a correct record.

4 Action Taken Under Delegated Authority (Item 4)

4.1 The Committee received the report of the Executive Director of Secretariat, setting out recent action taken by the Chairman under delegated authority, namely writing to the Mayor about New Year's Eve fireworks, ahead of a discussion at the Sub-Committee's next meeting.

4.2 Resolved:

That the recent action taken by the Chairman under delegated authority be noted.

5 Delivery of the Mayor's Cycling Investment Programme (Item 5)

5.1 The Sub-Committee received the report of the Executive Director of Secretariat as background to putting questions to the following invited guests:

- Andrew Gilligan, the Mayor's Cycling Commissioner;
- Patrick Doig, Director of Finance (Surface Transport), Transport for London (TfL);
- Nigel Hardy, Head of Road Space Management and Sponsorship, TfL;
- Lilli Matson, Head of Strategy and Outcome Planning, Surface Transport, TfL; and
- David Rowe, Head of Borough Projects and Programmes, TfL.

5.2 A transcript of the discussion is attached at **Appendix 1**.

5.3 During the course of the discussion, the Sub-Committee noted that the Director of Finance (Surface Transport) agreed to provide a breakdown of how the budgeted costs for the Cycle Superhighways had changed since the 2013 business plan for the Mayor's Cycling Vision budget.

5.4 **Resolved:**

That the report and discussion be noted.

6 Quarter 1, 2014/15 GLA Group Monitoring Reports (Item 6)

6.1 The Sub-Committee received the report of the Executive Director of Secretariat as background to putting questions to the following invited guests:

- Sue Budden, Director of Finance and Contractual Services, London Fire and Emergency Planning Authority; and
- John Anthony, Head of Control and Mobilising Service, London Fire Brigade.

6.2 A transcript of the discussion is attached at **Appendix 2**.

6.3 **Resolved:**

That the monitoring reports for Quarter 1 of 2014/15 and the discussion be noted.

7 Mayor's Decision Lists: 19 June to 3 September 2014 (Item 7)

7.1 The Sub-Committee received the report of the Executive Director of Secretariat.

7.2 **Resolved:**

That the Mayor's Decision Lists for the period 19 June to 3 September 2014 be noted.

8 Payments over £250 (Item 8)

8.1 The Sub-Committee received the report of the Executive Director of Resources.

8.2 **Resolved:**

That the report be noted.

9 Date of Next Meeting (Item 9)

9.1 The Sub-Committee noted that the next meeting, originally scheduled for 17 December 2014, would be re-scheduled as a result of an Assembly (Plenary) meeting taking place that afternoon.

10 Any Other Business the Chairman Considers Urgent (Item 10)

10.1 There were no items of business the Chairman considered urgent.

11 Close of Meeting

11.1 The meeting ended at 5.20pm.

Chairman

Date

Contact Officer: Dale Langford; telephone: 020 7983 4415; email:
dale.langford@london.gov.uk; minicom: 020 7983 4458

Budget Monitoring Sub-Committee – 21 October 2014**Transcript of Item 5 – Delivery of the Mayor’s Cycling Investment Programme**

John Biggs AM (Chairman): Our first substantial item is the Mayor’s Cycling Investment Programme. We have got five guests here, Andrew Gilligan, Patrick Doig, Nigel Hardy, David Rowe and Lilli Matson. I will start off the questioning. Could our guests tell us what they do?

Lilli Matson (Head of Strategy and Outcome Planning, Surface Transport, Transport for London): I am Lilli Matson, I am head of Strategy and Planning for Surface Transport, so my team is responsible for doing the planning and strategy for cycling, walking, road safety and surface transport modes.

David Rowe (Head of Borough Projects and Programmes, Transport for London): David Rowe, I head up the Borough Projects and Programmes team at Transport for London (TfL) and my team manage the funding to the London boroughs for the delivery of a range of schemes: road safety, Local Implementation Plans (LIPs) as well as cycling.

Nigel Hardy (Head of Road Space Management and Sponsorship, Transport for London): Good afternoon, I am Nigel Hardy, I am Head of Sponsorship in Road Space Management - my team are responsible for sponsoring the programme of improvements on the TfL road network (TLRN), which includes the cycling programmes which are TRLN-related.

Patrick Doig (Surface Transport Director of Finance, Transport for London): I am Patrick Doig, I am the Director of Finance at Surface Transport.

Andrew Gilligan (Mayor’s Cycling Commissioner): I am Andrew Gilligan at the Mayor’s Office, Cycling Commissioner.

John Biggs AM (Chairman): OK, so you are the political overlord of all of this?

Andrew Gilligan (Mayor’s Cycling Commissioner): Yes.

John Biggs AM (Chairman): OK, that was a very quiet yes!

I know there is quite a lot of interest in this topic as well, so we will start with you, Andrew, I think. The Mayor has told us that he is planning to spend £913 million on cycling over the next few years, so can you tell us, how much of this will he have spent by the end of his term?

Andrew Gilligan (Mayor’s Cycling Commissioner): We are moving now from a planning phase, which was necessary, into a delivery phase and you are starting to see consultations really proliferating on significant numbers of new routes. Of course, the well-known East-West and North-South Superhighways, which are creating the most noise, but also a whole number of other routes, the upgraded Cycle Superhighway 2 [CS2], one of the most controversial of the existing superhighways. You are seeing major junction schemes being consulted on, nine of those, Vauxhall, Elephant and Castle, Oval, Lancaster Gate, Parliament Square, Blackfriars, Tower and a whole series are in consultation or their consultation is already finished. Today we have announced the results of the consultation on the Oval Junction and we are pleased to say it was a very

favourable consultation response and we are about to get building on it. You will see similar announcements over the next few weeks.

On the Quietway side of the piece we have just applied for planning permission for the Quietway 2, which is the first of our pilot phase Quietway routes, running from Waterloo to Greenwich, includes a new segregated track behind the Millwall football ground, which has just gone out for planning permission to Lewisham Council. Lewisham is also consulting, a live consultation at the moment, went live last week, about its stretch of the route. Southwark's consultation on its stretch of that route is finished, so that is on course to be delivered by spring, as is another route through Islington and Hackney, with a later extension to Walthamstow.

We are seeing significant work progressing on the Mini-Hollands. As you know Waltham Forest, one of the three successful Mini-Holland boroughs, has already started its Mini-Holland project. They have done some trial closures in Walthamstow village and the response to those was quite mixed, about 50/50, but actually there has been a lot of favourable response since they were taken out saying, "Can we have them back?" So I think we will probably see some more of that.

I have just seen a scheme for a major gateway, we designed a major gateway to the borough. Kingston and Enfield are also in train with theirs, and we are today announcing a whole range of new funding awards, funding commitments, to unsuccessful boroughs which did not make it in the Mini-Holland competition, so that is another seven or eight schemes in outer London, including the Hammersmith and Fulham and Hounslow of Cycle Superhighway 9. It is going to be funded through the Quietway programme. It includes the remodelling of Twickenham and Ealing town centres. It includes, under a separate programme, the LIPs programme, the remodelling of Wimbledon town centre in line with what it wanted in its Mini-Holland bid and includes a scheme along the A316. In southwest London it includes two potentially new bridges across the north circular, one at Brent and one potentially at Redbridge, if we can agree with the Council where it should be. It includes a major new segregated route in Barking, which is the centrepiece of Barking and Dagenham's Mini-Holland bid. It includes the new cycle super hub and better links to Thamesmead at Abbeywood in Bexley.

So a really large variety of schemes getting the go-ahead, or in consultation and ready to proceed, and more coming as well. We have written to all 32 boroughs over the last week saying what we want to do for phase 2 Quietway.

John Biggs AM (Chairman): If I could pause you, it sounded like a superb example of not answering the question, although it was quite comprehensive and I want you to read it in the record of the meeting, but the question was how much of the £930 million will you have spent by the end of the Mayoral term?

Andrew Gilligan (Mayor's Cycling Commissioner): It is just about £300 million, just under £300 million.

Patrick Doig (Surface Transport Director of Finance, Transport for London): No, well actually we will spend about £370 million of that Mayoral term, which is broadly in line with what we said originally in the Mayor's Cycling Vision, which was "almost £400 million".

John Biggs AM (Chairman): So by Election Day 2016, £370 million of the £913 million will have gone out the door?

Patrick Doig (Surface Transport Director of Finance, Transport for London): Yes, that is our calculation.

John Biggs AM (Chairman): Given it is a ten-year programme, I suppose that is actually ahead of the curve, is that right?

Patrick Doig (Surface Transport Director of Finance, Transport for London): That is certainly correct. What we are doing is we are frontloading a lot of the investment spending, in terms of the infrastructure, because when it on the ground it has to be working for us, and that is more frontloaded over the ten years, but it is a ten-year programme.

John Biggs AM (Chairman): The Mayor, indeed, said almost £400 million would have been spent by April 2016. There is quite a bit of catching up to do on that, is there not, because you have slipped in this year at least. Can you tell us a bit about that?

Patrick Doig (Surface Transport Director of Finance, Transport for London): In our submission we gave our latest forward --

John Biggs AM (Chairman): I do not want to stop you speaking, Andrew, as well. You are allowed to speak as well.

Andrew Gilligan (Mayor's Cycling Commissioner): OK.

John Biggs AM (Chairman): Go on. This is about the man with the numbers, so you can tell us that.

Patrick Doig (Surface Transport Director of Finance, Transport for London): I will do the numbers first. Just in terms of this year, the committee has written in its cover note that we are forecasting to spend £11 million less than our original budget. I think it is important that the Sub-Committee understands and we are better explaining that not all underspends are bad. Actually around half of that underspend we are forecasting for this year is savings, which is a savings on the cycle highway expansion intensification and some other cycle highway improvements. I know savings will be reinvested into the programme and to fund future improvements.

John Biggs AM (Chairman): We want to dig a bit later into the quality of what you have done, but you are saying that underspend is a good thing because it is about getting it right, is that right?

Patrick Doig (Surface Transport Director of Finance, Transport for London): What I said was that underspends are not necessarily bad. I think the Sub-Committee need to dig into them and actually what we are doing is being more transparent in our reporting. You will notice in our quarterly progress reports, later on your agenda, we are now being much more transparent about our cycling expenditure, to help you understand what is driving the financials.

Andrew Gilligan (Mayor's Cycling Commissioner): Let me put it this way, John, our purpose is not to spend money for its own sake, or to meet an annual spending quota. That would risk waste, it would risk failure, and our purpose is to deliver high quality cycling facilities. Having spent the time planning them we are now in a position to start delivering them and you will see the year ahead being a year of significant delivery.

John Biggs AM (Chairman): So you do not actually need increased activity, you were always planning to ramp this up and have a massive splurge next year? We have a nod at Lilli's end of the table there.

Lilli Matson (Head of Strategy and Outcome Planning, Surface Transport, Transport for London): Well, I am just agreeing with that Patrick said.

Patrick Doig (Surface Transport Director of Finance, Transport for London): I think that what you see is that we are going through the planning cycle on this project because we have been through a planning phase, a design and modelling phase and we are now in consultation. You see a number of schemes out on consultation at the moment. The spend really kicks in when delivery will start. We are very much at that tipping point in the next few months, those schemes will start and our spend rate will significantly increase.

Andrew Gilligan (Mayor's Cycling Commissioner): I have been meeting various boroughs and saying that if there are other things that they want to do and they think they can do, but capacity is a really important issue for them, given the amount of reductions and capacity they have suffered, then we would be happy to see if we can fund them.

John Biggs AM (Chairman): I was just going to ask you another high-level question then, because you have hinted at one of them. What are the greatest risks to delivery of this? Because quite often there are agents doing this for you. You say capacity might be a problem. Maybe our project overlord at the end of the table might know better, but go on, Andrew. Give it a stab, Andrew and then someone from TfL will correct you. Go on.

Andrew Gilligan (Mayor's Cycling Commissioner): There are different elements of the programme. There are elements which have been delivered by TfL directly. Most of the superhighways and the junctions are, not all of them but most of them.

John Biggs AM (Chairman): That is because most of them are on TfL roads?

Andrew Gilligan (Mayor's Cycling Commissioner): Most of the superhighways are, I believe, although again not all of them. One is almost entirely not on TfL roads, for instance. The big high intervention segregated ones are nearly on TRLN roads. CS2 upgrade, the replacement south Merton nearly all on TfL roads.

John Biggs AM (Chairman): Anyway, I diverted you, go on.

Andrew Gilligan (Mayor's Cycling Commissioner): The risks there I think are principally political, that if the opposition to some of the schemes kind of derails it. We have seen overwhelming support from both businesses and the public for the East-West, 73% if you exclude don't-knows in a YouGov poll in the *Standard* last week I saw. Even if that means removing traffic lanes, two to one support, even if it means slowing down traffic, which I was enormously encouraged by.

We have also seen huge support from businesses, 100 major businesses now signed up including Royal Bank of Scotland, Unilever, Orange, Deloitte, big, big names, more coming in all the time. Equally we have seen some fairly --

John Biggs AM (Chairman): Risks. Keep risks in mind.

Andrew Gilligan (Mayor's Cycling Commissioner): Yes, I am just enumerating the risks. There is some opposition to the East-West Superhighway.

John Biggs AM (Chairman): I think you were enumerating opportunities actually. Try to stick to risks.

Andrew Gilligan (Mayor's Cycling Commissioner): The risk to the delivery of the East-West Cycle Superhighway is essentially political. There is a project team in place. There are a couple of delivery issues but the main risk is essentially political that those seeking to derail the projects succeed in doing so. The risk in the borough programmes is capacity, both on our part and the borough part. What we are doing is appointing a delivery agent, probably within the next three or four weeks, to deliver the Quietway programme and we hope that that will provide some of the capacity that we are going to need to delivery that programme.

John Biggs AM (Chairman): Mr Rowe, can you correct Mr Gilligan's presentation?

David Rowe (Head of Borough Projects and Programmes, Transport for London): As Andrew said, we are in the process of appointing contractors to help work with the boroughs. What we found from the first seven Quietways that we have been working with the boroughs on, and that involves 15 of the 33 London boroughs, is that there are different requirements in different areas. It might be a particular borough needs help in terms of consultation and engagement with the local community, another one needs help with detailed design of schemes. The delivery agent we are putting in place is effectively a call-off contract and the boroughs can come to us and say, "We need help with this particular part of the programme". We can make that support available so that that does not become a constraint in terms of the delivery of the routes.

Nigel Hardy (Head of Road Space Management and Sponsorship, Transport for London): I think Andrew is absolutely right to point out the political side of things. Just to confirm on the Cycle Superhighway side, the vast majority of the routes, whether they are on TRLN or not, will be delivered through TfL's term contractors, so we are limited in the risk in that context.

We also for any infrastructure scheme will take a view on where we can quantify risk, both in terms of programme and in terms of cost, we will do that so each of the schemes will have an element of risk built into them, both time wise and budget wise.

John Biggs AM (Chairman): No one has mentioned a serious project risk in terms of actually building the things. They are pretty simple to build when you want to build them, is that right?

Nigel Hardy (Head of Road Space Management and Sponsorship, Transport for London): In engineering terms, they are not massively difficult projects to build. They all have their challenges and obviously with a cycling route you have to deliver and end-to-end route in one go. It is difficult to leave part of a route with a hole in the middle and not deliver that, so we do have to ensure that we get that right in terms of delivery. There are always some challenges - I think we all know the issues around London's road system. We have statistics - gas pipes, electricity cables, that sort of thing, which we are not always 100% certain around, so we always build in time and budge to enable us to deal with those unknown factors.

Andrew Gilligan (Mayor's Cycling Commissioner): OK, broadly TfL, for its projects has in place a very effectively delivery team which has considered all these issues in exhaustive detail and has factored them in to its calculations of how long the routes will take to build. The thing that is unpredictable is the politics.

John Biggs AM (Chairman): I will let you guys in a second, but I have two wicked questions. One is I remember several years ago we were talking about cycling and it was seen as very much a second-division activity and so there is a question about the quality and the skillset within TfL, whether you had your most experienced transport planners or novices straight out of the transport planning kindergarten, or whatever the nomenclature is, who were doing it. You know what I mean. You need to have people who can understand and drive these things through, so there is a not a skills issue within TfL.

Patrick Doig (Surface Transport Director of Finance, Transport for London): I certainly would disagree that the cycling is seen as a second-division activity.

John Biggs AM (Chairman): I think in the past it would have been seen as that, for all sorts of bad political reasons or whatever.

Patrick Doig (Surface Transport Director of Finance, Transport for London): As it has been very much a key transport and political priority for a number of years now, that ought to be reflected in the quality of staff that we have working on these projects and very much our best people are here today and working back in the office to delivery these things.

Lilli Matson (Head of Strategy and Outcome Planning, Surface Transport, Transport for London): I would say that, in fact, because of the excitement of this programme, I am just doing some recruiting at the moment and it is for these roles that you get most applicants and the most talented applicants applying, because it is seen to be a Mayoral high priority, it is something interesting. It is also something that does capture the public opinion. I think maybe that perception has significantly changed from a couple of years ago.

John Biggs AM (Chairman): I think that is very welcome. My other wicked question of Andrew is: which is the most sinful London borough then?

Andrew Gilligan (Mayor's Cycling Commissioner): You know, I do not want to single anyone out actually. On the whole they have all be pretty good. It is not a question of will, like I said, it is a question of capacity. They are all pretty willing.

David Rowe (Head of Borough Projects and Programmes, Transport for London): Just to come back on that point about support, we are very conscious that is not just the skills within TfL that are relevant, it is the skills in the London boroughs. We have put in place an extensive training programme that is available for our staff as well as borough staff that primarily revolves around the London Cycle Design Standards that we published earlier this year, and application of those standards in different environments. We also have a dedicated training budget that we use to support boroughs to help them bring their staff up to speed. So we are very conscious it is not just TfL, we do need to think about that wider delivery planning.

Andrew Gilligan (Mayor's Cycling Commissioner): Some boroughs that get criticised by cyclists I found extremely helpful, like Westminster for instance. We have got excellent relationships with Westminster and they have been extremely helpful over the superhighways and the Central London Grid, which is what the Quietways are called in central London.

Darren Johnson AM: Yes, thank you, Chair, and thank you for allowing us to come along to this meeting today.

Just going back to the point about the ten-year investment programme, it is obviously, very, very welcome to have a long-term investment programme for cycling, but one of my concerns is so much of it is reliant on delivery outside of the current Mayoral term. There was a quote in the Politics UK website last month, an interview with a senior source at TfL. I do not know if one of you are the senior source this afternoon, but it did say:

"The source said the new lanes would take longer than expected to implement and suggested that the mayor's ten year budget for the programme could be scaled back in future years."

A cynic would say that it is just a matter of trying to do enough to keep Andrew Gilligan happy in the short term, knowing that he will be out of your hair in the next term, and that you can just quietly start scaling things back. What is the response from TfL?

Patrick Doig (Surface Transport Director of Finance, Transport for London): Certainly I think this is a long-term political priority. TfL exists to deliver the Mayor's Transport Strategy and the long-term target in that to have a 5% cycling road share was first set under the previous Mayor and has been retained by this Mayor. It is a long-term commitment to delivering that aim. The investment that we are currently in the process of delivering was first put in our business plan in 2012. It has been through annual business rounds ever since and intense scrutiny during the spending review at Department for Transport (DfT) and the Treasury. It stayed in there because there is very robust analysis that supports it and it is an incredibly well-thought out business case.

Darren Johnson AM: It is easy to keep the figures in there and the budget line in there and all the rest of it, but then hoodwink the next Mayor with underspends and so on, as to how much is actually being delivered.

Patrick Doig (Surface Transport Director of Finance, Transport for London): There is just one more point and then I will hand over to Nigel. As we just talked about with the Chair at the start of the meeting, we will be spending almost £400 million of that £930 million in this term, so there will be a significant amount delivered and in train. I think this is a long-term priority for TfL and presumably any future Mayor.

Darren Johnson AM: That £400 million delivered, not simply committed but delivered, is what you are anticipating.

Patrick Doig (Surface Transport Director of Finance, Transport for London): It is £370 million but, yes, that was spent, not committed.

Nigel Hardy (Head of Road Space Management and Sponsorship, Transport for London): Just to try to give some level of reassurance for stuff that is in my area, just because there is a set number of things to be delivered by May 2016 does not mean that that is all that is being worked on at the moment. Many of these schemes are quite a long delivery horizon. They take a number of years to plan and get out and implement. We are by no means scaling back any of those plans. We are working to a programme that runs well beyond May 2016 and we are fully occupied in doing that at the moment.

Darren Johnson AM: So you totally refute this view from this off the record interview by some senior person?

Nigel Hardy (Head of Road Space Management and Sponsorship, Transport for London): I do not know where that would have come from but that is not part of our --

Lilli Matson (Head of Strategy and Outcome Planning, Surface Transport, Transport for London): If I could just pick it up from the strategy point of view. I think what is absolutely clear in TfL is that cycling is a very major mode of transport, which supports the rest of the network. There is more daily cyclist than there are users of the London Overground, for example. That is now very much accepted in terms of how we put together our investment. We do not know what will happen with future national Government spending rounds or whatever, but we do have an absolute commitment to investing in this and keeping on that investment, so I do not think we should be swayed by perhaps comments on that website, for example.

David Rowe (Head of Borough Projects and Programmes, Transport for London): I think the other important point to note is that with the publication of the Mayor's Vision for Cycling there was a need to think about the delivery of those new programmes, so the Quietway, the Mini-Hollands, the Central London Grid, for example is in the area that I manage, where we had to work with those boroughs and say, "OK, what are these going to look like, what does it make sense in terms of the schemes that go forward?" We need to get those designs right so that they address the issues that cyclists need to see resolved at those critical points on those routes. We are now moving from that point into the delivery. Andrew gave you a flavour of where we are with all that, but it does take a bit of time, but you want to get it right. What we do not want to be accused of is just spending money for the sake of it and not delivering the solutions that cyclists need.

Darren Johnson AM: Andrew, have you encountered any reluctance on TfL's part to delivery on the Mayor's programmes?

Andrew Gilligan (Mayor's Cycling Commissioner): No Mayor can commit his successor, obviously. My wish is to get as much as we can humanly deliver before this Mayor leaves office, in order that, let us say, another Mayor came in and decided that actually he or she did not want to support cycling, that at least we would get what we have got out the door.

Darren Johnson AM: In terms of the different aspects of the overall investment plan from the Cycle Superhighways, the Quietways and Mini-Hollands and so on, which would you have the most concerns about in terms of actually getting them delivered and TfL having the capacity to deliver it?

John Biggs AM (Chairman): Aren't we delving into this a little bit later on?

Darren Johnson AM: It was still a general scene setting question, but I will not go into any further detail on that.

John Biggs AM (Chairman): A general scene setting answer then.

Andrew Gilligan (Mayor's Cycling Commissioner): Those which TfL are directly responsible for delivering of course we have more control over than those which they are not directly responsible for delivering.

Caroline Pidgeon MBE AM: I just wanted to pick up the issue of risk, because this is a very ambitious, very bold programme. It is very exciting indeed but clearly, as you have already touched on, the noise we have heard from very influential lobbying groups. Is there a risk that the Mayor could wobble on this?

Andrew Gilligan (Mayor's Cycling Commissioner): On which?

Caroline Pidgeon MBE AM: On the decision to go ahead with so much segregated cycle lane taking away the road space, which has caused so much controversy.

Andrew Gilligan (Mayor's Cycling Commissioner): It is, to be fair, a consultation, and the purpose of a consultation is to consult, like I said to you last week. I do not think we should automatically assume that the result is absolutely set in stone, as the Mayor has himself said. I do not think I would characterise it as wobbling though.

Caroline Pidgeon MBE AM: OK, but is there a risk that you could end up watering down the plans to try to keep some organisations and others happy, lobby groups happy and the impact of that is that you lose some of this bold vision that you have?

Andrew Gilligan (Mayor's Cycling Commissioner): We have been subject to intense pressure from some quarters to reduce the scope of the plans. We genuinely have not taken any kind of decisions, or even looked at any kind of options yet, myself, for doing that, but we will see what happens at the end of the consultation.

John Biggs AM (Chairman): Is the consultation for TfL to determine or for the Mayor to determine?

Andrew Gilligan (Mayor's Cycling Commissioner): It is for the Mayor to determine.

Caroline Pidgeon MBE AM: In terms of your overall risk plan, what other areas do you have red lights against, rather than green lights that you are worried about, that we have not mentioned already?

Andrew Gilligan (Mayor's Cycling Commissioner): I think I mentioned the main risks as I see them. As I said, and I absolutely repeat in answer to your previous question, the main risk of delivery of the superhighways, particularly the big ones in central London, is political, and the main risk to the delivery of the borough stuff is capacity. As I say, I hope the delivery agent we are about to appoint for the Quietways will help the boroughs who are very stretched, and it is not fault of their own, with any capacity issues they may have.

Caroline Pidgeon MBE AM: OK, and there are no other issues apart from those two, just to be absolutely clear, that you have reds against?

David Rowe (Head of Borough Projects and Programmes, Transport for London): I think the issue that is important to understand is that there are always risks associated with individual projects and we hold risk registers looking at each of them. One of the first Quietways is from Waterloo to Greenwich, and it involves construction of a new link, as Andrew said, by Millwall Football Club that uses Network Rail land. That is subject to planning permission. Not receiving planning permission is a potential risk. We recognise all these risks in relation to projects, it is just understanding them and what we need to do.

Lilli Matson (Head of Strategy and Outcome Planning, Surface Transport, Transport for London): There are some third parties that are planning and other broader issues that could cause problems to this project as well.

Caroline Pidgeon MBE AM: OK, that is fine.

John Biggs AM (Chairman): Without repeating the work of the Transport Committee, which we are very keen not to do, there could be some areas where you mitigate risk by descoping things which are too difficult or unfundable. I suppose we should record that that might be the case. The one that always come to my mind would be the Bow Roundabout, because there is a project but it is potentially stupendously expensive and will take a lot of planning to happen, so in terms of timescale planning, funding, it is something that probably cannot be concluded. You will have the Cycle Superhighway ending each side of it, but the thing itself is currently too difficult. So, there are some risk areas which are mitigated by accepting that you cannot really resolve those straight away.

Nigel Hardy (Head of Road Space Management and Sponsorship, Transport for London): I am not sure I quite agree with the description of a Cycle Superhighway being either side of it. We have a very safe solution that we have installed for cyclists on Bow Roundabout at the moment, and we have an interim scheme which we aim to deliver by May 2016, which will provide signalised pedestrian facilities at the roundabout as well.

Andrew Gilligan (Mayor's Cycling Commissioner): We have made a number of improvements at Bow already as you know and they have resulted in a reduction in the number of incidents there, but it is a difficult location because in order to make the inner section of the superhighway upgrade work we have to ideally reduce the traffic coming down that intersection and, therefore, maintain the --

John Biggs AM (Chairman): Again we are at risk of becoming the Transport Committee. As a global question, are there other areas where you have said, "We would like to do this but it is too difficult and, therefore, we need to de-scope to address it"?

Lilli Matson (Head of Strategy and Outcome Planning, Surface Transport, Transport for London): I think if you remember Patrick's point about over-programming it, it helps to address your question, Caroline, in that there will inevitably be within many, many schemes we are delivering, little hiccups or hitches on the way and some of them will need to be pushed back, but if we have taken a degree of over-programming into account, we can keep the global programme moving forward, while other projects might have different delivery dates, because that --

John Biggs AM (Chairman): You are stealing Darren's next question. You can repeat that sentence in about 30 seconds. Just to complete the first question, there is obviously another risk which we have never spoken about and we assume is not going to happen, which is TfL has been relatively immune from the spending cuts in local government elsewhere. If there was a catastrophic change in that funding situation that would obviously be a risk. So we can just record that that is the case but we are currently are not anticipating it.

Darren Johnson AM: Yes, if we move specifically on to the issue of underspend in the current period. Firstly, I will put it to Lilli first off then. Why at the end of quarter 2 is TfL forecasting an underspend of £11 million for 2014/15?

Lilli Matson (Head of Strategy and Outcome Planning, Surface Transport, Transport for London): I am actually going to ask Patrick to respond.

Darren Johnson AM: Given all the assurances that we have had in the past that you have learnt the lessons and that you are over-programming and so on, how come we still have an underspend of £1 million for 2014/15 forecast?

Patrick Doig (Surface Transport Director of Finance, Transport for London): As I said in my opening remarks, around half of the underspend is through delivering savings on the Cycle Superhighway expansion intensification project and the phase 2 system improvements. That is about delivering efficiencies in a project, doing the same for less money. That money does not get lost in the programme, it will be reinvested into future improvements. That half of it is definitely a good news story and certainly as a finance director I am pleased with types of savings.

The other half is due to rephasing of projects, primarily Cycle Superhighways where we have updated the programme in the quarter 2, which accounts for the other half, the other £5 million or so of that variance.

Darren Johnson AM: Last year Andrew shared his frustrations about underspends, and I think Peter Hendy [Commissioner of Transport] did as well, with the Transport Committee. Andrew told us last year that the slippage problem would go away in future years. Obviously efficiency savings we welcome, if a project can be

delivered of good quality for less funding than envisaged, we welcome that; however, in terms of slippage, why is it proving more difficult to keep the spending plans on track than you suggested last year, Andrew?

Andrew Gilligan (Mayor's Cycling Commissioner): Underspends are falling. I am looking at the numbers we gave you. We have an underspend forecast of £7 million in non-TRLN infrastructure, that is going to an overspend of £20 million actually, which shows that underspends of previous years are being picked up. TRLN infrastructures £10 million coming down to £7 million. As I said to you before, I am really concerned to ensure that we get good schemes going before the Mayor leaves office, in order to make sure that this money cannot then clawed back under a future Mayor.

Darren Johnson AM: Does that mean that we need more over-programming then? Are we doing enough, given the inevitable slippages, and the welcome efficiency savings and so on that can be found along the way, given that objective, are we actually doing enough programming? Should we be planning more?

Andrew Gilligan (Mayor's Cycling Commissioner): In the end how much we can do depends on the capacity of those people that are doing it. TfL's capacity is fairly --

Darren Johnson AM: You have the money and we are told there are bright, enthusiastic people queueing up wanting to work for TfL to take these projects forward.

Andrew Gilligan (Mayor's Cycling Commissioner): TfL's capacity is currently quite heavily occupied with the East-West, North-South Cycle Superhighway upgrade of CS2, enormous schemes, which have huge stakeholder implications as much as anything else, and the junctions.

What I have been doing is going around the boroughs, particularly the central London boroughs saying, "Actually, is there anything more you would like to do, and you think you have the capacity to do, before 2016 and we can give you some more money for that?" I have had such meetings with Camden, Lambeth and Islington. I have got meetings with all the Central London Grid boroughs arranged, where I am going around to them saying, "Is there anything more you think you can do?" But ultimately we are in their hands on that because it is their roads and it is their officers and staff who will have to implement the changes. If they say, "Yes, we would like to spend some more money" I would be happy to give them some of the underspend. If not, well, we are in their hands essentially.

Darren Johnson AM: Can you be confident that in a year's time the underspends will be less than what is currently forecast for this cycling budget?

Patrick Doig (Surface Transport Director of Finance, Transport for London): I am confident about that fact, and increasingly so. Just looking at all our investment programmes at a global level, the level of an underspend from any particular programme or portfolio is directly correlated to its maturity and its progression. I think we have seen that over the three years since the publication of the cycling vision and the development of this programme, it is now increasing assurance in that delivery phase. In that phase the level of underspend average decreases quite significantly.

We have looked at these things, we factored it in. Also, to answer your initial question, we have increased the level of over-programming over the last year to compensate for some of that, as well as trying to increase our delivery, make sure we have got the right level of over-programming there. We are trying to tackle it from both sides and that gives us certainly increased confidence. That is evidenced results, if you exclude the saving slippage of around £5 million, which will be significantly better than certainly where we were 12 months ago.

David Rowe (Head of Borough Projects and Programmes, Transport for London): Can I just provide a simple example of rephrasing? So if you look at the Mini-Hollands budget, based on the figures we gave you, we were starting at the start of the financial year to forecast £4 million spend and we have revised that to £2 million. The reason being that we only announced who the successful boroughs were at the end of March, and there was then a process of sitting down with each of those boroughs to look at their delivery plans and say, "OK, well what can take place when in terms of capacity to build this?" From that we have phased the budget so we have moved some of the money into 2015/16, but we have also pulled money from 2016/17 in to 2015/16, because there is a lot of work happening now in terms of the design, but the bulk of the delivery is moving into 2015/16 and 2016/17. You need to factor in those sort of practicalities around, OK, when do these decision points be made and then what does that mean in terms of the profile of the delivery of these projects.

Andrew Gilligan (Mayor's Cycling Commissioner): Let me say I am acutely conscious of the issues that you raise and I am extremely clear that I want as much money as can be delivered on good, good value schemes - and not spending money for the sake of it - as much money as can be delivered on good, good value schemes out the door before the Mayor also goes out the door.

John Biggs AM (Chairman): Would it not, therefore, be more prudent to say that you anticipate you will come in under budget this year because you are maintaining the quality of delivery?

Patrick Doig (Surface Transport Director of Finance, Transport for London): Certainly that is part of what the overall programming is there to do, to counterbalance your point.

John Biggs AM (Chairman): You are undershooting on the over-programming because you will probably come in under budget in the end? If you are £11 million down now, then what tends to happen with budgets of public authorities is that they tend to do worse as the year progresses, unless you fundamentally change the way in which you are working on that.

Patrick Doig (Surface Transport Director of Finance, Transport for London): There are two things, just to clarify. I am not anticipating that we bring that back and spend £81 million. Our forecast is for £70 million for this year. As I said, as we move into that delivery phase, which we are on the tipping point to do, there is a much lower risk of underspend, so I am more confident in that quantitative figure.

Caroline Pidgeon MBE AM: I just want to pick up, Andrew, you said you are going around the inner London boroughs talking to them about what things they have that they can spend by 2016, but we know that outer London has the potential to see more people cycling, in sort of those short journeys. Are you also talking to the outer London boroughs, because I know lots of them worked up stuff for the Mini-Holland bids? A lot of people focused their thinking around cycling and actually, I know we have not got the details yet, but you have said that you funded various things from that, but there may be stuff in outer London that is ready to go, so that you would not have this underspend and you could build that into your over-programming.

Andrew Gilligan (Mayor's Cycling Commissioner): That is absolutely right. We have written to all the boroughs, in fact, inner and outer, over the last two weeks - mostly the week before last, a few went out last week - giving them the good news as to what they were going to get. As you know, there are 20 outer London boroughs, 18 of those took part, applied for Mini-Holland funding. We could only give it to three, but we promised the runners up that they would get things out of the programme as well, out of that and other programmes. Last week and the week before was when we wrote to them to say what they would get. That was the list of things I gave at the beginning of the meeting, so there are some very major schemes involved in that. Ealing, Twickenham town centres, the list anyway, but also in that all 32 boroughs got letters saying,

“We would also be interested in funding the following Quietway routes in your borough”. The Quietways programme is going to cover all 32 boroughs in central London, it is called Central London Grid

Andrew Gilligan (Mayor’s Cycling Commissioner): No, this is essentially what I am telling outer London boroughs.

Caroline Pidgeon MBE AM: You are saying you would look at funding other things in the outer boroughs.

Andrew Gilligan (Mayor’s Cycling Commissioner): Yes, we have made a commitment to allocate substantial funding for these major schemes, and for the second place Quietways. The Quietways are in two phases, the first phase is in delivery now and the first routes will be delivered in spring and the rest thereafter – that is seven routes entering a total of 15 boroughs. Then the second phase is a couple of dozen routes entering all 32 boroughs. I hope a significant portion of that will be either delivered or in delivery before 2016, and that is where we are going to try to get the extra money.

Caroline Pidgeon MBE AM: That is good, thank you.

Roger Evans AM: It was reassuring, Andrew, to hear you say earlier that the target was achieving things, rather than spending money. This is quite a large investment programme. How do you ensure the projects that you have selected represent good value for money?

Andrew Gilligan (Mayor’s Cycling Commissioner): There is an internal independent advisory group, which is examining and has examined the --

Roger Evans AM: Is this Independent Investment Programme Advisory Group (IIPAG)?

Andrew Gilligan (Mayor’s Cycling Commissioner): IIPAG indeed. So there is a level of, I don’t know, what you would call it, ‘internal autonomous grouping’, they are not part of TfL. TfL can explain exactly what they are and what they do. I have had a number of discussions with them and they have satisfied themselves that it reflects value for money.

I do think there are sometimes difficulties, as we have always said from the beginning, in measuring cycle schemes by traditional benefit cost ratio (BCR) type metrics, because not all the benefits are immediately quantifiable. I think some of the disbenefits are all too quantifiable.

To give you an example, on the East-West Cycle Superhighway, the modelling we have issued does not in fact include any numbers at all for what we believe would be one of the biggest benefits of the scheme, that is modal shift. The modelling actually assumes there will be no modal shift whatever. That is a standard artefact of modelling, but it is clearly wrong, because modal shift is one of the major points, major purposes of the scheme. That is one of the reasons why traditional indicators do not always capture the full benefits of cycle schemes. I can tell you that previous cycle schemes have seen significant benefits in terms of modal shift, shifting from modes which are both more expensive and less sustainable to provide, like car, bus and train.

On CS7, for instance, they did a survey after it had been in operation for a year and found that 32% of people using CS7 were new to cycling or had previously used other modes, and that represents about 750 cyclists in the peak three hours, and that is the same as about ten full busloads of people. Clearly transporting those people in ten buses would cost the taxpayer, and indeed the planet, a lot more than transporting them on bicycles, so that is a benefit, but it was not captured in traditional benefit-cost analysis.

Roger Evans AM: The buses sound like a lot, but when you look across the whole of London --

Andrew Gilligan (Mayor's Cycling Commissioner): It is quite interesting actually. Let us take these big schemes. The East-West and North-South Cycle Superhighways together will have the capacity for 6,000 people and hour, now that is the same as 82 full buses of people, 72-seat double-deck busses. It is the same as, I think, 20 Tube trains based on seating capacity. It is a huge amount of capacity added to the transport network, and it is really important to see cycling holistically as part of the transport network. Every extra person who is on a bike creates a space for another person on the Tube and on the bus. That is what some of the opponents of cycle schemes sometimes miss.

John Biggs AM (Chairman): If you did a proper value for money you would work out whether it was more cost effective to buy another bust or to build a cycleway.

Andrew Gilligan (Mayor's Cycling Commissioner): Yes, we can capture this to some extent and Lilli [Matson] can talk about it. Like I say, at the moment our traffic modelling that we issued for the East-West, North-South Cycle Superhighway does not account at all for modal shift, which will be one of the major benefits.

Lilli Matson (Head of Strategy and Outcome Planning, Surface Transport, Transport for London): Just very briefly, the disciplines of our own governance structures, which do include IIPAG obviously critically going over things, does demand that we provide business cases for all of our schemes. Indeed we did do this for the whole £913 million vision portfolio and it went to the TfL Board last February. Using the type of business case assessment and valuation, even with its faults, which Andrew has rightly pinpointed, did allow us to identify journey time reliability benefits, safety benefits, the benefits in terms of improved journey flow to other users and overall using the recognised business case methodology. The vision portfolio as a whole has as a business case, as Patrick [Doig] said, of around three to one, which is very good value. We do rigorously try to do that for all of the programmes, the Quietway programmes, the Cycle Superhighway programmes. So even within the constraints of sometimes these benefits are hard to quantify, we do work to demonstrate that we are driving value for money and identifying not only the best schemes but the best alignments within those schemes to make sure that we are going to capture the most users, for new projects. I think that is then demonstrated, as Andrew is saying, in terms of the users that we are now seeing on schemes that we have not put in place like CS7, which have definitely returned on their business case, in terms of what we thought they would deliver.

Andrew Gilligan (Mayor's Cycling Commissioner): The actual BCR might well be in excess of three to one.

John Biggs AM (Chairman): It might not be.

Andrew Gilligan (Mayor's Cycling Commissioner): To give another example, the East-West Cycle Superhighway runs along the --

John Biggs AM (Chairman): You say it might be, but you do not know.

Andrew Gilligan (Mayor's Cycling Commissioner): We have established the BCR of three to one for the overall cycling programme, based on the conventional modelling, whose flaws I have explained. As I say, if we believe there is going to be some modal shift, as there always has been in the past, and almost certainly will be in this, then the business case improves even further.

Roger Evans AM: I think we accept that there are some uncertainties in this because we are doing something new, and that means it is an opportunity to learn as well. Will there be a review in a couple of years' time? Will you be able to come back to this Committee and say, "We set ourselves these targets to achieve value for money and we have achieved them" or possibly, "We have fallen short"?

Patrick Doig (Surface Transport Director of Finance, Transport for London): I was going to say the same thing. We have committed to the TfL Board that we will do an annual review of the overall cycling programme. So, as I said, as we mentioned in February we took them the overall business case and then each year after we will be going on with a progress report of how it is going and a reassessment and re-evaluation of the overall portfolio to assure ourselves that we are heading in the right direction.

Roger Evans AM: What are the targets? I mean, you may not have numbers there but what are the sorts of things you will be looking at.

David Rowe (Head of Borough Projects and Programmes, Transport for London): Can I just give an example? For the Quietways, the first seven routes that we spoke about, we have counts running at the moment for 110 sites across those seven routes, to understand the current levels of cycling. We also have surveyors who are intercepting cyclists on those routes to understand their origins and destinations, why they have chosen to cycle, what are the characteristics of those routes, is it safe for them, are there issues that need to be addressed. We will be doing similar after. We are interested obviously in the uplift in the number of cyclists and where those cyclists are coming from so we can understand what has happened in terms of that mode shift. So every part of the programme has that information in terms of monitoring, it is a critical part of our understanding.

Lilli Matson (Head of Strategy and Outcome Planning, Surface Transport, Transport for London): In terms of doing that annual overview we would be looking at both achievement against overall outcomes. Are there people cycling more, and we should say that there are more people cycling in London now than there have ever been, and we know that from our counts; are people getting safer. So those are some of the overarching ones but we would also look at outputs in terms of have we actually delivered the seven that we said we were going to do. The board will be interested in both progress against the overall outcomes, which is about the growth and the use and people being safer, in terms of when they are cycling, as well as actually the achievement of certain programme milestones, which we will track with them. On both of those we had hoped to keep the programme as a whole on track and on target.

John Biggs AM (Chairman): I am crabby about this, I want to burrow into this question a bit more, and I will start with Lilli Matson.

As I understand it, there is a fairly established Green Book methodology for evaluating projects and it is a fairly flexible methodology as well, so people will learn in their life's experience and you can give value to previously untested quantities, in terms of evaluating a project. There are emotive issues, so the cost of safety for example, and there are saved minutes and so on and transport schemes tend to be over-dominated by saved minutes, possibly at the cost of safety. I think you lot are far better at this than I am, because you do it for a living, but I suppose the problem one has in terms of value for money is that you could quite easily imagine over-engineering bits of it and under-engineering other bits of it. You could have a nice straight piece of road and say, "We've got to spend the money, let's build a super-duper superhighway along this piece of road". Everyone finds it crystal clear safe and it is a wonderful piece of highway, but when you get to the tricky junction, which is a lot more difficult to sort out, you end up with something which is possibly relatively under engineered, and these are the sorts of things where we tend to have accidents and anxieties.

Without doing the job of the Transport Committee, which has done its job perfectly well on this issue last week, I would like to understand what you have in terms of host project evaluation and in terms of real independent peer monitoring and evaluation of these things, because we are talking about almost £1 billion of public money on this to ensure that it is safe, that it is value for money, that it works and that we learn from experience on it. Just droning on a little bit more, if you take the example of the superhighway in my patch along the Mile End Road, without going into all the technicalities of it, the fact is that it was put in pretty cheaply and it did not maintain public confidence. A new one is being proposed now, which looks a lot better, but we need to make sure that we are spending the right amount of money to make it safe, without creating future hostages where people will analyse it and say, "Is it really value for money? Has it really achieved those objectives?"

What have you got within TfL that ensures this is the case?

Lilli Matson (Head of Strategy and Outcome Planning, Surface Transport, Transport for London):

At the London-wide level, I think, what you are mainly referring to also is, is the need to ensure that our designs are appropriate for the types of routes that we are designing. We went out to consultation this summer on the new revised *London Cycling Design Standards* and it is a massive document, so I will not go into detail, but in a very simple way what it is very clear about is that the levels of segregation, the levels of infrastructure that you put in need to be relevant to the type of road that you are putting it into.

When we talk about superhighways, which tend to be, as we said, on our own road network carrying heavier flows of perhaps faster moving traffic then higher degrees of segregation are required. The *London Cycling Design Standards* is also very clear that on quieter roads, where the safety can be assured through less intrusive designs, you do not need to spend so much money and you do not need such intrusive schemes. We did an international benchmarking study of 12 different countries to devise the best approach to cycle design. We will soon be publishing that study.

Just in terms of post-project monitoring, we have a very comprehensive monitoring plan put into place. One of the questions you flagged in your letter was that you might ask about the central London metric. There is a new measure that we are now measuring quarterly across central London, so that we can track the growth in cycling and we can see where the Central London Grid or Quietways or Superhighways coming into central London are or are not delivering cycling growth. We are also doing that across outer London and inner London.

The monitoring plan that underpins this is very important, because I want to know, when I make case for future investment, that the things we have done have been value for money and they have driven growth. Who knows? Some of them might not be as effective as we would have hoped. We would need to learn those lessons so that when we go back in future business planning rounds we can make an even better case for more investment. So, that monitoring programme is very much in place. It is about counts, it is about qualitative information and it is about some project-specific monitoring that will go on for like the Mini-Hollands, we will have special bespoke studies because the Mini-Hollands were such significant investments.

Nigel Hardy (Head of Road Space Management and Sponsorship, Transport for London): I think that does, as Lilli described, have to be at many different levels, so at the macro level an understanding of what is going on right the way across London and what is happening for individual projects. For example, on Stratford High Street, we introduced the CS2 extension, that was the first fully segregated section of route that we have put in. We have already gone back in to have a look at the numbers of people, the numbers of cyclists who are actually using that segregated facility, how many choose to be out in the road, how many choose to be in the segregated facility. The percentage is actually very high of people who are using the segregation. We also

introduced some new features for Cycle Superhighways like bus stop bypasses, where the cycle path goes around the back of bus stops. We have undertaken video monitoring and customer research already in terms of how those types of facilities have been received and whether there have been any problems or anything like that.

John Biggs AM (Chairman): Going back to Roger's [Evans AM] earlier question about IIPAG. IIPAG did a high-level review of the vision, are they doing more detailed stuff on individual projects? Because I think the individual projects would probably have fallen below their threshold for normally looking at projects.

Patrick Doig (Surface Transport Director of Finance, Transport for London): Certainly IIPAG take a direct interest in cycling and that is something which we very much welcome. They are doing it at actually three levels in this portfolio. They are doing the overall review of the portfolio, and they will be involved in that every year. Also for all our major projects and programmes they will do their normal gate reviews, but they have actually also looked at programmes below the usual threshold, just to give us that extra assurance.

John Biggs AM (Chairman): Are those reports shared? Are they available?

Patrick Doig (Surface Transport Director of Finance, Transport for London): The comments are certainly reflected in the Finance and Policy Committee, both minutes and papers. I am not sure if their formal papers are available to read. One final layer that IIPAG are actually providing is they have done some very detailed workshops on the Cycle Superhighways and have really helped us facilitate some of that.

John Biggs AM (Chairman): OK, that is very helpful. For the record, because there are bound to be lots of cyclists watching this, I am a great enthusiast, but our job as a Committee is to try to ensure we scrutinise and ensure there is value for money. I am not trying to shoot things down, I just want to make sure, we are spending almost £1 billion of Londoner's money and we need to make sure that we are spending it wisely.

Tom Copley AM: Andrew, how many of the Cycle Superhighways will be fully completed by May 2016?

Andrew Gilligan (Mayor's Cycling Commissioner): We are still doing the same number, but they are not all going to be in the same places and they will not all be finished by May 2016. We have deleted, as you know, two from the programme, CS6 and CS12 and they have been replaced by two rather more ambitious ones, the East-West and the North-South. We have also taken out CS10 because it goes to the same place as the East-West will go, into the quadrant of northwest London and the East-West is going to serve it much more effectively along the A40.

We are still doing CS9, it is one of the ones I announced at the beginning of the meeting. On the Hammersmith and Fulham and Hounslow sections of the route, which is the vast majority of the route. That is one of the funding commitments we had made today.

Tom Copley AM: This is additional, because this is not in what TfL have submitted?

John Biggs AM (Chairman): You are using this meeting to make announcements about your future spending? I am very happy if you are.

Andrew Gilligan (Mayor's Cycling Commissioner): Absolutely, yes.

John Biggs AM (Chairman): If you give us a copy of the press release that would be very good.

Andrew Gilligan (Mayor's Cycling Commissioner): It was the first thing I said at the meeting, this is what we are announcing, these extra schemes in the suburbs, one of which is the Hounslow and Hammersmith and Fulham portions of CS9.

John Biggs AM (Chairman): Good.

Andrew Gilligan (Mayor's Cycling Commissioner): OK, the others, East-West and North-South, subject to the politics, they will be delivered by May 2016.

John Biggs AM (Chairman): Partially.

Andrew Gilligan (Mayor's Cycling Commissioner): East-West: the section of the Westway will probably be in build by May 2016, it will probably be delivered later that year, but some of that depends on how the consultation on the other bit goes.

The CS1, which is from the City to Tottenham, that will be delivered by 2016. CS2, the upgrade of that will be delivered by 2016. CS5, the inner section, the consultation on that has already finished and we, subject to the consultation, which I think has been very positive, we should be able to actually get going on that pretty soon, so that will be pre-2016, and that includes a superhighway segregated track through Vauxhall Cross - where somebody died of course in the summer - and over Vauxhall Bridge --

Tom Copley AM: Hasn't CS5 been rescheduled for 2016/17, that is what we have here?

Andrew Gilligan (Mayor's Cycling Commissioner): You are thinking about the extension.

Tom Copley AM: Sorry, the extension, yes.

Andrew Gilligan (Mayor's Cycling Commissioner): There is a proposal to build an extension to the Cycle Superhighway down to Lewisham and that would involve a new bridge across the tracks at New Cross Gate, which is complicated and is going to mean it takes longer. The core part of CS5, the most dangerous bit will be finished next year, I hope. It is one of the earlier schemes. As I say, consultation has already finished on that, it finished last month.

CS11, Brent Cross to the West End, we expect to consult on that early next year. We might try to bring it forward a bit, but I think it is more likely to be next year, and that will be finished in 2016, but not, I do not think by May.

There is another superhighway in Waltham Forest, part of Waltham Forest's Mini-Holland bid, which they hope to deliver by 2016.

Tom Copley AM: CS4, that is 2018?

Andrew Gilligan (Mayor's Cycling Commissioner): CS4 is going to be delivered in phases. Just remind me of the dates again, Nigel? I mean we are talking that, none of it, is probably pre-2016.

Nigel Hardy (Head of Road Space Management and Sponsorship, Transport for London): Three phases, the first two we expect to deliver within 2017 and the final phase by 2018, but these dates are within the submission that we have put in to --

Tom Copley AM: Yes. Why was that rescheduled?

Andrew Gilligan (Mayor's Cycling Commissioner): We are doing quite a lot in south east London already. As you know, our first Quietway I mentioned, Quietway 2 going from Waterloo to Greenwich, and then the second phase of that route will extend it to Bexleyheath. Therefore, there is going to be a really good cycle route from central London to southeast London by roughly this spring, what is that, six months' time or less, subject to the kind of planning permission type risks that David [Rowe] mentioned. That is why that is later in the programme, because there is already going to be some good provision to help people in that area. We want to try to spread the benefits as much as possible around the quadrants of London.

Tom Copley AM: However, overall, it does mean that the Mayor's manifesto pledge for 12 Cycle Superhighways by 2016 will not be --

Andrew Gilligan (Mayor's Cycling Commissioner): He did not pledge that.

Tom Copley AM: That was a manifesto pledge I believe, was it not?

Andrew Gilligan (Mayor's Cycling Commissioner): No, he pledged to do three Dutch-style cycling schemes and to upgrade the existing superhighways. That was his pledge on cycling.

Tom Copley AM: I am not sure about that. Anyway, we have established that 12 will not be done by 2016, fine.

Why are some of them now being delivered through the --

John Biggs AM (Chairman): I can give you a quote, para 3.2 of the briefing, 2012 manifesto, the Mayor committed to triple the number of Cycle Superhighways to 12 by the end of 2015.

Tom Copley AM: So, I have already given him a year extra, or six months, extra.

John Biggs AM (Chairman): Anyway, the answer is the answer.

Andrew Gilligan (Mayor's Cycling Commissioner): What I am going from is the Vision.

Tom Copley AM: I did say 'manifesto'.

Andrew Gilligan (Mayor's Cycling Commissioner): What happened in the Cycling Vision was that there was a widespread recognition that previous superhighways, although mixed in quality, were not always good enough and they have had to be extensively redesigned. Therefore I suppose we can put 12 blue-paint superhighways by 2016; however I do not think anybody will want that.

Tom Copley AM: Why are some of the Cycle Superhighways now being delivered through the Quietways programme?

Andrew Gilligan (Mayor's Cycling Commissioner): Because they are basically borough roads and they are being given under the borough programmes, therefore one of them is being delivered through the Quietways programme, CS9, the other one that is being delivered by the borough is the one in Waltham Forest and Lea Bridge Road, which is part of their Mini-Holland bid, therefore it is sort of sensible to let them do it.

Patrick Doig (Surface Transport Director of Finance, Transport for London): Yes, I think, if you have not seen our press release yet, it should be out today, and that will be available, it certainly makes clear that we have set aside funding for these and that we share Andrew's enthusiasm for these schemes, however to make clear that it will be subject to our normal design and consultation and modelling that we do with all highway schemes and cycling schemes.

Andrew Gilligan (Mayor's Cycling Commissioner): However, we have made an explicit commitment, we have written to the boroughs in terms saying that substantial funding has been set aside for these schemes and each of the boroughs has now received those letters.

Tom Copley AM: It is now up to the boroughs at the speed at which these schemes will be completed?

Andrew Gilligan (Mayor's Cycling Commissioner): To give you an example, in Hounslow --

Tom Copley AM: Can you put pressure on them though to --

Andrew Gilligan (Mayor's Cycling Commissioner): Let me give you an example. The Hounslow element of the A315 scheme, the Cycle Superhighway there, I have said to them from the beginning that they need to be more ambitious in what they want to do for that scheme and at the moment their existing proposal is largely for painted lanes. There are some substantial improvements in that, however I say, "We want you to be more ambitious because the expectations of what people want have improved". Equally, an element of it involved going through the Chiswick roundabout; that roundabout where the motorway crosses the A315, and again I did not want to do that, I thought we would probably be better off going another way around it, which there is. Therefore, that is the kind of thing, and there is now money for them to deliver a good segregated scheme.

David Rowe (Head of Borough Projects and Programmes, Transport for London): In developing the Quietways programme, what we did was work with each borough in terms of looking at where their key trip generations were and where we wanted to link through to key town centres and try to identify where there were direct back-streets that form part of the Quietways network. In most areas of London that has proved very fruitful in terms of identifying routes, however in areas like Hounslow, feeding through to that corridor in Hammersmith, it has not been possible to identify suitable back-street routes that could be used, however there is a very strong flow of cyclists along that A315 corridor and therefore it made sense to consider that as part of the Quietways programme.

Tom Copley AM: There are no parallel routes or back streets --

John Biggs AM (Chairman): We are moving into transport here.

Darren Johnson AM: Could we just have a map circulated of the routes?

John Biggs AM (Chairman): That would be very helpful, yes.

Caroline Pidgeon MBE AM: I was just saying that all this stuff keeps coming out and it is very difficult to visualise and all these roads, I am afraid I am really rubbish on A3-this and A2, it would be useful, particularly as you are coming before Transport in December, to be able to visualise where the Mini-Hollands are --

Andrew Gilligan (Mayor's Cycling Commissioner): That is an excellent idea. TfL loves maps as well.

Caroline Pidgeon MBE AM: I know, therefore I think it would be a useful thing and tell us when it is going to be built, that would be helpful.

Tom Copley AM: This one is for TfL, , which is, where will the additional £59 million of funding allocated to the Cycle Superhighways programme since 2013 come from?

Patrick Doig (Surface Transport Director of Finance, Transport for London): That is certainly not a number that I immediately recognise. I do not believe it is a number from our submission.

John Biggs AM (Chairman): OK, the budgets for the 2013 cycling budget set aside £150 million, it was raised to £174 million in 2013 and raised again to £209 million following the CS2 extension? You ramped it up a couple of times, therefore it has gone up by £59 million. Where does that come from?

Patrick Doig (Surface Transport Director of Finance, Transport for London): As I say, I do not have those numbers in front of me, however I think there are specifically two things that have happened with the Cycle Superhighways programme, the first is that we have moved in the upgrades of the existing routes, which in the very first iterations of division work was a separate budget line; that was £20 million. We have moved that into the Cycle Superhighways programme. That is now additional funding which is the tidying up of our budgeting and accounting. However, there has been an underlying increase in the overall budget for Cycle Superhighways.

John Biggs AM (Chairman): Therefore it is magic money. The overall £900 million has not changed, however it is being spent on something else, therefore less must be spent on something.

Tom Copley AM: Yes, it is within the existing budget, you are saying?

Patrick Doig (Surface Transport Director of Finance, Transport for London): My first point is that £20 million was moved within the existing budget for the upgrades of the existing routes. My second point is there has been an underlying increase in the Cycle Superhighways budget, because, as Andrew [Gilligan] talked about earlier, with the publication of the Vision and the review that he has led, and we have worked with him on, we have increased the standards of the Cycle Superhighways, which has come with a commensurate increase in costs.

John Biggs AM (Chairman): Taken from where?

Patrick Doig (Surface Transport Director of Finance, Transport for London): One of the main primary factors has been the delivery of the cycle hire improvements were significantly under-budget, therefore we submitted out project forms on Cycle Superhighways phase 2 and the expansion and intensifications to the Finance and Quality Committee last week. That showed that those two programmes came in around £25 million under budget. They are public papers and you are more than welcome to scrutinise those. Therefore, where we made savings, they are being invested into the programme --

Tom Copley AM: So you have £20 million, then you have £25 million from underspending on the cycle hire.

Patrick Doig (Surface Transport Director of Finance, Transport for London): Savings.

Tom Copley AM: Savings, sorry, savings. So that leaves, what, another £14 million?

Patrick Doig (Surface Transport Director of Finance, Transport for London): I am not quite working with your numbers; I am not going to agree to any kind of specific numbers, however certainly the broad principle is that we have, as the programme has developed, looked at each budget line and there have been some small movements from some of the non-infrastructure lines into the infrastructure programmes, which is the main priority --

John Biggs AM (Chairman): Maybe if we write to you, you can tell us where we are wrong.

Patrick Doig (Surface Transport Director of Finance, Transport for London): I am able to clarify that if you give me a bit more time on it.

Caroline Pidgeon MBE AM: Can I just ask why is it that in how you present the cycle budget, you do not separate out cycle hire from the other infrastructure investment, because I think that would be a lot clearer for a lot of us. Cycle hire is one distinct scheme, it is like the cable car, it is like whatever, I think that should be presented one way and then the rest of the cycle investment should be seen as the investment in the roads and the highway and the stuff that Andrew is really leading on. Is it possible that you could do that because I think it would be a lot more transparent?

Darren Johnson AM: Also things like Tour de France as well.

Caroline Pidgeon MBE AM: Yes.

Patrick Doig (Surface Transport Director of Finance, Transport for London): Certainly, in the submission that you should have in front of you, we have separated out those infrastructure lines.

Caroline Pidgeon MBE AM: Is that not something you could do routinely as part of your accounting?

John Biggs AM (Chairman): I assume it is separated out. I am sort of assuming, naïve as I am, that the Mayor wanted to make a high-level political announcement, therefore he rolled it all together and said it is £900 million. However you guys on the ground had to then manage it as several separate budgets.

Patrick Doig (Surface Transport Director of Finance, Transport for London): Yes, of course, it is a hugely complicated portfolio that we manage in individual programmes, therefore it is something certainly we have increased the level of transparency and disclosure on the cycling expenses, certainly in our progress reports. If the Committee has any feedback on how we can further improve that, it is something we can take on board.

Gareth Bacon AM: I would like to talk about other infrastructure programmes, getting away from Cycle Superhighways. We have touched on Quietways variously throughout the afternoon. How was the allocation of funding for the Quietways programme decided among the boroughs, ie how much each borough gets?

Andrew Gilligan (Mayor's Cycling Commissioner): It depends to some extent on the availability of routes. Therefore some boroughs are getting more, Hounslow typically, Hounslow are getting a lot, because we are paying for the main road route on the A315 out of the Quietways programme. However, that is because Hounslow's geography is such that, without that central spine, it cannot work as a borough very well for cycling. There is no other east-west route through Hounslow, it is a long thin borough, as you know, and it goes from pretty much near the centre of London, it goes from Chiswick or Stanford Brook, all the way out to pretty near Heathrow, and there are not any other east-west routes in that borough. Therefore, because it is

the main road and that is going to cost more, they are going to get more from the Quietways pot than some other boroughs who have good side streets that could do the job just as well, but at a lot less expense.

Gareth Bacon AM: Therefore Hounslow, that is a Quietway?

Andrew Gilligan (Mayor's Cycling Commissioner): That route, the A315, is coming out of the Quietways budget, yes.

John Biggs AM (Chairman): There are some boroughs where no one cycles though. This is an outrageous question; however, there are some boroughs where relatively few people cycle, they might be outer suburbs.

Andrew Gilligan (Mayor's Cycling Commissioner): That is part of the purview of the Mini-Holland. It is to exploit the enormous potential for growth that exists. That is a politer way of putting it.

David Rowe (Head of Borough Projects and Programmes, Transport for London): Just out of that, to explain how it works, for a Quietways route, once we have agreed with a borough that the route should be progressed, the first thing we do is produce what is called a route delivery plan, which is a series of concept designs that are necessary to address the points along that route where improvements are needed for cyclists. From that, we can then cost up what those improvements will be, what proportion of that relates to each local authority, and then we can allocate funding to that borough to say, "You need this level of support in order to progress on those lines". It is then a process with their contractors just to confirm that those costs are reasonable and once the designs are agreed then they move forward to implementation.

Gareth Bacon AM: OK. The Quietways programme is £115 million, is it not?

David Rowe (Head of Borough Projects and Programmes, Transport for London): It is £123 million.

Gareth Bacon AM: £123 million. How much did Hounslow get for that project you have just described?

Andrew Gilligan (Mayor's Cycling Commissioner): The A315 route is more than £10 million in total. I cannot remember how much of it is split between Hounslow and Hammersmith and Fulham. There are a number of routes leading off it.

Lilli Matson (Head of Strategy and Outcome Planning, Surface Transport, Transport for London): Sorry, Andrew, we have now written to them saying, "We want to work with you on this route", therefore the next stage is to do some feasibility and to get a much clearer sense of costs. If it was to be confirmed in any of these places there was an insurmountable hurdle that we could not get over for a reasonable cost then we obviously need to go back out and reconsider. David's [Rowe] team now are fully focused on those boroughs that we have written to, to take those routes through the feasibility basically.

Gareth Bacon AM: So the £123 million is split. I thought you said at the beginning, Andrew, that all 32 London boroughs have been contacted to take part in the Quietways programme, is that correct?

Andrew Gilligan (Mayor's Cycling Commissioner): That is right. There are two phases, there is a pilot phase, which is seven routes, which are basically now in delivery, most of them, and that entails 15 boroughs, and then the letters we wrote last week and the week before were about the second phase of Quietways, so we are saying we want to deliver a further few dozen routes, "These are what we would like in your borough", and that is the result of a long process of engagement with the boroughs, both with me, with TfL and also with

Sustrans, who we engaged as an interim delivery partner to have discussions with the boroughs and work out where the best routes were.

Often these are relatively low-cost low-intervention routes. Quietways are essentially a series of discrete end-to-end interventions at specific points, linked together with paint on the roads, not continuous lines of paint I might add, but just painted signs on the roads. Therefore, most of those interventions will be fairly small; there will be a dropped kerb here or a removal of an obstacle there. Some of them will be medium sized, like where you cannot get a direct enough route without going on a main road for a bit, you will have a bit of segregation on that. Some of them will be large, and the larger ones are what we have announced today, the big announcements.

It is like, to give you an example, in Richmond, another reason why we are funding the A316 scheme in Richmond, I said to you this morning, is that the main barrier in Richmond of course is the Thames, it cuts the borough in two, and the main way across the Thames is Richmond Bridge. That is impossible to do anything for cycling on because it is a historic structure and it also has a rather nasty right turn into the bridge when you are coming towards the Twickenham direction, therefore what we are going to do is segregate a track in line with Richmond's Mini-Holland bid on the A316 on the Twickenham Bridge, and there is enough room on that without taking a hatchet to the road, I might add. That is one of the reasons why we are funding that particular big-ticket scheme in Richmond because that is the way to join up that borough for cycling.

Equally, in Brent, for instance, Brent is a borough divided in two by the North Circular. There are quite significant levels of cycling in the south of the borough, which is more like inner city, and very low levels of cycling in the north of the borough, Wembley and places like that, which is much more suburban. The North Circular marks the barrier, therefore if we can get people across the North Circular more easily - it is very difficult to get across the North Circular by bike at the moment - then we can improve cycling across a whole swathe of Northwest London.

That is why all these projects have been thought out in a kind of holistic programme of engagement with all the boroughs and we have sat down over a period of months and put it all together. That is why it has taken a while, because it is just such an enormous job of work. I personally have ridden quite a lot of these routes. Somebody at TfL has ridden every single one of them and there are literally thousands of kilometres of route.

John Biggs AM (Chairman): Have you rejected bids because they are just not up to standard?

Andrew Gilligan (Mayor's Cycling Commissioner): In terms of what, Quietways?

John Biggs AM (Chairman): Yes.

Andrew Gilligan (Mayor's Cycling Commissioner): Sometimes boroughs have projects, which we do not think offer sufficient value for money, such as they want to do big segregated schemes on a stretch of road, which we think: there is a side street right by, which would be just as good and you could get it for a lot less money; that kind of thing.

David Rowe (Head of Borough Projects and Programmes, Transport for London): Just to add to that, we initially did a trawl with the boroughs of possible routes, which identified something in the order of 240 potential Quietway routes. Now, part of the challenge of that is that they did not necessarily all join up across borough boundaries, so there was a process of then going around that again to ensure that network made sense in terms of coherent routes through different areas. That has been narrowed down now to a set of routes that link together.

John Biggs AM (Chairman): We are going to motor on with this question, or pedal on with this question.

Gareth Bacon AM: I think it was you, Patrick, said it is a phenomenally complex model that you are trying to deliver, and I think that is quite right. You collectively have just appointed a delivery agent, have you not? Who is most directly responsible for delivery of the Quietways programme; is it TfL, the boroughs, the delivery agent, or is it a combination of all three depending on where we are talking about?

David Rowe (Head of Borough Projects and Programmes, Transport for London): The delivery agent has not quite yet been appointed, they will be appointed from mid-November. TfL holds the budget for the delivery of the Quietways, therefore ultimately the responsibility rests with us in terms of the overall programme. That said, the boroughs are the highway and traffic authorities for the roads on which these routes run and it is their responsibility in terms of the approvals, the designs, being assured locally, local engagement and consultation. Therefore, we absolutely need to work with the boroughs on it. It is not a case of TfL being able to impose any of this; this is a programme that is being developed with the boroughs.

Gareth Bacon AM: Yes, so will it be the boroughs themselves or their contractors who have to build whatever the interventions happen to be?

David Rowe (Head of Borough Projects and Programmes, Transport for London): Yes, that is correct.

Gareth Bacon AM: Therefore the process will be that they decide what they want to do, they come to you to draw down the money, you approve it, they contract someone, and that is how it works?

David Rowe (Head of Borough Projects and Programmes, Transport for London): Yes. There are a series of checks as we go, therefore once they have done the design that then comes to us and we check that against the London Cycling Design Standards as well as other requirements, such as, "Has it gone through a red safety audit" and so forth, and providing those requirements have been met then, yes, we say, "Let us move to the next stage", and we release the money for implementation.

Gareth Bacon AM: What is the role of the delivery agent? Is this a co-ordinating role?

David Rowe (Head of Borough Projects and Programmes, Transport for London): It is partly co-ordinating; however it is also a call-off resource for the London boroughs. Therefore if any London borough needs help with any particular part of the life cycle of a scheme, be it from consultation, for detailed design, or for traffic modelling, then we can make that resource available so that the issue of manpower to do this stuff is not the constraint in terms of the delivery of the routes.

Gareth Bacon AM: OK. The Mini-Holland programme, we touched on this a bit earlier on. I think it is four runners-up. Is it four runners-up or three?

David Rowe (Head of Borough Projects and Programmes, Transport for London): Three successful, ten were shortlisted, so seven runners-up.

Gareth Bacon AM: Seven runners-up - they were all promised consolation prizes, I think it is fair to say.

David Rowe (Head of Borough Projects and Programmes, Transport for London): They received them today.

Gareth Bacon AM: Yes, which is clearly good. Now, the pot was £100 million for Mini-Hollands and I think the boroughs each received £30 million or thereabouts, did they not? How much of the remaining funding has been used for the consolation prizes and how much have you had to use the Quietways money?

Andrew Gilligan (Mayor's Cycling Commissioner): They received between £24 million and £30 million, I cannot remember the exact figures. David, do you have them? They were mostly sub-£30 million, were they not, they were in the high-20s?

David Rowe (Head of Borough Projects and Programmes, Transport for London): Kingston was slightly higher, £34 million.

Andrew Gilligan (Mayor's Cycling Commissioner): The total amount, I think we had about £11 million left once we had promised the three winners their funding, it has not all been given to them yet, it is being given in phases. There was that £11 million and then some of the rest is coming out of the Quietways, however they will have major benefits for areas wider than their own boroughs.

Gareth Bacon AM: We were discussing earlier on the issue of junctions, and you have a better junction programme as well, with 33 that have been identified.

As discussed earlier on, junctions are where most of the accidents happen, and therefore obviously there is a priority for fixing those, which is why you have that scheme. How many of those 33 junctions that have been identified in the programme will be delivered by the end of 2016, or by May 2016?

Nigel Hardy (Head of Road Space Management and Sponsorship, Transport for London): We have 11 locations that will be delivered by May 2016. Two of those locations are preliminary schemes, one at Bow roundabout and one at Kings Cross, where we have a much wider more visionary scheme coming on afterwards. However we are still delivering benefits for the road users in advance of those larger schemes coming forward.

Gareth Bacon AM: Around about a third of those identified will be delivered by May 2016?

David Rowe (Head of Borough Projects and Programmes, Transport for London): There will be some more later in 2016.

Nigel Hardy (Head of Road Space Management and Sponsorship, Transport for London): Yes, a further seven that will be under construction during 2016.

John Biggs AM (Chairman): Are you publishing that today?

Andrew Gilligan (Mayor's Cycling Commissioner): No, because we have not defined the outer end of the programme yet.

John Biggs AM (Chairman): OK. There is a lot of stuff you can send us after this meeting in terms of the Quietways, the borough allocations, the identifying stuff, and I am sure that the Transport Committee will be interested in seeing those as well, however there are other bits as yet unresolved. OK.

Andrew Gilligan (Mayor's Cycling Commissioner): I mean we know what we are doing in the inner end of the programme, we can be reasonably certain that the number Nigel [Hardy] gave you will be delivered by 2016.

Gareth Bacon AM: The final question I have, Andrew, is around the Central London Grid. I think you said earlier on today that the Central London Grid is what you are calling Quietways but for the central London boroughs, is that a fair assessment?

Andrew Gilligan (Mayor's Cycling Commissioner): Yes.

Gareth Bacon AM: Is it £55 million for the Central London Grid?

Andrew Gilligan (Mayor's Cycling Commissioner): £54 million, yes, and the plan is to deliver about half of it by 2016, as we have always said. I have been going around some of the central London boroughs - I am going around all of them - I have gone around some of them so far, saying, "If you want to do more and you think you have the capacity to do more then we can probably find you some money to do more from the underspend", and that is where we are with that. Basically the boroughs have to do the Quietways and the Central London Grid and then we are doing the Superhighways element in central London, however they all join together.

Gareth Bacon AM: Thank you.

John Biggs AM (Chairman): I think we will write to you with some questions about detailed breakdowns of things.

Darren Johnson AM: It was just one small question; it follows on from a question that came up last week at the Transport Committee. Is Andrew able to update us on the charring arrangements of TfL's Finance Committee and when it comes to consider funding for Cycle Superhighways, the conflict of interest.

Andrew Gilligan (Mayor's Cycling Commissioner): I just realised you had asked this question and I literally emailed Howard Carter [General Counsel, Transport for London] while we were in the meeting asking him if he had an answer and I have not heard back from him yet, therefore I cannot give you an answer yet. My answer for the moment is the same.

Darren Johnson AM: Yes, you told us last week you were seeking legal advice. When can we expect that?

Andrew Gilligan (Mayor's Cycling Commissioner): It was about a week ago that we asked, was it not, so quite soon I should hope.

Darren Johnson AM: OK.

John Biggs AM (Chairman): I think that is slightly off-topic.

Darren Johnson AM: It is Finance Committee of TfL, very budget-related.

John Biggs AM (Chairman): I will accept that you are being naughty in a very positive way. I will compound your naughtiness by saying that there may be a legal answer about conflicts; however I think that there is a very widespread question about the perception of conflicts as well, so someone needs to address both of them.

Can we thank our guests for coming today and for giving us such answers as they gave us, although they were very good answers by and large, we might write to you with some more supplementary questions. Thank you very much for coming.

Budget Monitoring Sub-Committee – 21 October 2014**Transcript of Item 6 – Quarter 1, 2014/15 GLA Group Monitoring Reports**

John Biggs AM (Chairman): We have another brief item - hopefully it is not too brief - we have the London Fire and Emergency Planning Authority (LFEPA) coming very briefly to talk about the fire budgets. Thank you for coming. Sue [Budden] is here and John Anthony is here to keep an eye on her, from LFEPA. Is that right?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): Yes.

John Biggs AM (Chairman): Yes, and we have a number of questions about your budgets, therefore a gentle opener. How are you making the savings planned in your 2014/15 budget?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): I think you probably know that the majority of that was related to the Fifth London Safety Plan (LSP5). There were ten stations that closed, they closed on 9 February, and we took 14 appliances out. The main part of that, in addition to taking the assets away, was the staff reduction. We planned for it by not recruiting during 2013/14, and then we did a voluntary severance programme that cut nearly 100 people. We did start the year over establishment and we are managing it through natural wastage, however we have had money from the Greater London Authority (GLA), a one-off, to help us manage that. Therefore the whole thing is broadly on target.

The remainder of the savings outside of LSP5, there was another £8 million, are a whole cost-cutting range of things across departments. However a significant part of it, nearly £3 million, was further no trainees, no recruitment, this year. I think that is quite straightforwardly delivered. You can probably see from our quarterly monitoring report, the main risk to spend this year is around strike action, everything else is broadly contained.

John Biggs AM (Chairman): OK, so the two worrying areas are first of all strike action and the cost of that in terms of funding substitute services, and the second is that not enough people have gone voluntarily.

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): I would not say not enough people have gone voluntarily, we planned for this.

John Biggs AM (Chairman): You planned for not enough people to go voluntarily? That does not sound quite right.

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): We did a voluntary trawl, however we knew there would only be so many that would volunteer as a result of that. We knew back sort of February/March time that we would be over establishment during the year, we have had conversations with City Hall about that and therefore we have additional funding of about £6.1 million in the current year to cover the cost of that.

John Biggs AM (Chairman): OK, so you, as a matter of policy, you decided not to make people compulsorily redundant, which is a fine policy.

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): We cannot.

John Biggs AM (Chairman): You cannot make operational fire staff redundant?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): No, there is no scheme within the pension fund that allows us to do that.

John Biggs AM (Chairman): OK, right. You have structurally to hang on to staff who you do not have a budget for? All right. I am sure there are experts here who know this. I am not suggesting we should throw people on the streets by any stretch of course, however the budget was agreed, the budget anticipated x-staff and we have x-plus-y staff in post, therefore we need additional funding from City Hall to pay for it. OK. Therefore the GLA will be increasing its funding to cover those extra costs?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): That was for the current year, therefore the budget settlement for this year, we already have that money. We have monthly sessions with some of Martin's [Clarke] team to see how that is going. We are broadly on track and therefore we expect to end the year pretty much on our establishment. This issue then disappears for 2015/16, depending of course on the budget.

John Biggs AM (Chairman): How does it disappear, people disappear and it disappears?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): Yes, people disappear. The money was based on being over establishment on average by about 104 people through the year, and people leave month on month.

John Biggs AM (Chairman): It sounds very hard. Therefore you will not need any call on the funding for future years to cover this shortfall?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): No anticipation, no.

John Biggs AM (Chairman): You are restructuring. I think the good news, if there was any good news, is that the restructuring that took place last year is based on the premise that there will not be any future need for restructuring in the foreseeable term.

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): Yes.

John Biggs AM (Chairman): OK.

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): That is why we set up the funding as opposed to a major frontline realignment for 2015/16.

John Biggs AM (Chairman): OK, industrial action, you did not plan for industrial action; tell us about the funding for that?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): We have a contingency arrangement to cover periods of strike action. You can see in the quarterly report that we have a forecast net overspend, not corporately, however the cost of the strike itself is costing us an additional net £5.1 million.

The total forecast overspend in the figures that you can see is about £3.7 million, therefore we have absorbed some of that, and in the quarter one report we said that we would absorb the rest of it through our general reserve. Therefore we say we need about £10 million in general reserves as our adequate minimum level, and we have a bit more than that, therefore we can mop that up.

John Biggs AM (Chairman): OK. Therefore, there is no risk to your £10 million reserves?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): Well, if there were more strikes, then, yes, there would be. We have some capacity left, therefore when I do the quarter two monitoring I am expecting the overspend to improve slightly. We have had some additional money through the Metropolitan Fire Brigade Act, people are declaring higher insured values than anticipated, therefore we expect the overspend to come down a bit, which gives me more capacity in reserves. However, they could get to a point where I could not manage the overspend through that.

We are looking at other areas of spend; what are the things that we could turn off during the year. It does look pretty limited. We only have a small number of agency staff, we are not recruiting, and most of our money is tied up in some pretty large contracts. However we are looking to see if there are other things. Obviously, as you get further along, you get to November, it becomes harder because you have fewer months left.

John Biggs AM (Chairman): OK. Here is, I keep calling them wicked questions, but a question about reserves, which is you have advice that says that £10 million is the lowest reasonable level of reserves; that is the advice you give to your members and you have a basis for that. We seem to have this risk, recurrent risk perhaps, obviously one does not want to anticipate continued industrial action, however there has been industrial action. We now can quantify the cost to the authority. Therefore, does that leave you to want to challenge your prudent levels of reserves?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): No. Maybe at the moment we need to look at how we are using those reserves. I am presenting this to you as if I need to hang on to all of my money up to the £10 million, however if you look at the statement that I made on the adequacy of reserves they are partly there to cover the costs of this sort of business continuity event. Industrial relations is our one red corporate risk, therefore there would be a legitimate argument to say that we would dip in below this £10 million to cover this off, however that obviously creates pressure in future years, because we will want to top them back up.

John Biggs AM (Chairman): OK. We are in a sort of Old Mother Hubbard position, not that you are Old Mother Hubbard of course, however probably Martin Clarke is Old Mother Hubbard if you want to -- which is that the cupboard is sort of bare now. That means that there is de facto a sort of parent company guarantee from City Hall, and you accept that; that is implicit in the way the authority is structured.

Martin Clarke (Executive Director of Resources, GLA): We have that legal relationship between LFEPA and the GLA, having adequacy of reserves across the GLA group, is a fundamental part of the Mayor's budget. Therefore, as Sue has said, if there was action that caused those reserves to be drawn below what they

consider to be adequate, we would have to build it into the Mayor's budget plans; a strategy for getting up to what we think is appropriate.

John Biggs AM (Chairman): You could have just said yes.

Gareth Bacon AM: Directly related to that, I am not quibbling with the figure of £10 million at all, however who decides what is an adequate level of reserves?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): We do now.

Gareth Bacon AM: You, as the section 151 officer?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): Yes. What we do, and I do this every year - you will see in the budget report, you will see it again in November - we take our corporate risk register and we take all the departmental risk registers and we look at the high/low/medium, short-term/long-term consequence, try to put a price on the things that we identify and try to add up all the short-term high-risk ones and say, "What does that broadly come to?" That is the justification behind what we do. To date, it has come to an answer that is manageable for us, which is this £10 million around about. There could be a time when that would shift and then we might have to top reserves up, however at the moment we do not.

Gareth Bacon AM: No, that is fine. You mentioned that, if you are obliged to drop below the £10 million, then you may have to come to the GLA and have a discussion about that. The Mayor has made his commitment for the next two years to protect LFEPA from budget reductions. Martin, is it conceivable that you could sit there and think, "I am a section 151 officer of the GLA and I do not agree with the section 151 officer at LFEPA about the appropriate level of reserves and so we are not giving them money."

Martin Clarke (Executive Director of Resources, GLA): I think it is conceivable because it is a judgement. People have different interpretations of the facts of the matter.

Gareth Bacon AM: You would probably talk to each other.

Martin Clarke (Executive Director of Resources, GLA): That is an important part of the relationship between the chief finance officers across the functional bodies.

John Biggs AM (Chairman): If you take the example of the London Legacy Development Corporation (LLDC) of course, the auditors sort of refused to sign off the business plan for the LLDC without there being what I call a 'parent company guarantee' from City Hall. Now, the relationship is not legally the same, however in reality the same situation could apply.

Martin Clarke (Executive Director of Resources, GLA): Yes, the LLDC is equivalent to a wholly-owned subsidiary of the GLA; it is a Mayoral development corporation. The GLA is its funder of last resort.

John Biggs AM (Chairman): OK, so where else could LFEPA get the money from? Stop putting out fires or raise the precept mid-year?

Martin Clarke (Executive Director of Resources, GLA): It has restricted options, however it can, as Sue said, take spending decisions.

Gareth Bacon AM: That is almost the 'Bank of Boris', is it not?

John Biggs AM (Chairman): I am not too sure I would ever open an account at the 'Bank of Boris' to be honest.

Martin Clarke (Executive Director of Resources, GLA): The statutory budget provisions do require - and it is the same with the GLA, any functional body - if it has a revenue account deficit that cannot be funded by any other means, that is the first port of call on next year's council tax requirements. There is that legal binding there. The GLA would expect LFEPA to try to take its own decisions first.

Gareth Bacon AM: I will be speedy because I know we are pressed for time. Sue, a question for you, what steps are you taking to produce a balanced budget for 2015/16?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): We have already had one informal discussion with Members cross-party, we did that after the Authority meeting on 2 October, and we are due to present our proposals through formally to the Resources Committee on 13 November. We are working obviously with this commitment that there will be no need for major 'frontline realignment', I think that was the phrase, for next year. It looks like that will be possible. It looks like we will be able to pull together a package of savings that are not impacting on the cost of stations and the people that work at stations. However, it is all subject to me pulling that all together and presenting it through our normal course of business. Then it becomes a budget submission to the GLA, and then you get it as part of your process.

Gareth Bacon AM: You referred earlier to the one-off cost of the implementation of LSP5 and the requirement to go and talk to the GLA about funding that. That was a successful discussion?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): Yes.

Gareth Bacon AM: That has been fully covered?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): Yes, at the moment.

Gareth Bacon AM: Obviously part of LSP5 was reducing the fire estate and disposing of assets. Is it being considered to use the capital receipts to somehow support the revenue programme going forward? I appreciate that is not a direct transfer; however there are ways of doing that. Are you considering that, and, if so, what are the details?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): I have not factored that in yet to the numbers that I will be presenting in November, therefore at the same time in November there will be a report on options for the disposal of those properties. Depending on what Members choose to do, it will have some impact on the timing of the capital receipts. For example, if Members were interested in maybe a higher price for something that was subject to planning, and they wanted to take the planning risk associated with that, then the capital receipt would be further out.

We have quite good context for considering that position, therefore depending on that. Then, there is an explicit part of what we do is how we would then use those capital receipts. We took a report in January that showed all the options, and that did show at that time that using the money to fund our existing capital programme gave the best return. Members were also interested in invest-to-save options. Therefore one of the things that we are looking at is that we currently lease the 169 Union Street headquarters building and certainly some Members are interested in us looking at alternative accommodation options that would avoid us paying rent. That is something we are going to look at as part of that report.

Then obviously also play out how we could fund the capital programme with the capital receipts. We have fleet replacement as ours to fund; we have quite a big information and communications technology (ICT) work programme next year, we have a new wide area network coming on, we are replacing the mobile data terminals; and we have the control and mobilising system that will see more spend in the next year. Therefore my immediate preference would be to say it makes most sense not to borrow and to use this money to fund what we are already planning to do.

Gareth Bacon AM: Therefore the financing costs will be saved.

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): Yes, and that looks like the biggest saving. However, I think I need to play that alongside how it could be an invest-to-save; doing something in addition to what might have already been planned, and could we save money. Looking at maybe the headquarters accommodation might be one of those things.

Gareth Bacon AM: That could kick off an entire discussion that could take a long time, therefore I will not go down there.

John Biggs AM (Chairman): You can briefly ask Martin [Clarke]; presumably he was an architect of the budget guidance because the budget guidance asked LFEPA to look at these proposals. Whether he has any further thoughts on it.

Martin Clarke (Executive Director of Resources, GLA): Not any more.

John Biggs AM (Chairman): There must have been some logic when you asked them to go away and look at this.

Martin Clarke (Executive Director of Resources, GLA): Yes, and we have had discussions. The other aspects we will look at is, what options do we have around on treasury management. At the moment, if any authority wanted to repay its debt, the arrangements are that **PWB** charge a premium and therefore you would restructure your debt and repay your debt at the current time; this does not deliver long-term savings. We are going to explore - and I do not want to put too much, so I can manage expectations - is there anything in the fact that we pool investments and borrowing, is there anything there that could use accountancy --

John Biggs AM (Chairman): Corporate debt management across the GLA family.

Martin Clarke (Executive Director of Resources, GLA): -- that in a way will deliver lower revenue costs to LFEPA.

John Biggs AM (Chairman): The answer is, "Not yet".

Martin Clarke (Executive Director of Resources, GLA): No, because it is something we are still looking in.

Gareth Bacon AM: You have put two bids in to the Department for Communities and Local Government's (DCLG) transformation fund and you are due to hear back on that around about now I think. Have you heard back yet?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): Yes.

Gareth Bacon AM: You have?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): Friday, yes.

Gareth Bacon AM: Were you successful?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): We were successful on one.

Gareth Bacon AM: Which one?

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): The London Control Room and Co-ordination Centre bid, this was the bid between the Metropolitan Police Service (MPS), us, and the London Ambulance Service (LAS). Which John [Anthony] knows more about than I do.

Gareth Bacon AM: That was the smaller one.

Sue Budden (Director of Finance and Contractual Services, London Fire and Emergency Planning Authority): That was the smaller one.

Gareth Bacon AM: What will be the benefit of that bid?

John Anthony (Head of Control and Mobilising Service, London Fire Brigade): The main benefit is to take away the need for voice communication between our control rooms. At the moment every time we communicate between fire control, police and ambulance control rooms it is a manual telephone call, both ways. Therefore we take those out of the equation and that information is transferred by data automatically from system to system, which frees up the operators to continue to take emergency calls and deal with incidents, which should provide a better service to the public.

Gareth Bacon AM: What is the 'disbenefit' of the one that we were refused on?

John Anthony (Head of Control and Mobilising Service, London Fire Brigade): I would not say there was a 'disbenefit'. We did not score as highly as some others.

Gareth Bacon AM: What is the consequence of not succeeding?

John Anthony (Head of Control and Mobilising Service, London Fire Brigade): There is a manual fall-back system in place anyway between our control room and other control rooms. What we were trying to do

was look to put in a similar system as we were putting in London between three main fire control centres across England. That would have enabled a level of resilience and it would have also, into the future, enabled other perhaps smaller control rooms to come into that network. It was trying to provide a backbone across England really of a resilient network of control rooms that was tried under the fire control programme on a large scale that failed, and therefore it was like a small simpler version of that, but to provide proper resilience between the three major call-handling centres around England.

Gareth Bacon AM: Someone explain DCLG for me? Did I say that out loud?

Roger Evans AM: Let us talk about the 999 control and mobilising solution project. Why is it being delayed?

John Biggs AM (Chairman): It sounds exciting, does it not?

Roger Evans AM: I think it is what we call a switchboard, John.

John Anthony (Head of Control and Mobilising Service, London Fire Brigade): Do not ever say that in a control room. It is a bit more than that. No, we awarded a contract to Capita for a replacement mobilising system. Capita are behind in the delivery of that system by a year. The reasons, I cannot answer for Capita, however I can tell you the reasons why I think they have failed. I think they underestimated the scale of scaling-up their product, which has been successful in small brigades, however not in a large one, therefore I think there are some troubles there. I think they have not planned it very well, not resourced it adequately, and I think they have come up with some robust management from officers in LFEPA. All those have combined to be a challenge for them.

Roger Evans AM: It sounds like they have struggled. No doubt they are subject to some swingeing penalties under the contract?

John Anthony (Head of Control and Mobilising Service, London Fire Brigade): They are subject to swingeing contractual penalties that were in the original contract. They have failed to deliver when they should have done, which was July this year, and delay payments started being accrued at that time. We have had a commercial discussion with them since and they have agreed to pay all the delay payments that were due under the contract in full.

Roger Evans AM: All right, OK, *mea culpa*. What impact will a one-year delay have?

John Anthony (Head of Control and Mobilising Service, London Fire Brigade): It will delay some of the improvements to the service. Some of the things we were looking at doing that the new system would provide include the ability to mobilise the nearest appliance. At the moment we mobilise from fire station venues, however using automatic vehicle locations we will be able to mobilise the nearest resource. It is those, it is a complete refresh of the technical solution that we hope would work smarter and quicker into the future. Our existing system, the Motorola one, is ten years old and, although it is very stable, it is quite old technology now.

Roger Evans AM: Do the police not have something like that?

John Anthony (Head of Control and Mobilising Service, London Fire Brigade): Old technology?

Roger Evans AM: I am sure they have plenty of that, but a mobilising system that tells them where all their vehicles are. I would have thought that was the sort of thing you could buy off the shelf somewhere, it is a very common requirement.

John Anthony (Head of Control and Mobilising Service, London Fire Brigade): It is, however it is not easy to put in an existing system, or to put it in a new system. To bolt it on to an existing system that is nearly out of contract would be very difficult and very expensive. You need to upgrade the whole system really.

Roger Evans AM: What is the backup plan if the factory testing does not work out?

John Anthony (Head of Control and Mobilising Service, London Fire Brigade): If the factory testing does not work out, we have been working with other suppliers to come up with an alternative plan. We have a robust one that would enable us to put another system in place in short order. I really would not want to go into the detail of it here because of the commercial sensitivities around it, however we are talking to alternative suppliers and we believe that we have ways of calling off those suppliers without going through a full procurement.

Roger Evans AM: OK.

John Biggs AM (Chairman): I am about to close the meeting. Can we thank you very much for your answers and for waiting so patiently.

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Subject: Summary List of Actions

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 22 January 2015

This report will be considered in public

1. Summary

1.1 This report sets out the actions arising from a previous meeting of the Sub-Committee.

2. Recommendation

2.1 **That the Sub-Committee notes the completed outstanding action arising from a previous meeting of the Sub-Committee, as listed below.**

Actions arising from the meeting of 21 October 2014:

Agenda Item	Topic	Status	Person
5.	<p>Delivery of the Mayor's Cycling Investment Programme</p> <p>The Director of Finance (Surface Transport) agreed to provide a breakdown of how the budgeted costs for the Cycle Superhighways had changed since the 2013 business plan for the Mayor's Cycling Vision Budget</p>	<p>Completed</p> <p>Letter sent by the Chairman to Ben Plowden - Director of Surface Strategy and Planning, Surface Transport, TfL.</p> <p>Response received on 1 December 2014 and is attached as Appendix 1</p>	<p>Ben Plowden, Director of Surface Strategy and Planning, Surface Transport, TfL</p>

List of appendices to this report:

Appendix 1 – Letter from Ben Plowden, Director of Surface Strategy and Planning, Surface Transport, TfL, 1 December 2014

Local Government (Access to Information) Act 1985

List of Background Papers: None

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Transport for London



John Biggs AM
City Hall
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1 December 2014

Surface Transport
Surface Strategy and Planning

Transport for London
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Dear John

Budget Monitoring Sub-Committee - 21 October

Thank you for your letter dated 6 November. I am pleased to note the Committee found our contributions on 21 October informative, and that Patrick and the team were able to highlight the excellent progress TfL has been making in delivering the Mayor's Vision for Cycling over the past six months.

Your letter follows up on the request made in the session for maps to be made available of the various schemes in our cycling programme, enabling members to place individual schemes in their geographical context - and to understand how they are spread across London in its entirety.

Many maps have already been made available on the TfL website as part of individual scheme consultations, and can be found at the following address:

<https://consultations.tfl.gov.uk/>

However, we appreciate there may be scope for the provision of some broader maps covering the Capital as a whole, in order that members can see how the various routes fit together and feed into the wider network.

As such, I am pleased to inform you that TfL's online team is currently developing a more comprehensive interactive web map which will show the major schemes, including the Cycle Superhighways, in their London-wide context. Project teams are currently working on the visualisation of the cycle routes with the TfL Online developer team and the map will be live on the TfL website in February 2015. This work is scheduled to follow a major web upgrade in January, which precludes earlier publication. We will be glad to send this to you when it is ready.

Members also asked for an explanation of a '£59 million increase in budget for the Cycle Superhighways programme' which they had identified, and I believe some clarification on this point may be necessary. The Budget for the Cycle Superhighways programme was £150m in our 2013 Business Plan, which covered the period 2012/13 to 2021/22. This figure was also set out for Cycle Superhighways in the TfL Board paper, *Cycling Vision Portfolio*, on 5 February 2014.

Our most recent *Investment Programme Report*, presented to TfL Board on 24 September, shows the expected final cost of the Cycle Superhighways as £209m. I

believe the difference between the £150m figure, and the £209m figure, could be the £59m increase to which your members referred at the session. Of this difference, £23.4m is due to the expected final cost figure of £209m including spend in the years before and up to 2011/12. This historical spend of £23.4m is not included in the period covered by the 2013 Business Plan, and therefore does not form part of the £150m. This does not represent an increase to the budget.

The budget for Cycle Superhighways has increased by £35.5m in our draft 2014 business plan which will be reviewed by TfL Board on 10 December. The business planning process included a minor reprioritisation of the £913m cycling budget to ensure sufficient budget for Cycle Superhighways. This reprioritisation is intended to enable adequate provision on all Cycle Superhighway routes, and to fund the improvements to the Cycle Hire scheme set out in the Mayor's Vision for Cycling.

These increases were partly funded by efficiency savings on the delivery of Cycle Hire Phase 2, and Cycle Hire Expansion and Intensification improvements. These were delivered £24m under budget due to renegotiation of the Serco contract, use of the London Highways Alliance Contract (LoHAC) and close management of risk. Furthermore, while we are still on track to meet the Mayor's target of an additional 80,000 cycle parking spaces by 2016, there have also been savings totalling £12m on the cycle parking and rail Superhubs programme.

There have also been savings on cycling marketing and minor updates to a number of other budget lines. A full annual update on the Cycling Portfolio will be presented to TfL Board early in the spring, following approval of the 2014 TfL Business Plan in December. I hope this provides some clarity on this point.

Finally, your letter also expresses disappointment that our initial submission to the committee was received outside of the 20 working days deadline. We are at a crucial period in the delivery of the Mayor's Vision for Cycling, with a very significant number of schemes being progressed simultaneously. Our teams are therefore working at capacity to deliver the Vision's flagship schemes. Given the considerable pressure on our teams at present, collating the volume of information requested by the Committee, in the level of detail required, regrettably carried us over deadline on this occasion.

Please accept my sincere apologies once again for the delay experienced, and for any impact this may have had on the Committee's ability to consider the materials in advance of the 21 October session. I would like to offer you my assurance we will work especially hard to ensure future submissions to London Assembly Committees are received in a more timely fashion wherever possible.

Yours sincerely



Ben Plowden
Director of Surface Strategy and Planning
Surface Transport

Subject: London & Partners - Update

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 22 January 2015

This report will be considered in public

1. Summary

- 1.1 This report provides background information to a discussion with invited guests on the Dot London domain name, as well as London & Partners' (L&P) more general business plan and budget.

2. Recommendation

- 2.1 **That the Sub-Committee notes the report, puts questions on Dot London and London & Partners' business plan and budget to the guests, and notes the discussion.**

3. Background

- 3.1 Since April 2014, London & Partners, through its subsidiary Dot London Domains Ltd, has been selling .london internet domain names. A survey by YouGov for L&P, prior to the launch, indicated that 200,000 small businesses were likely to register for a .london address.
- 3.2 In March 2014, this Sub-Committee questioned representatives from L&P about Dot London.

4. Issues for Consideration

- 4.1 Today's meeting is an opportunity to explore L&P's post-launch strategy for Dot London, the level of interest in registrations thus far, how much revenue this has generated, and plans for the forecast income. There will also be a wider discussion about L&P's business plan¹ and budgets.
- 4.2 The following guests have been invited to attend this meeting:
- Andrew Cooke, Chief Operating Officer and Deputy Chief Executive, London & Partners; and
 - Alex Kinchin-Smith, Programme Director, Dot London Domains Ltd

¹ London & Partners' 2014/15 Business Plan Summary:

http://cdn.londonandpartners.com/l-and-p/assets/abouts-us/2014-15_london-partners_business-plan_summary.pdf

5. Legal Implications

5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no direct financial implications for the GLA arising from this report.

List of appendices to this report:

None

Local Government (Access to Information) Act 1985
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List of Background Papers: None

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Subject: New Year's Eve Celebrations

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 22 January 2015

This report will be considered in public

1. Summary

- 1.1 This report provides background information to a discussion on the impact of introducing ticketing for London's New Year's Eve celebrations, a post-event evaluation, and the lessons learned.

2. Recommendation

- 2.1 **That the Sub-Committee notes the report, puts questions to the guest concerning the organisation of London's New Year's Eve celebrations, and notes the discussion.**

3. Background

- 3.1 In September 2014, the Mayor announced that London's New Year's Eve celebrations would be ticketed for the first time. A total of 100,000 tickets were made available to the public, at a cost of £10 each. An estimated half a million people are believed to have attended the celebrations in 2013. At the time of the announcement, the Mayor was clear that the ticketing was driven by safety concerns, not for profit: the £10 fee would be used to pay for the ticketing itself and the extra infrastructure the ticketing would require.

4. Issues for Consideration

- 4.1 Emma Strain, The GLA's Assistant Director for External Relations, will attend today's meeting to explore the impact of the decision to introduce paid ticketing, the failure to attract a commercial sponsor as originally intended, a review of the event itself, and any lessons for this year's celebrations.

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

- 6.1 There are no direct financial implications for the GLA arising from this report.

List of appendices to this report:

None

Local Government (Access to Information) Act 1985

List of Background Papers: None

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Subject: Quarter 2, 2014/15 GLA Group Monitoring Reports

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 22 January 2015

This report will be considered in public

1. Summary

- 1.1 This report sets out, as annexes, the individual monitoring reports submitted by the GLA group on its finance and performance issues for Quarter 2 of 2014/15, including details of when and to which body the reports were submitted. The bodies submitting financial reports are: the Greater London Authority (GLA), Mayor's Office for Policing and Crime (MOPAC), London Legacy Development Corporation (LLDC), Transport for London (TfL) and London Fire and Emergency Planning Authority (LFEPA).

2. Recommendation

- 2.1 **That the Sub-Committee notes the monitoring reports for Quarter 2 of 2014/15.**

3. Background

- 3.1 At its meeting on 25 June 2014, the Budget and Performance Committee resolved to refer automatically to the Sub-Committee for the 2014/15 Assembly year quarterly monitoring reports from the GLA and functional bodies.

4. Issues for Consideration

- 4.1 The monitoring reports submitted by the GLA group on finance and performance for Quarter 2 of 2014/15 are attached as follows:
- **Annexe A** – GLA Finance & Performance Monitoring Report, Quarter 2 2014/15 (pages 57 – 106);
 - **Annexe B** – MOPAC Summary Revenue and Capital Budget Monitoring Report, Period 6 2014/15 (pages 107 – 113) and **Annexe B(II)** contains Operational Policing Measures data (pages 115-118);
 - **Annexe C** – LLDC Corporate Performance: July-September 2014 (pages 119 – 144);

- **Annexe D** – TfL Operational and Financial Performance Report and Investment Programme Report – Quarter 2 2014/15 (**pages 145 – 266**); and
- **Annexe E** – LFEPA Financial Position and Performance Indicators as at end of September 2014 (**pages 267 – 308**).

5. Legal Implications

5.1 There are no direct legal implications arising from the report.

6. Financial Implications

6.1 There are no direct financial implications arising from the report.

List of appendices to this report:

Annexe A – GLA Finance & Performance Monitoring Report, Quarter 2 2014/15

Annexe B(I) – MOPAC Summary Revenue and Capital Budget Monitoring Report, Period 6 2014/15

Annexe B(II) – Operational Policing Measures data

Annexe C – LLDC Corporate Performance: July-September 2014

Annexe D – TfL Operational and Financial Performance Report and Investment Programme Report – Quarter 2 2014/15.

Annexe E – LFEPA Financial Position and Performance Indicators as at end of September 2014

<p>Local Government (Access to Information) Act 1985</p> <p>List of Background Papers: None</p>
<p>Contact Officer: Ed Wise, Committee Assistant</p> <p>Telephone: 020 7983 4619</p> <p>E-mail: ed.wise@london.gov.uk</p>

**Greater London Authority
Finance & Performance Monitoring Report
Second Quarter 2014/15**

Contents

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- 2 Executive Summary
- 3 Project Performance
- 4 Financial Performance
- 5 Finance & Performance Commentary
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Appendix 2 - Directorate forecast outturn by unit

Appendix 3 - Capital Forecast

Appendix 4 - Reporting against GLA Key Performance Indicators (KPIs)

Appendix 5 - Central Programme Budget

Appendix 6 – Forward Plan

1. Introduction

- 1.1. This report provides a summary of the financial and performance data for the GLA and highlights (on an exception basis) the actions being taken to improve performance and mitigate financial risks for any areas of concern as at the end of the second quarter of 2014/15.

2. Executive Summary

- 2.1. Financial Highlights

	Annual Budget £m	Forecast (Under)/Overspend £m
Revenue	199.6	(24.6)
Capital	1,650.4	(167.1)

- 2.2 There are 133 live projects of which 3 are rated red.

3. Project performance

- 3.1. The latest summary project performance ratings stand as follows (with arrows indicating the direction of travel of projects which have changed category since the previous month):

Table 1 - Project Performance

	Jul 2014	Aug 2014	Sep 2014	Oct 2014
GREEN	84 ↑ RE:NEW	79 ↑ OLF Blackhorse Lane ↑ Super-Connected Cities	78 ↑ OLF North Finchley ↑ MRF Haringey Growth on the High Road ↑ GPF London Works Elba	79 ↑ London Health Commission ↑ MRF Croydon Old Town Masterplan
AMBER	43 <i>MRF</i> ↓ Colliers Wood ↓ Haringey Growth on the High Road <i>OLF</i> ↓ Rainham ↓ Blackhorse Lane ↓ Balham Town Centre <i>Skills</i> ↓ Host borough ↓ English key to integration	49 <i>MRF</i> ↓ Camden Cobden Junction ↓ Haringey Controlled Parking Zone <i>GPF</i> ↓ London Works Elba ↓ Central research Laboratory ↓ Queen's Junction Bexley <i>Environment</i> ↓ Foodsave <i>ESF</i> ↓ LLD1 and LDD3 ↓ LDD2	51 ↓ MRF Croydon Old Town Masterplan <i>GPF</i> ↓ construction skills <i>Environment</i> ↓ Smart Cities ↓ RE:NEW ↓ RE:FIT ↑ Haringey Accessibility and Parking	51 <i>MRF</i> ↓ Haringey Growth on the High Road ↓ Enfield Market Gardening ↓ Dine in Southall ↑ OLF Haringey Green Lanes
RED	3 ↓ MRF Haringey Accessibility and Parking	3	3 ↓ OLF Haringey Green Lanes	3 ↓ New Year's Eve
Total	130	131	132	133

- 3.2. The 3 red-rated projects are:
- Croydon: Innovation Centre
 - Croydon: Wellesley Road Crossings
 - New Year's Eve
- 3.3. The GPF Queen's Junction improvement scheme (Bexley), rated amber, is now not being taken forward.
- 3.4. The two new projects which have begun reporting this month are as follows:
- **Tempus Energy** is a new energy supply business which aims to implement a smart energy business model to optimise energy use for domestic and commercial customers (using the lower peak demand on electricity networks and passing savings on to customers). This was approved at IPB in August with the MD formalised in November.
 - **Busk in London** is a new busking scheme for London set-up to tackle the confusing array of rules that are putting talented performers off London and to help boroughs and organisations advertise opportunities and make London the most busker-friendly city in the world.

4. Financial performance

Revenue

- 4.1. Directorates are forecasting an underspend of £24.6m, of which £15.9m relates to re-phasing of spending mainly from Funds in Development, Enterprise & Environment, the Sports Legacy Programme in Communities & Intelligence and Community Right to Build in Housing and Land, with further favourable variances related to additional interest generated on cash balances and savings in the Authority's capital financing costs.

Table 2 – Revenue Forecast

Directorate	Original Budget £m	Revised Budget £m	Forecast Expenditure £m	Forecast Variance £m
Development, Enterprise and Environment	33.0	44.6	33.3	(11.3)
Housing and Land	30.3	33.4	30.5	(2.9)
Communities and Intelligence	24.9	28.5	25.3	(3.2)
External Affairs	6.2	6.4	6.6	0.2
Resources	145.7	152.2	145.1	(7.1)
Corporate Management	1.9	1.9	1.7	(0.2)
Mayor's Office	4.2	4.2	4.2	-
Assembly and Secretariat	7.2	7.2	7.1	(0.1)
Contingency	4.8	4.5	4.5	-
Sub-Total	258.3	282.9	258.3	(24.6)
Reserves	(58.6)	(83.3)	(58.7)	24.6
Budget Requirement	199.6	199.6	199.6	-

- 4.2. A detailed analysis of each Directorate's outturn, forecast by Unit, can be found at Appendix 2, along with an analysis of the movement in Reserves in Table 3. Detailed forecasts were prepared by budget holders for their respective Executive Directors as at the end of Period 7 (October) and in highlighting these forecasts, a number of budget virements, transfers to and from Reserves and other budget adjustments to correct offsetting under and overspends have been included.

Capital

- 4.3. The forecast outturn position in the Capital budget monitor is a net underspend of £167.2m, which equates to 1.0% of the programme and relates mainly to the revised borrowing profile for the Northern Line Extension and re-profiling into future years of the Mayor's Regeneration Fund, Super-Connected Cities and Compulsory Purchase Orders. It should be noted that some degree of further slippage is likely as the year end approaches. A detailed analysis of Capital Projects can be found at Appendix 3.

5. Finance & Performance Commentary

- 5.1. This section of the report highlights project performance issues, as well as key financial variances and risks to note across the Authority's Directorates.

Development, Enterprise and Environment

- 5.2. The Directorate is forecasting a revenue underspend of £11.4m, primarily due to slippage within the Regeneration unit (Mayor's Regeneration Fund, Outer London Fund and London Enterprise Partnership).
- 5.3. The Directorate is forecasting a capital underspend of £49.0m, primarily related to re-profiling of the LEP and Regeneration Funds.
- 5.4. Many of the OLF projects are now completed with evaluation phases underway which will provide a wider view of the impacts which the investments have had across outer London on jobs, growth and vibrancy of the high streets. Where projects were experiencing delays, things are improving: delivery is moving forward faster in Green Lanes following Haringey's reaffirmed support (the project moves from Red to Amber); major elements have been delivered in Rainham (with the station forecourt now complete), Hounslow High Street (with firm implementation plans for Church Square) and Balham Town Centre.
- 5.5. A paper is being presented to IPB on the Croydon element of the MRF which sets out progress and proposed variations, whilst, in Tottenham, officers are now implementing the decisions and steer provided by IPB in July. Three projects have slipped into Amber mostly linked to delays (Growth on the High Road, Haringey and Market Gardening in Enfield).
- 5.6. Bar the Mayor's Jobs and Career's Fair and MedCity, which are in progress, spend within the LEP reflects the period of contractual negotiations post-approvals currently underway (Hackney Wick, London Co-Investment Fund, Southall Junction, Tempus Energy, and the Central Research Laboratory). The delayed Construction Skills project is now at procurement stage with a view to starting delivery imminently but it will require re-profiling and carry-forward to next year.
- 5.7. There are currently 2 red-rated projects within the Directorate, both within the Regeneration Unit:
- The LB Croydon have proposed a new approach for the Croydon Innovation Centre project, which is the subject of an IPB paper;
 - The overall completion of the Wellesley Road Crossings project has been delayed due to the impact of the proposed surface crossings on the tram network. It is proposed, in an IPB update paper, to extend the delivery end date from March 2015 to December 2015 to deliver the Bedford Park crossing and landscaping. The delivery of the Dingwall Loop and associated public realm enhancements would take from 2016/17 with the aim of opening in summer 2018.

Housing and Land

- 5.8. The Housing and Land Directorate is forecasting a revenue underspend of £2.9m, principally due to slippage of £2.5m in the Community Right to Build programme and savings within the debt servicing budget, with a forecast a capital underspend of £5.6m, primarily related the Custom Build programme.
- 5.9. The Decent Homes 2015/16 bidding round closed in September and was oversubscribed. The recommendations for allocation of funding were approved at the November HIG meeting. The 2015/16 programme allocations will take up all of the £145m funding provided by DCLG. The current programme is expected to complete its final year with expenditure of £298m.
- 5.10. In Silvertown Quays, TSP presentation of the full scheme to the planning committee has now slipped to January 2015, whilst ABP have stepped up their marketing process overseas for the Royal Albert Dock.

Communities & Intelligence

- 5.11. The Directorate is forecasting an underspend of £1.8m, due to slippage within the Sports Legacy, English Key to Integration and Team London programme budgets. There is an additional underspend of £1.1m within the Mentoring, Academies and ESF Youth programmes, resulting from the under-performance by delivery partners upon the agreed project outputs. Officers are currently considering the reallocation of these funds to other projects, the decision on which will be subject to IPB approval.
- 5.12. There has been good progress on the volunteering initiatives with a high level of people registering for Team London at Quarter 2 (36,000 against a target of 8,750) and good satisfaction levels recorded. The ESF-funded volunteering projects have made progress in providing additional volunteering opportunities, in particular through Remembrance Day related activities including the installation at the Tower of London.
- 5.13. The London Health Commission published its 'Better Health for London' report to whose recommendations the Mayor will formally respond in December. The Amber rating had reflected the short timeframe to deliver the report and, therefore, the project is now back to Green.

External Affairs

- 5.14. Sponsorship negotiations for the 2014 Mayor of London New Year's Eve event are on-going; resulting in an increased risk status, which is reflected in the project's overall rating.
- 5.15. A provision to cover the potential shortfall of up to £0.5m has been made from within the Corporate Contingency budget; however, any deficit would be met from the GLA general underspend in the first instance.

Resources

- 5.16. The Resources Directorate is forecasting a favourable variance of £7.1m. This is primarily due to additional investment income generated from effective cash management and an increased rate of return resulting from the use of new investment opportunities and cash-pooling arrangements for investment income. A review of the voluntary revenue provision requirement in this financial year, offset by small overspends within the Facilities Management and Technology Group budgets accounts for the remainder.

6. Corporate Items

- 6.1. The Authority's budget strategy also sets the strategy for Reserves and Contingencies.

Contributions (to)/from Earmarked Reserves

6.2. The table below sets out the contributions (to)/from reserves forecast to be made during the financial year.

Table 3 - Transfers (to)/from Earmarked Reserves

Reserve	Balance at 31 March 2014 £m	Transfers In 2014/15 £m	Transfers Out 2014/15 £m	Balance at 31 March 2015 £m
Assembly Development & Resettlement	(1.288)		0.037	(1.251)
City Hall Lease Smoothing	(3.449)	(1.313)	1.671	(3.091)
Compulsory Purchase Orders	(2.170)		0.602	(1.568)
Development	(2.000)			(2.000)
Directorate Programmes	(24.792)		22.673	(2.119)
Environment Drainage	(1.059)		0.526	(0.533)
Election	(6.235)	(4.500)	0.750	(9.985)
Estates	(4.000)			(4.000)
Legal Fees	(0.700)			(0.700)
London and Partners	(2.206)			(2.206)
Major Events	(3.500)			(3.500)
Mayoral Resettlement	(0.077)			(0.077)
NDR Backdated Appeals Spreading	(54.268)			(54.268)
Olympic Legacy	(10.000)			(10.000)
Olympics	(1.256)		0.100	(1.156)
Planning smoothing	(0.854)			(0.854)
Pre-Application Planning	(0.475)		0.033	(0.442)
Resilience	(40.350)	(21.282)		(61.632)
Revenue Grants Unapplied	(141.863)	(20.483)	79.880	(82.466)
Self-Insurance Fund	(1.000)			(1.000)
Total Earmarked Reserves	(301.541)	(47.538)	106.272	(242.848)

6.3. The transfers from the Directorate Programme Reserve reflect the application of the agreed carry-forward of Directorate budgets from the 2014/15 budget setting and 2013/14 closure of accounts processes, to fund projects that were delayed and due to start or be completed within this financial year.

Contingency

6.4. The GLA budget includes a sum for contingency of £4.8m. Any allocation of contingency will not be added to base budgets but will be available on a non-recurring basis to provide transitional support for specific budget areas.

6.5. The approved applications of contingency to date for 2014/15 are listed in Table 4 overleaf.

Table 4 – Contingency Allocation 2014/15

		£m
Original Budget		4.800
Directorate	Item	
Development, Enterprise and Environment	Senior Programme Manager	0.045
Resources	Health and Safety Contract	0.043
Communities and Intelligence	Museum of London	0.025
Development, Enterprise and Environment	High Speed 2 Petition	0.190
Total Adjustments		0.303
Revised Budget		4.497

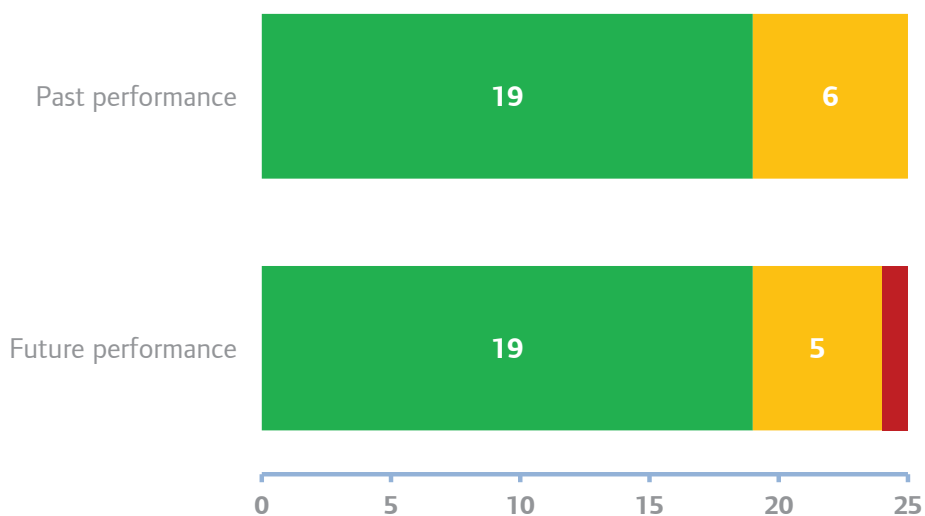
7. Key Performance Indicators

- 7.1. The GLA maintains and monitors a suite of about 20 Key Performance Indicators (KPIs) (a small number of which consist of two or three sub-indicators). The KPIs are closely aligned to Mayoral and, by extension, Business Plan priorities.
- 7.2. Appendix 4 sets out Quarter 2 performance, where available, together with targets, forecasts and traffic light ratings. There are two traffic lights. First, a backward looking traffic light assessing performance to date and focusing most strongly on the current year. Green indicates that performance is meeting or exceeding targets; amber that it is somewhat short of target; and red that it is significantly short.
- 7.3. The second traffic light is forward looking and is primarily concerned with whether future targets, and in particular the lifetime target, are likely to be met. Green here indicates that performance is on track and amber that there are risks that may mean future targets will be missed. Red indicates that it is probable future targets will be missed and potentially by a significant margin.
- 7.4. While efforts will continue to ensure the integrity of reported data, it is worth noting that some reported figures are, unavoidably, estimates. In other cases, data is provisional and subject to confirmation. This is part of the usual verification process for KPIs. Where possible, the actual will be confirmed in the next quarterly report. Where data is provisional, or is based on estimates, this is flagged within the report.
- 7.5. Following a review by Internal Audit of performance management data, GLA officers will continue to monitor and progress work to improve:
- the timeliness of data from functional bodies;
 - the use of all available data sources;
 - external partners' compliance with data quality standards; and
 - publication of definitions underlying the KPIs.
- 7.6. In respect of the last point, KPI definitions have now been published on the GLA's website: www.london.gov.uk/mayor-assembly/gla/spending-money-wisely/business-planning.

Overview and summary

- 7.7. The chart overleaf shows the numbers of all KPIs that were rated green, amber and red.

Chart 1 – Key Performance Indicator Ratings



7.8. Compared with Quarter 1, the number of KPIs rated green on ‘past performance’ has improved from 17 to 19. However, one KPI is now rated red on ‘future performance’ prospects.

7.9. The KPIs rated amber, based on a forward look, are:

- Number of new apprenticeships started;
- Tonnes of CO₂ saved as a direct result of Mayoral energy supply programmes;
- Percentage of rough sleepers who did not spend a second night out as a result of the GLA-funded NSNO service;
- The return on investment made to secure outside sponsorship; and
- The percentage of correspondence responded to in full in 20 working days.

7.10. The one red rated KPI is:

- Release of GLA land in hectares.
Over the year to date, more land has been released than previously forecast. However, the overall target will not be met by the end of this year, as previously envisioned, as the releases of some significant sites have slipped into 2015/16.

Ref No	Area	Project lead	Project Name	Fin	Cap / Rev	Total Annual Gross budget at Q1	Total Annual Gross budget at Q2 (if variation)	Spend at Q1 (£)	Spend at Q2 (£)	Q2 Spend as % of budget	Project performance update	Overall project rating	Progress	Risks / Issues	Outputs	Finance
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ECONOMIC AND BUSINESS POLICY (DEE)

A1	DEE	Katy Stevenson / Heidi Stokes	London & Partners	DS	R	11,560,000		-100,000	4,516,000	39%	At the half year point, L&P is on course to exceed its annual jobs and GVA targets (68% and 65% of the annual target respectively). Key Foreign direct investment (FDI) examples of success include in Q2 include Pfizer's new Research & Development centre (£67m GVA), Fair East Group (150 expected jobs) and Sunbourn (100 expected jobs).					
A2	DEE	Forogh Rahmani	Supplier Skills Team	DS	R	160,000		40,000	40,000	25%	The Supplier Skills team have hosted a number of events to promote the programme, including a presentation at an employment fair to managers at London Underground and a meeting with the functional bodies to re-promote the service and to emphasise the importance of utilising their existing supply chains. As at Q2 the project has exceeded its target for workless job starts. The targets for new apprenticeships and sustained employment outcomes is lower than forecast, however the performance for both these targets is expected to be bolstered in Q3 as the majority of apprenticeships start in September and are reported by suppliers later in the year.					
	DEE	Forogh Rahmani	Apprenticeship: See D9 in GPF	DS	R	4,000,000		83	17,413	0%	See D9 in GPF section					
A4	DEE	Nadine Collins	Host Borough Project	DS	R	436,000		0	158,139	36%	The Host Borough project ended in September 2014. The total number of 12 month sustained employment outcomes achieved is 2,223 (subject to audit) compared to a target of 2,644, or 84% of target. 6 month sustained employment outcomes were achieved at 94% of target and employment support outputs at 100%. The evaluation is underway and the beneficiary survey and focus groups have taken place.					
A5	DEE	Nadine Collins	Construction Employer Accord	DS	R	138,000		0	52,688	38%	This project has now ended, with the final month of delivery being September 2014. The evaluation is currently taking place. Consultations are underway and the report will be available by December 2014. The total number of 12 month sustained employment outcomes achieved was 94% of target (507 compared to a target of 538 - subject to audit) though all other outcomes were achieved at 100%.					
A6	DEE	Mark Ainsbury / Jonathan Pauling	Food Programme	DS	R	1,092,000		107,158	337,408	31%	The Food Team drafted legal agreements for the the Food Flagship Boroughs engaged with potential external partners wanting to support the project including major retailers.					
A7	DEE	Simona Webb	HyFive (Hydrogen for Innovative Vehicles)	DS	R	4,270,000	6,132,000	3,150,781	5,921,671	97%	Three planning permissions have been submitted for refuelling infrastructure. The first vehicle for this project has now been delivered and is being used by ITM Power. More test drives in the UK are to be organised and will be evaluated with end users. More income has been received which is shared with partners in this European project.					

OUTER LONDON FUND (DEE)

B1	Page 65	OLF	Bethan James	Barking and Dagenham: Barking Town centre		DS	R	0	0		The project is now complete and an evaluation report has been completed. 26 Shop fronts have been improved (target: 25) and better signage installed, and an estimated 50 jobs created.						
				ET	C	0	-757	0									
B2	Page 65	OLF	Alison Mayer	Barnet: Cricklewood		DS	R	53,000	53,268	101%	The project remains Amber due to a number of snagging issues regarding the quality of the work which may take time to correct. Despite several dates provided, UK Power Networks continues to delay power connection to the market. Works completed in last period include the reinstatement of resin bound gravel at Sylvan grove, new illuminated bollards at Cricklewood Lane, and pavement cleaning works						
ET				C	13,000	-608,923	13,480	104%									
B3	Page 65	OLF	Alison Mayer	Barnet: North Finchley		DS	R	12,000	12,469	104%	This project is now in handover and adoption stage with some minor snagging works ongoing. Further external funding is being considered to carry out further works to the high street.						
B3				ET	C	23,000	-550,230	22,220	97%								
B4	Page 65	OLF	Matthew Turner	Bexley: Sidcup		DS	R	0	0		This project is now in its final stages of completion. The shop front improvement scheme is now complete bar one with only minor snagging issues left to be resolved. Public realm works are progressing and Nesbett Walk was scheduled for completion at the end of October.						
B4				ET	C	166,000	0	0	0%								
B5	Page 65	OLF	Matthew Turner	Bromley: Bromley town centre		DS	R	13,000	700	5%	The OLF elements to this project are now complete. Some snagging issues remain with one of the shop front improvements but the lighting at St Marks have now been completed. The foundations for the Bromley North signage has been completed with installation due in November.						
B5				ET	C	219,000	-68,910	-68,910	-31%								
B6	Page 65	OLF	Louise Duggan	Enfield: North East Enfield		DS	R	0	-25,737		The development partner is now working on a new full planning application for the Electric Quarter. The project is scheduled to deliver 275 new residential units (including 75 affordable) and 1,231 sqm of retail and community space. Amber reflects the delays to date on this particular strand.						
B6				ET	C	1,229,000	-159,518	-159,518	-13%								
B7	Page 65	OLF	Louise Duggan	Haringey: Green Lanes		DS	R	113,000	-73,437	-65%	This project has now been upgraded from red to amber because London Borough Haringey have now committed to ensuring the bridge work is brought forward for delivery by the end of Q3 as opposed to the previous forecast that it would have started on site in January 2015. Finance is rated red as the deed of variation is awaiting capital revenue split information.						
B7				ET	C	910,000	-343,130	-343,130	-38%								
B8	Page 65	OLF	Fran Balaam	Harrow: Harrow Town Centre		DS	R	29,000	74	0%	The town centre works are progressing well. The surface water and land drainage system has been installed and excavation for the amphitheatre is underway.						
B8				ET	C	742,000	-87,948	-39	0%								
B9	Page 65	OLF	Bethan James	Havering: Rainham		DS	R	0	-10,000		The Station Forecourt work is now complete and in use. The Royals Youth Club project slipped by 3 weeks due to the heavy rain in August. The Ground floor has now been reoccupied by the ROYALS group and isolated from upper storey so that works to the new extension can be completed by the end of January 2015 and the building fully occupied. The Borough has found grants to assist with fit-out of additional elements eg kitchen, and is developing a training offer to commence when building is complete. Amber rating reflects the project delays.						
B9				ET	C	282,000	-86,041	887	0%								
B10	Page 65	OLF	Levent Kerimol	Hillingdon: Ruislip Manor		DS	R	15,000	0	0%	The GLA capital funded element of the project is now complete and artworks are expected to be completed by the end of November. Additional public realm improvements (art works) are due to be completed by the end of the year, funded by match.						
B10				ET	C	1,000	0	0	0%								
B11	Page 65	OLF	Levent Kerimol	Hillingdon: Northwood Hills		DS	R	0	0		The majority of public realm works is now complete with the final planting of the Central Boulevard finalised during October. A festive light switch on event is scheduled to take place in November.						
B11				ET	C	300,000	0	0	0%								
B12	Page 65	OLF	James Parkinson	Hounslow: Brentford High Street		DS	R	123,000	4,989	4%	The Shop front improvement element is below forecast with 3 of the 10 improvements expected to be delivered by the end of December, and slippage is reflected in the output rating. The public realm element: Brentford Market Square was						
B12				ET	C	349,000	0	0	0%								
B13	Page 65	OLF	James Parkinson	Hounslow: Hounslow High Street		ET	C	705,000	-862,061	4,975	1%	The delivery of public realm works has accelerated in recent weeks including the main paving works concluding ahead of schedule although there is still some snagging still to be addressed. A revised programme is being drawn up to partially deliver aspects of Church Square before the end of December with the main Church Sq element following in the New Year. The installation of street furniture, trees and lighting is still outstanding.					

Ref No	Area	Project lead	Project Name	Fin	Cap / Rev	Total Annual Gross budget at Q1	Total Annual Gross budget at Q2 (if variation)	Spend at Q1 (£)	Spend at Q2 (£)	Q2 Spend as % of budget	Project performance update	Overall project rating	Progress	Risks / Issues	Outputs	Finance
B14	OLF	Tina Jadav	Kingston upon Thames: Town centre	DS	R	0		0	0		This project is now completed with more than 5,000 sq m of public realm improved. GLA is awaiting the submission of a full self-evaluation report from the Borough. The new Ancient Market Place was officially opened in June 2014. The outcomes for new jobs created and increase in footfall will be reported during Q3 through the evaluation.	Green	Green	Green	Green	Green
B14	OLF			ET	C	0		-72	-72							
B15	OLF	Matthew Turner	Lambeth: Streatham High Street	DS	R	29,000		-3,929	-3,929	-14%	The OLF programme of works in Streatham is now complete. The project has delivered on all of its principal aims, the evaluation of which is due to be completed soon. The High street has benefitted from the removal of central reservation barriers, increased cultural facilities, 56 shop front improvements, and 750m2 of public realm space has been improved. Q1 budget included a Streatham/Norwood swap error.	Green	Green	Green	Green	Green
B15	OLF			ET	C	350,000	83,000	14,801	14,801	18%						
B16	OLF	Matthew Turner	Lambeth: West Norwood	DS	R	55,000		37,561	37,561	68%	This project is now complete with the exception of the artwork to the bridge, with continuing discussions with Network Rail taking place. The evaluation is now to be submitted in November.	Green	Green	Green	Green	Green
B16	OLF			ET	C	83,000	350,000	214,673	214,673	61%						
B17	OLF	Adam Towle	Lewisham: Catford Broadway	DS	R	0		-47,237	-47,237		The Catford Broadway public realm works are now substantially complete, however there are some snagging issues still outstanding which means this project retains its amber status. The borough monitoring and feedback to the GLA has also been patchy. As a result performance against Q2 outcomes has not yet been captured.	Yellow	Yellow	Green	Green	Green
B17	OLF			ET	C	0		-311,178	-311,178							
B18	OLF	Adam Towle	Lewisham: Deptford High Street	DS	R	0		0	0		Shop refurbishment works are progressing well. As with the Broadway, this project retains its amber status due to ongoing some snagging items. Performance monitoring information from the borough is awaited.	Yellow	Yellow	Green	Green	Green
B18	OLF			ET	C	15,000		-17,750	-17,750	-118%						
B19	OLF	Matthew Turner	Merton: Mitcham town centre	DS	R	32,000		220	220	1%	This project is now almost complete; with the completion of the last remaining element (Fair Green Parade lighting) in November. The evaluation is now underway and due December.	Green	Green	Green	Green	Green
B19	OLF			ET	C	323,000		30,912	30,912	10%						
B20	OLF	Bethan James	Redbridge: Barkingside	DS	R	0		-772	-10		A successful 'Light Night' event was held at the end of September. Temporary access to children's library (minor entrance) has now been provided. There are 2 shop frontage projects outstanding and the Leisure centre gallery is still to be completed in line with construction programme.	Yellow	Yellow	Green	Green	Green
B20	OLF			ET	C	327,000		-200,000	0	0%						
B21	OLF	Amjad Malik	Richmond: Twickenham	ET	C	1,600,000		0	0	0%	A reprogrammed schedule of works has now been agreed with Network Rail following the identification of asbestos in station platform buildings. GLA officers are still confident that works will be completed in time for the Rugby World Cup.	Green	Green	Green	Green	Green
B22	OLF	Tina Jadav	Southwark: Nunhead	DS	R	9,000		-835	-835	-9%	The works to this project are now complete and the opening event was held in September. 20 shop fronts were improved as part of the scheme.	Green	Green	Green	Green	Green
B22	OLF			ET	C	11,000		0	0	0%						
B23	OLF	Tina Jadav	Sutton: Hackbridge	DS	R	0		-19,114	0		Works are now complete, but an interim safety audit has been carried out following the evaluation at the delivery group meeting. Two options are to be worked up for additional improvements to the scheme.	Green	Yellow	Yellow	Green	Green
B23	OLF			ET	C	0		-82,513	0							
B24	OLF	Tina Jadav	Sutton: Worcester Park and North Cheam	DS	R	1,000		-996	-996	-100%	This project is essentially complete and is in the process of closing down however there are some snagging works in North Cheam to be completed. The Business Incubator facility is now no longer funded by the OLF but will continue to provide workshops and business support. The outcome for FTE jobs created will be reported through the evaluation stage during Q3. The "Young people in training" and "public realm improvements" targets were successfully achieved.	Green	Green	Green	Green	Green
B24	OLF			ET	C	0		-34,237	-34,237							
B25	OLF	Sarah Considine	Waltham Forest: Blackhorse Lane	DS	R	13,000		-46,165	0	0%	Following the success of the works to the High Street, LB Waltham Forest have announced that they are funding an additional parade of shop front improvements on Forest Road. The detailed design phase of Walthamstow Wetlands is now underway.	Green	Green	Green	Green	Green
B25	OLF			ET	C	523,000		-123,211	135,743	26%						
B26	OLF	Sarah Considine	Waltham Forest: Wood Street	DS	R	0		-62,488	0		All works to Wood street are now complete. The GLA is now leading a review on outstanding outputs, outcomes and project evaluation (which are rated amber until results are received). Wood street has been nominated for the 'Great British High Street' award and the 'Best Town Centre' at the Planning Awards.	Green	Green	Green	Green	Green
B26	OLF			ET	C	25,000		-50,456	-17,309	-69%						
B27	OLF	Matthew Turner	Wandsworth: Balham town centre	DS	R	7,000		0	0	0%	There has been good progress on three of the four public realm elements on site. The bridge is finished apart from works that need to be held back whilst statutory service work is underway in the pavement. The Wall element is 30% complete, but cladding is delayed until the new year due to the christmas retail period. Hildreth st is almost complete, but finishing works have been held up by a water leak. Works to Bedford Hill Square had commenced last month, however work has halted on this element, borough officers report that discussions are on going with Sainsburys who queried some aspects, and they feel it should get back on site soon, either as designed, or with an alteration.	Yellow	Yellow	Green	Green	Green
B27	OLF			ET	C	996,000		350	350	0%						
B29	DEE	Staphanie Joslin Paul Harper	Crystal Palace Park	DS	R	125,000	86,000	0	34,425	40%	The borough has now interviewed consultants and was due to appoint at the end of October. LB Bromley are drawing up the terms of the Community Projects Fund which it aims to launch in November. Programme budget reduced reflecting use of some for staffing support for the project.	Green	Green	Green	Green	Green
B29	DEE			DS	C	240,000		0	0	0%						
B30	DEE	Patrick Dubeck	Black Cultural Archives								The building is now open to the public. The Archives will monitor and record data going forward and a report on agreed outputs will be signed off and submitted to the GLA.	Green	Green	Green	Green	Green
B31	DEE	Patrick Dubeck	Lyric Theatre Hammersmith								The building has now been handed over to the Lyric Theatre. Snagging works aim to be completed in time for the buildings opening at the end of October.	Green	Green	Green	Green	Green

MAYOR'S REGENERATION FUND (DEE)

C1	MRF	James Parkinson	Camden: Collective scheme and retail strategy	DS	R	204,000		757	770	0%	The project continues to perform well against targets. The focus now is to establish a sustainable future for the initiative beyond the imminent end of the project and associated funding. Camden Town Unlimited are pushing forward with a trial to run some workspace on a commercial basis with a view to creating a self-sustaining hub by the end of the project.	Green	Green	Green	Green	Green
C1	MRF			ET	C	101,000		2,728	2,771	3%						
C2	MRF	James Parkinson	Camden: Cobden Junction	ET	C	1,321,000		5,702	5,702	0%	Camden has produced a revised programme of rescheduled works. This will start in November and bring the final project due to be completed (Mornington Crescent and Hampstead Road) forward to May 2015 (mitigating an overall delay of 2 months).	Yellow	Yellow	Green	Green	Green
C3	MRF	Tim Rettler	Croydon: West Croydon Interchange	ET	C	4,176,000		-263	-263	0%	The tender process is now underway with a view to awarding the contract in November. There are some concerns about the constraints and associated costs of tram closures required to construct the platform widening at West Croydon station.	Yellow	Yellow	Red	Green	Green
C4	LEF	Aminata Diaby / Nabeel Khan	Croydon: WCIP West Croydon Investment Programme	DS	R	962,000		0	160,515	17%	The Community Connectors project report and executive summary has been signed off by the GLA. The final Social Audit report is still outstanding but should be available by the end of Q3.	Yellow	Yellow	Green	Green	Green
C4	LEF			ET	C	5,000		0	0	0%						
C5	MRF	Tim Rettler	Croydon: Innovation Centre	DS	R	0		0	0		Croydon Council have put forward a revised proposal for the Croydon Tech Hub, which aims to deliver an incubator space	Red	Red	Green	Green	Green

Ref No	Area	Project lead	Project Name	Fin	Cap / Rev	Total Annual Gross budget at Q1	Total Annual Gross budget at Q2 (if variation)	Spend at Q1 (£)	Spend at Q2 (£)	Q2 Spend as % of budget	Project performance update	Overall project rating	Progress	Risks / Issues	Outputs	Finance
C5	MRF			ET	C	0		0	0		for businesses in the ICT sector, providing part free, part paid for office accommodation in a council owned property in the Metropolitan Centre. This would be aimed at local businesses and entrepreneurs, but the project would also include a marketing workstream to attract inward investment. The project will require IPB approval.					
C6	LEF	Adam Towle	Croydon: Business Rate Relief	DS	R	976,000		0	0	0%	Increase the budget and extension of the completion date are scheduled to be presented at IPB in November and include jobs targets increasing from 41 to 43 and extension of Free for a year offer for another year which launched in October 2014.					
C7	LEF	Tim Rettler	Croydon: Wellesley Road Crossings	ET	C	3,859,000		0	0	0%	The red rating remains in place as delays continue over Wellesley Road ; Discussions between Croydon Council, TfL and the GLA have taken place and a revised way forward has been agreed in principle to integrate the surface crossings with other improvements to the tram network in the town centre, minimising the impact of on tram services. Variations in programme and costs will need to be updated over the coming month by Croydon Council. George Street/ East Croydon - Tenders for the works contract have been assessed. The award of the contract is scheduled for November 2014.					
C8	MRF	Adam Towle	Croydon: High Streets	DS	R	278,000		-272	-272	0%	The physical works (public realm and building improvements) to the high street are progressing well - The London Road shop front project works are now on site and South End is nearing completion. The area has returned to normal operation with all parking, bus stops, two way traffic operational. Good progress on the retail support packages is reported. The Retail Environment Assessment element of the project funded by the GLA is now complete - the LBC match element (£25k) commenced in September (to be delivered by Feb 2015).					
C8	MRF	ET		C	334,000		5,138	5,138	2%							
C9	MRF	Adam Towle	Croydon: Old Town Master plan	DS	R	68,000		-26,299	-26,299	-39%	This programme is now rated as green following a the presentation of the final version of the Masterplan to the steering group/board meeting on 23 Oct. Comments from the board were due by Friday 31 October but the general sign-off has been agreed in advance of it going to Cabinet (17 Nov) and Full Council (1 Dec) for adoption.					
C10	MRF	Adam Towle	Croydon: New Addington	DS	R	60,000		0	0	0%	A Funding agreement has now been agreed and signed by LB Croydon and is now with the GLA for counter signing.					
C10	MRF	ET		C	896,000		0	0	0%	A report has been submitted to Croydon's Traffic Management Advisory Committee to enable formal consultation on the traffic orders. A 'Good Food Matters' kitchen and teaching building has been completed and the roll out of courses and partnerships with other organisations has started. Discussions are underway with Croydon Council, John Ruskin College regarding future projects and courses.						
C11	MRF	Alison Mayer	Ealing: Dine in Southall	DS	R	54,000	39,000	17,973	35,935	92%	The council are preparing the schedules for the funding agreement with the GLA, but achieving full GLA spend in 2014-15 is unlikely. A brief has been issued to design consultants for the detail design and planning/conservation approvals for the refurbishment and extension of the Manor House. Budget in place following approval.					
C11	MRF	ET		C	0	770,000	0	0	0%							
C12	MRF	Alison Mayer	Ealing: Shaping Southall	ET	C	1,774,000		-255,000	-32,979	-2%	The final completion of the Southall Great Streets 1 project (Broadway) is expected March / April 15 whilst the Southall Great Streets 2 project (Acupuncture Points and Shopfronts) is progressing well. The Legal and planning consents are still under discussion for Western Road and Norwood Road.					
C13	MRF	Louise Duggan	Enfield: Market Gardening	DS	R	444,000		-104,562	-10,109	-2%	The project has been downgraded to amber due to slippage. The commercial growing business plan has now been completed by the delivery partner. Enfield Veg Co maintains a healthy customer base, although it would benefit from continued project support into first half of 15/16.					
C14	MRF	Sarah Considine	Hackney: Shop front improvement scheme	DS	R	2,000		0	0	0%	21 of the 30 shops have now been completed at Hackney Central, and an additional 7 shop front schemes are currently on site. 6 further shops are due to start on site in November and complete by December.					
C14	MRF			ET	C	158,000		4,001	4,001	3%						
C15	MRF	Sarah Considine	Hackney: Fashion Outlet Hub	DS	R	0		-10,000	-10,000		The project retains its amber status due to slippage. The Fashion Hub Railway arches are now under construction in Germany and have been inspected and approved. Morning Lane Triangle : Consultation on the public realm works is now complete and the scheme has been amended following feedback.					
C15	MRF			ET	C	1,060,000		0	0	0%						
C16	LEF	Louise Duggan	Haringey: Opportunity Investment Fund. Tottenham Master planning	DS	R	0		0	0		LB Haringey and GLA officers are working to define a clear process for the fund which covers the due diligence requirements. A paper outlining the options is in development and will be presented to the November Delivery Board. This work draws on advice of GVA consultants. This project is rated amber because formal agreement of terms is not yet in place. The aim is to use the paper as a basis for establishing a Loan agreement between GLA and Haringey.					
C16	LEF			ET	C	0		0	0							
C17	LEF	Louise Duggan / Jamie Dean	Haringey: 639 High Road London Hub	DS	R	317,000	302,000	5,596	46,613	15%	The process of authorising spend for works and outreach is now complete. A meeting with the planners and designers has been held to agree the listed building consents. The owner of the centre's Blooming Scent Café has won the Entrepreneur of the Year Award at the Precious Awards in October. Budget varied following DD1263.					
C17	LEF			ET	C	107,000	404,000	0	0	0%						
C18	MRF	Louise Duggan	Haringey: North Tottenham	DS	R	0		0	0		The project remains rated amber albeit progress is being made on the draft business case to the District Energy Network with LB Haringey to decide on the approach to pursue. The Chestnut Avenue link across the West Anglia mainline into Hale village is to be accelerated so that the station is linked to the wider network.					
C18	MRF			ET	C	0		0	0							
C19	MRF	Louise Duggan	Haringey: Accessibility and Parking	ET	C	47,000		0	0	0%	A decision was made during the October Tottenham Delivery Board to continue to develop the Highways (access) phase 2 incurring £62,000 spend in 2014/15. The project continues to be rated amber because of ongoing uncertainty regarding long term delivery.					
C20	MRF	Louise Duggan	Haringey: Controlled Parking Zone	ET	C	0		0	0		The October Tottenham Delivery Board agreed to put the phase 2 of CPZ on hold to bring it into line with the Tottenham Hotspurs Football Club development. The continued uncertainty is the basis for the amber rating and given that works will be on hold until 2015/16.					
C21	MRF	Louise Duggan	Haringey: Stadium Approach	ET	C	436,000		-16,325	0	0%	The results of the consultation process and draft stage 2 report are to be considered at the November Tottenham Delivery Board. The TfL business planning process is to confirm availability of funding for White Hart Lane Stadium in December 2014.					
C22	LEF	Louise Duggan	Haringey: Growth on the High Road	DS	R	64,000		-2,548	-2,548	-4%	The Deed of Variation paper work is now with the GLA for counter signing. There are ongoing issues (costs and right of lights) with Holcombe Road Market which is why this project is rated amber.					
C22	LEF			ET	C	1,481,000		-12,547	-12,547	-1%						
C23	MRF	Aminata Diaby	Haringey: Employment Support		R	0		0	0		The project is working its way through the GLA's internal approval process. A provisional procurement timeline has been agreed with Haringey. Work on the project specification has started. A Market warming event took place on Monday 27th October in Haringey and was well received by providers who attended the event.					
C24	MRF	Matthew Turner	Merton: Colliers Wood	DS	R	34,000		-28	-28	0%	The TfL elements of the project are still in final design sign off stage, and it is unlikely the project is going to start on site as planned in November. The detailed design of the other elements of the public realm is also not complete, but some of the simpler elements are being started already on site. A project extension has been requested by the borough.					
C24	MRF			ET	C	50,000		360	360	1%						

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C25	MRF	Tina Jadav	Southwark: Gateway to Peckham (Peckham Rye Station)	ET	C	5,225,000		0	0	0%	The Local engagement/CoDesign process was due to come to an end in October. An overall project programme was tabled at the last working group meeting, however a more comprehensive integrated project programme needs to be drafted (awaiting information from Network Rail)					

Growing Places Fund (GPF)

D1	DEE	Forogh Rahmani	Jobs and Careers Fair	DS	R	150,000		105,000	105,000	70%	At the moment, Prospects and London First have 181 exhibitors confirmed for the November event (47% of which are employers; exceeding the target that is set for this year's edition) and 16,792 pre-bookings..					
D2	C+I	Adam Cooper	Film London TV and animation work	DS	R	250,000		0	0	0%	See line K6 Film London in the Culture section					
D3	DEE	Dinesh Chandegra	Export Programme	DS	R	582,000		20,870	34,303	6%	The 'Great Tech Expedition' was successfully delivered in October. The trade mission toured New York, Boston and Chicago targeting financial, technology, legal, professional services and brand industries. The Mayor's Export Programme team have also successfully delivered the pre-mission briefing for the India marketing and strategy programme and seven SMEs are taking part.					
D4	DEE	Maria Diaz	SME Implementation Plan Delivery	DS	R	736,000		46,950	82,817	11%	The project is progressing well with a number of activities completed in the last period such as the Workspace activity which has been achieved (we are in the process of short-listing to set up a network of workspace providers); The Business survey is developing on time and was to be published in October. The BIDs programme's next deadline to receive applications is 1 December. The GLA web team is to develop the SME sign posting tool. A draft version will be ready in Spring 2015 however £80,000 from the existing budget will be required to develop the technical elements of the web page.					
D5	DEE	Amjad Malik	Super Connected Cities Project	DS	R	478,000		55,026	181,567	38%	Voucher Scheme: The vouchers applications have shown strong uplift in October, the number of online SME accounts has risen to 2705. Efforts are ongoing to contact and assist stalled applications in the system. Museum Scheme: Monitoring of the installation work for Wave 1 & 2 grants to public institutions continues					
D5	DEE			ET	C	25,000,000		337,124	710,123	3%						
D6	DEE	Laura Gilbert	Med City	DS	R	325,000		-6,969	200,031	62%	Medcity's partnership with London Business Angels and Angels 4 Life Sciences has a successful launch of the year-long Angels in MedCity programme. Medcity also continues to raise awareness, for instance through sponsorship of the Hume Brophy Annual Healthcare Conference, which was attended by 150 investors, companies and advisors. MedCity has agreed to lead exciting London Health Commission recommendations for the digital health sector.					
D7	DEE	Laura Dubeck	London Works - ELBA	DS	R	50,000		0	0	0%	The target outputs for 2013/14 have now been achieved with candidates receiving training from a number of financial institutions including Credit Suisse and Royal Bank of Scotland. Up to the end of Q1 for this year, 192 candidates were registered with London Works; this is below the forecast figure of a projected target of 280.					
D8	DEE	Michael Heanue	Construction Skills	ET	C	500,000		0	0	0%	The Construction Industry Training Board are leading on the procurement of organisations to deliver the project activity and associated outcomes. The project has been split in to 7 individual 'lots' which are being procured separately. The deadline for the submissions of tenders was 10th October and the process of scoring the tenders is underway with a view to awarding the contracts in time to commence delivery by the end of November.					
D9	DEE	Forogh Rahmani	Mayor's Apprenticeships Campaign	DS	R	1,810,000	810,000	81,550	165,319	20%	The awareness creation marketing campaign has gone live. The aim of the campaign is to dispel common misconceptions amongst London's SMEs about taking on an apprentice. The GLA has grant funded the Skills Funding Agency to deliver a campaign to increase the number of employers becoming a 'qualified lead' for Apprenticeship opportunities in London. A proposal to invest £2m GLA core budget and £1m Growing Places Fund (GPF) to deliver an Employer- led apprenticeship creation programme and continue an Apprenticeships Information Ambassadors Network was approved and GLA officers are in the final stages of completing a grant agreement with the London Work based Learning Alliance. Q1 erroneously reported budget approved and planned rather than just approved.					
D10	DEE	Laura Dubeck	Central Research Laboratory (Old vinyl factory, Hayes)	ET	C	5,200,000		0	0	0%	Full approval is in place for this project. The loan facility and security documentation is still pending further negotiation with the developer.					
D11	DEE	Laura Dubeck	Hackney Wick Station	ET	C	0	1,750,000	0	0	0%	Full approval is in place and a draft funding agreement has been shared with the London Legacy Development Corporation for comment. Planning consent is also in place for the project. Network Rail are now undertaking full design and costing of the scheme which is expected to be complete by the end of the calendar year.					
D12	DEE	Nabeel Khan	London Co-Investment Fund	ET	C	0	3,970,000	0	0	0%	GLA officers and Funding London (SMEWFL) are currently in the process of finalising the contractual agreement. This has required careful consideration of issues including how to structure the fund, relating tax implications, minimising commercial risk from a GLA perspective, funding draw down conditions and how to secure repayment of returns and profits.					
D13	DEE	Laura Dubeck	Queens Junction Improvement Scheme, Bexley	ET	C	0		0	0		The borough has withdrawn its bid and the project will not be taken forward further.					
D14	DEE	Nabeel Khan	Southall Junction Improvement			0	1,000,000	0	0	0%	The funding agreement is still pending though expected to be executed by both the GLA and the borough in early November.					
D15	DEE	Laura Dubeck	West Anglia Route			0		0	0		Approval is now in place for provision of £1.67m GPF funds for the development costs associated with the Network Rail process to design and cost scheme options over the coming months. Further approval will be required to commit further funds to the project and this will be sought from the LEP and IPB in December.					
D16	DEE	Laura Dubeck	Tempus Energy	ET	C	0		0	0		Approval for this project is currently sought via a Mayoral Decision. In the meantime officers are preparing a draft loan agreement and security documentation in order to agree the funding options.					

ENVIRONMENT (DEE)

E1	DEE	Andrew Richmond	LWARB	DS	R	1,500,000		375,000	750,000	50%	LWARB is providing support to a new four-borough group exploring partnership based procurements of waste/recycling collection services with the target of achieving savings. Officers are also reviewing the City Corporation's household hazardous waste disposal service contract. Work is underway on funding the development of new planning guidance on how to effectively plan and design suitable storage and collection systems for waste and recycling at flatted properties.					
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E2	DEE	Kizzian Owen	Smart Cities	DS	R	1,435,000		46,319	116,621	8%	Network Utilities: Options for stage 2 are being examined. A decision on whether to proceed to procurement or fund to alternative SMART projects will be considered. Agile Urban Logistics: Two project demonstrator projects are being funded. These will be delivered by DHL and Gnewt Cargo. DHL have proposed a micro-consolidation centre in Edmonton which will be used as a collection point for "final mile" deliveries into London, whereas Gwent Cargo propose to operate a fourth depot in Westminster and demonstrate how practical electric powered vehicles can be efficient at "final mile" deliveries.					
E3	DEE	Katrina Ramsey	Capital Clean Up	DS	R	89,000	80,000	-47,809	51,191	64%	The monitoring information from this summer's campaign has now been collected. In total there were 222 clean up events; involving 3,533 volunteers in 1,477 days of activity. Nearly 3,000 bags of rubbish were collected and an area of 740,734 m2 was cleaned up (equivalent to 104 football pitches). The three main KPI's for this project have been achieved above target; in particular the number of volunteers involved has exceeded the target of 2,500.					
E4	DEE	Andrew Jones	London's Great Outdoors: Green Spaces programme (includes Great Outdoors, Pocket Parks and Big Green Fund)	DS	R	634,000		4,000	4,000	1%	29 of the 100 Pocket Parks have now been completed and the Big Green Fund projects are making progress.					
E4	DEE	ET		C	3,699,000		-120,611	6,484	0%							
E5	DEE	Andrew Jones	London's Great Outdoors: Trees	DS	R	Budget reported under Green Spaces programme above					The grant assessment panel has now met and allocated grant funding for a further 4,278 street trees. These awards mean the programme is on track to deliver 10,000 street trees by March 2015.					
E6	DEE	Lisa Bennett	Food Save (previously ERDF Business Food Waste solutions)	DS	R	528,000		-98,172	126,805	24%	The Foodsave project won the 'Best Waste Minimisation and Prevention' award at the LARAC awards in October. The project continues to deliver with 62 SMEs having completed support and a further 32 currently underway. Performance remains slightly down on the savings target.					
E7	DEE	Kevin Reid	Drain London	DS	R	525,000		9,437	42,840	8%	There has been steady progress in the delivery of Drain London Tier 3 projects (detailed flood risk studies). Nine of the 19 risk studies have been delivered so far and the programme is being managed to a revised timescale.					
E8	DEE	Roberto Gagliardi La Gala	ELENA Decentralised Energy Project Delivery Unit (DEPDU)	DS	R	620,516		263,713	279,336	45%	The Marlow Estate and Blackwall Reach projects have now been taken to market and are awaiting European Investment Bank approval. The Amber rating reflects risks: the contract with the EIB requires the GLA to achieve by 31st July 2015 a Leverage Factor of at least 25 which is the ratio between the total investment costs in DE projects and the total cost of the project development service provided by the ELENA Facility. To date, the DEPDU Programme has delivered £40,070,890 (66%) of the investment target, with an equivalent amount in pipeline.					
E9	DEE	Elliot Treharne	Air Quality Programme	DS	R	122,000	229,000	-8,182	10,651	5%	The Ultra Low Emission Zone (ULEZ) consultation has been launched and will run until January 2015. Key requirements would include an exhaust emission standards and a daily fee for vehicles which do not meet this standard. Additional budget allocation through DD1254.					

HOUSING REVENUE PROGRAMMES

F1	H+L	Debra Levison / David Eastwood	Pan-London Rough Sleeping Services	SA	R	9,038,000		4,252,692	5,549,184	61%	The Q2 targets have been exceeded for this project. The greatest achievement to date has been the percentage of individuals exiting rough sleeping as a result of GLA funded services far exceeding the target (94% compared with 80%). Also; a streamlined 'No Second Night Out' / 'No Living on the Streets' contract is currently being finalised.					
F2	H+L	Debra Levison / David Eastwood	Social Impact Bond for Rough Sleepers	SA	R	1,581,345		397,880	817,535	52%	The Department for Communities & Local Government has now published the first interim evaluation of the Social Impact Bond. The report praises the governance model and the first year performance for employment and accommodation.					
F3	H+L	Debra Levison / David Eastwood	Housing Mobility	SA	R	396,000		3,357	50,910	13%	The procurement for the evaluation of Housing Moves is now complete and consultants Campbell Tickell have been awarded the contract. Overall the project remains rated as Amber due to the number of Seaside & Country Homes lettings being lower than anticipated (in Q2, 31 moves against a target of 55 and 65 bedrooms freed up against a target of 112).					

ENVIRONMENT

G1	H+L	Virginie Caujolle-Pradenc	RE:FIT (Public Sector buildings)	SA	R	989,000		371,831	270,498	27%	The RE:FIT's Autumn newsletter was issued to over 170 number of public sector organisation promoting the programme's success of reaching a significant milestone with retrofit work now complete or underway on 400 public buildings across London. The target for CO2 savings has been exceeded in Q2 by almost 4,000 tonnes. RE:FIT Programme is rated amber to take into account that more retrofitting works are needed to meet the investment target by 2015 which is contractually committed with the European Investment Bank.					
G2	H+L	Rachael Hickman / Kore Mason	RE:NEW (Homes)	SA	R	454,000		5,035	5,035	1%	The London Borough of Newham entered into a contract with a delivery partner through the RE:NEW Framework to obtain ECO funding and to install a range of measures in over 2,000 high priority social homes. Measures will include: loft and cavity wall insulation, solid wall insulation, window replacement and boiler replacement. Nineteen support plans have now been issued by the RE:NEW Support Team and nine have been agreed. The RE:NEW dashboard remains at an Amber rating due to the need to develop the pipeline in line with the overall programme KPIs.					
G2	H+L			ET	C	163,000		0	21,449	13%						

HOUSING

H1	H+L	Jamie Ratcliff	Mayor's Housing Covenant	ET	C	419,555,000	494,715,000	16,091,991	49,951,073	10%	The GLA is still on track to achieve the 2014-15 annual completions target. Outturn to the end of Quarter 2 shows that 2,153 completions have been achieved therefore significantly exceeding the target of 300. Project remains graded amber due to the backlog of housing completions in Q4 (15,290) and the risk associated with delivery. Budget increase reflects the additional £180k Affordable Homes Guarantee, profiled with £75k this year.					
			MHC Care and Support	ET	C	5,000,000		0	0	0%						
			MHC Custom Build	ET	C	13,333,000		0	945,500	7%						
H2	H+L	Nick Taylor	Decent Homes	ET	C	298,655,000		4,647,847	34,502,154	12%	The recommendations for allocation of funding was approved by SMT on 13th October and due to go to the November Housing and Investment Group meeting. The 15-16 programme allocations will take up all of the £145m funding provided by DCLG. The current programme is expected to complete its final year with expenditure of £298m. Boroughs have completed their Q1 claims and are submitting their Q2 claims between October and December.					

LAND

I1	H+L	Paul Guest	Silvertown Quays	SA	R	183,000		0	21,054	12%	Planning: The Silvertown Partnership (TSP) presentation of the full scheme to the planning committee has now slipped.					
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I1	H+L			ET	C	0		0	0		TSP is working up a draft scheme ready for submission in January 2015. Funding: TSP is on target to start the 'Detailed Marketing to Investors' phase. Enterprise Zone Capital Funding: DCLG have issued a formal funding letter to the GLA and LEP have given approval for the GLA to act as the accountable body to monitor the delivery of the project.					
I2	H+L	Michael Payton	Royal Albert Docks	SA	R	43,000		62,890	62,890	146%	The planning related discussions continue with the London Borough of Newham to establish the planning conditions and the final version of the s106 agreement. ABP with Stanhope have been considering in detail their construction methodology and phasing. ABP have stepped up their marketing process overseas. Spend appears over budget but this is due to a £50k miscode to RAD relating in fact to Royals Business Park.					
I2	H+L			ET	C	0		0	0							
I4	H+L	Malcolm Beadle	Crystal Palace maintenance and NSC	SA	R	1,885,000	505,000	-524,384	0	0%	The public consultation was formally launched and open sessions were held at the National Sports Centre in October. The public engagement has been extensive and it has been agreed to extend the consultation period until the 16th November. This project is rated due to reflect the adverse initial reaction to some of the proposals and the extension of the consultation period. Meetings have taken place with several local organisations prior to them responding formally to the consultation. Q1 budget included Crystal Palace estate management.					
I4	H+L			ET	C	0		0	0							
I5	H+L	Christopher Broster	London Sustainable Industries Park (LSIP)	SA	R	0		65,441	164,275	-1%	Plot 2: The negotiations for the plot 2 lease have been delayed due to the prospective tenant requirements for the site. Plot 5: The Mayor has now approved the sale of plot 5. Plot 10: Is being linked to the expansion plans of a well-established local business. All budget					
I5	H+L			ET	C	6,190,000		-206,919	-220,792							
I6	H+L	Matt Carpen / Jonathan Speed	Barking Riverside	SA	R	1,100,000		25,000	25,000	2%	Planning permission has been granted for Stage 1 road infrastructure works. The Master-plan instructions are to be extended to the end of the 2014 with a focus on the station square school site and LEP road design. A meeting was held with HMT in October and discussions continue regarding gap funding.					
I6	H+L			ET	C	138,000		-78,485	6,260	5%						
I7	H+L	Will Stewart	Greenwich Peninsula	SA	R	0		0	0		Over 90% of the homes available of this phase of the Peninsula Riverside I scheme were reserved over the opening weekend. The Peninsula Central East scheme received planning permission from the Royal Borough of Greenwich planning committee in October. The scheme is amber rated because a substantial proportion of future development is predicated on the approval a new masterplan. The masterplan is currently set for submission to Royal Borough Greenwich in spring 2015.					
I7	H+L			ET	C	1,865,000		0	0	0%						
I8	H+L	Simon Powell	Land projects Balance of programme	SA	R	4,366,000	4,147,000	171,725	223,291	5%	Newington Butts: There has been ongoing work to finalise contracts with selected procurement partners for the Pontoon docks and Silvertown Way sites. Lewisham Gateway: Site-wide infrastructure works are now underway and the scheme is progressing well. Blackwall Reach: The s106 is currently being finalised Greenwich Millennium Village: Phase 3 is progressing with completions due by the end of 2014; however there are some concerns over the contractors programme.					
I8	H+L			ET	C	15,356,000		10,770,873	10,771,775	70%						

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SPORTS LEGACY (C+I)

J2	C+I	Kelhem Salter	Major Sports Events	RN	R	150,000		0	0	0%	The GLA has received a bid from British Swimming for a financial contribution towards their bid to host the 2015 FINA Diving World Series at the Aquatics Centre. We have also begun discussions with England Hockey about developing their legacy plans for their four consecutive years of events at the Queen Elizabeth Olympic Park.					
J3	C+I	Mandu Reid	Sports Legacy Fund: Facilities	ET	C	1,157,000		-168,905	120,725	10%	Of the 76 projects funded during Phase 1 (Rounds 1-4): 71 projects have completed, 69 of which are now open to the public, leaving 2 completed projects yet to open and 5 projects still under construction.					
J4	C+I	Mandu Reid	Sports Legacy Fund: Participation	RN	R	2,963,000		77,146	271,390	9%	The assessment of applications for the FreeSport funding round has begun.					

CULTURE

K1	C+I	Adam Cooper	Museum of London	RN	R	7,625,000	7,725,000	1,925,000	3,946,000	51%	The Sherlock Holmes exhibition opened with successful launch event and positive reviews. Visitor numbers are above target and there has been strong advance booking. Revenue budget increased due to the Cauldron payment.					
	C+I			ET	C	700,000		145,000	319,000	46%						
K2	C+I	Paul Broadhurst	Busk in London	RN	R	0		0	0		There are negotiations underway with various high profile partners to implement new busking pitches and secure investment. Sponsorship proposals are currently being drawn up and approaches will be made shortly. The Code of Conduct is in final draft and will be circulated for final comment shortly. Police and council guidance on dealing with busking complaints, including guidance on enforcement, is being drafted. Proposals of Busk In London Festival and a National Busking Day are also underway.					
K3	C+I	Adam Cooper	British Fashion Council	RN	R	685,000		0	144,015	21%	The BFC has been accepted onto the government's Trailblazer 3 apprenticeship development programme, the deadline for submission of the standard is 8th February, after which the award/qualifications will be developed. It is hoped the apprenticeship scheme will be finalised in spring 2015.					
K4	C+I	Kirsten Dunne	Fourth Plinth	RN	R	319,000		149,994	179,684	56%	The production of the next Fourth Plinth commissions is progressing according to plan. Discussions are now taking place with a series of partners to develop a varied public programme of talks for Spring and Summer 2015. The foundry is on schedule with production and the artist has recently sent a representative to inspect components being produced in the UK.					
K5	C+I	Adam Cooper	London Design Festival	RN	R	250,000		125,000	187,500	75%	After the completion of a successful Festival (shown by audience numbers and media coverage), the majority of projects have now been de-installed, three of the larger commissions remain in the V&A until the 24th of October. Debriefs, reporting and evaluation are now underway.					
K6	C+I	Adam Cooper	Film London plus TV and animation work (See D2 GPF)	RN	R	1,300,000		230,000	510,000	39%	Film London delivered the Production Finance Market and Micro-Market during the London Film Festival. The markets were attended by producer and finance companies, film-making teams and financiers and has produced a number of leads for financing deals.					
K7	C+I	Jacqueline Rose	Dance	RN	R	178,000		134,764	140,140	79%	The final stages of evaluation for the Big Dance 2014 project are being completed which include a film of The Big Dance Weekend. The next stage is to meet with the key stakeholders about the future programme funding for Big Dance 2016. Artistic and project planning has begun for 2016.					
K8	C+I	Jackie McNerney	Children Festival, 2017 Athletics and Cultural Strategy	RN	R	160,000		0	47,600	30%	A new home page has been launched for the Culture Diary and a new Culture Diary Assistant has been recruited. 47 consultation meetings have taken place for the Cultural Tourism vision and 48 organisations responded to an online survey.					

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K9	C+I	Paul Broadhurst	Gigs	RN	R	136,000		74,870	132,991	98%	GLA officers are currently preparing for a series of workshops for 500 young musicians which are funded by the Arts Council. A proposal is being written to show how Gigs will become the Busk In London Festival in 2015, to support the Mayor's new Busk In London initiative.					

European Social Fund (ESF)

											ESF Youth: Within the £4,464,000 budget allocation in Quarter 1, there is also £306,000 to be allocated to M&A and Evaluation, £83k to be re-profiled into 15-16 and the remaining £733k is planned underspend.					
L1	C+I	Sandeep Duggal	EFS1 - INTEGR8	RN	R	4,464,000	518,000	2,813	225,218	43%	The Project's outturn in 2014/15 has significantly increased and is expected to achieve its lifetime target for the number of starters and participants re-engaged into education or training by the end of November 2014. The sustained outcomes for young Londoners remaining in EET for 26 and 52 weeks remain below target. The project is expected to recover and it envisaged that the project will achieve full lifetime contract value.					
L2	C+I	Sandeep Duggal	EFS2 - Realising Ambitions Through Education & Development	RN	R		535,000	-8,801	181,688	34%	The Project's outturn in 2014/15 has significantly increased and the project has exceeded its target for the number of Londoners engaged (starters) and has re-engaged sufficient numbers back into education/training to ensure this target is also met. The sustained outcomes for young Londoners remaining in EET for 26 and 52 weeks remain below target, however the project is expected recover and it envisaged that the project will achieve full lifetime contract value.					
L3	C+I	Michelle Barrett	YO1 and YO3 Staying in Touch South East and South West	RN	R		556,000	-114,825	-114,825	-21%	The Amber status reflects the low conversion rates between young people engaged and those which achieve 26 weeks sustained employment, education or training (EET). This continues to be a challenge for the project and the delivery partner is working very closely with those participants who remain to ensure as many as possible remain in their placements.					
L4	C+I	Sejal Patel	LDD1 and LDD3: Pathways to a Positive Future	RN	R		692,000	-39,428	98,599	14%	Delivery of progression into Employment/Education continues to fall behind on the re-profiled figures and it is unlikely that the project will now recover to achieve its end targets. It should be noted that the project is still achieving 31% of starters into Employment/Education/Training which is comparable with other national programmes delivering to cohorts of adults with disabilities.					
L5	C+I	Sejal Patel	LDD2 - Work Smart London	RN	R		395,000	-12,337	73,688	19%	Progression to Employment / Education outcomes are behind profile and it is unlikely the project will recover sufficiently to meet its end targets. It should be noted that the project is achieving 28% of starters into Employment/Education/Training which is comparable with other national programmes delivering to cohorts of adults with disabilities. The withdrawal of one of the delivery partners has delayed recruitment, however services were quickly transferred to another delivery partner and the transition has worked well.					
L6	C+I	Michelle Barrett	YO2-switch direction	RN	R		646,000	-48,650	-48,650	-8%	To date no sustained outcomes have been formally reported, however the main challenge for the provider is achieving its targets for entry into Employment, education or training which in turn is likely to impact upon the achievement of 26 week sustained outcomes.					
L7	C+I	Lubomira Chirmiciu	English: The Key to Integration in London	RN	R	1,187,000		10,735	127,168	11%	The GLA is currently going through an extended grant award process for the successful English: The Key to Integration in London programme which is part of the 3rd bidding round of the London Schools Excellence Fund. For this round of competitive grant funding, proposals are sought for projects which aim to improve the English language skills of non-EU national mothers and increase the involvement of non-EU national mothers in their children's school life, in supporting their child's education and learning at home. New projects are due to start in January 2015					

HEALTH AND YOUNG PEOPLE

M1	C+I	Katie Myhill	Supplementary Programme for Schools	RN	R	581,000		0	57,238	10%	The Q2 project performance indicators have shown that the number of young Londoners actively supported by enrolling on an intervention and achieving an improved and sustained outcome are above target. Eight schools have signed up to date this year to receive the programmes.					
M2	C+I	Jason Lever / Josie Todd / Heather Storey	London Schools Gold Club	RN	R	188,000		1,314	8,157	4%	A successful launch of year 2 of the London Schools Gold Club took place on 2 October. A big programme of free opportunities for other London schools to learn from the good practice of these Gold Club schools has now been published for this, and the spring terms. As of Q2 the number of schools supported to improve their practice has exceeded a target of 17, with 40 schools engaged.					
M3	C+I	Susan Crisp	London Schools Excellence Fund	RN	R	12,750,000		1,056,593	4,470,793	35%	LSEF projects have commenced their second (academic) year of delivery. The LSEF "children in care" project was launched 14th October at City Hall. Over 80 people attended including, schools, foster carers & social care staff. To date 184,000 pupils have been supported by the 2,989 teachers who have been supported by the LSEF programme.					
M4	C+I	Daisy Greenaway	Championing Careers Guidance in Schools (was Academies Programme)	RN	R	563,000		-894	793	0%	The project target for the number of young Londoners actively supported by attending London Academies Enterprise Trust academies has been exceeded, at 3,346 for the first 6 months against a yearly target of 3,000.					
M5	C+I	Siobhan McKenna / Susan Crisp	Mayor's Mentoring Programme	RN	R	421,000		95,323	147,911	35%	The current focus of Local Delivery Partners (LDPs) is on supporting and sustaining as many as possible of the matched relationships through to 12 months. A learning and sharing event was hosted for Local Delivery Partners to discuss sustainability plans, evaluation and for LDPs to network. This project remains on amber whilst profiling data remains outstanding from the managing agent.					
M6	C+I	Siobhan McKenna / Heather Storey	Oracle	RN	R	300,000		0	75,000	25%	Project Oracle has successfully completed their summer research placement cohort of seven placements. The next cohort of commissioners are being recruited for the Evidence Champions Seminar series, which is now co-sponsored by The Alliance for Useful Evidence and Collaboration. However, Project Oracle has been unable to get sufficient participants for the Autumn term, and have decided to postpone the start date to January to review how they can better recruit and meet the needs of participants.					
M7	C+I	Helen Nistala	London Curriculum	RN	R	188,000		36,993	72,838	39%	A schools event was hosted at City Hall in October to inspire teachers who have registered with the programme to become London Curriculum ambassadors, driving the initiative within their school and encouraging their colleagues to participate. Over 70 teachers from across London's secondary schools attended, alongside representatives of the cultural and heritage partners. Fifteen free teaching resources in English, history, geography, art and music are now available to all schools that register with the programme. Registered schools will also receive access to an online hub with information on exclusive offers, events and competitions.					
M8	C+I	Helen Walters / David Beyt	London Obesity Programme	RN	R	339,000		100,352	159,290	47%	Two additional boroughs have invested in the Healthy Schools programme taking it to a total of 29. 1213 are now registered on the programme, more than 50% of London's schools.					

Ref No	Area	Project lead	Project Name	Fin	Cap / Rev	Total Annual Gross budget at Q1	Total Annual Gross budget at Q2 (if variation)	Spend at Q1 (£)	Spend at Q2 (£)	Q2 Spend as % of budget	Project performance update	Overall project rating	Progress	Risks / Issues	Outputs	Finance
M9	C+I	Gus Wilson	London Health Commission	RN	R	2,101,000		857,000	1,954,110	93%	The London Health Commission has now published its Better Health for London report to the Mayor of London. It contains 64 recommendations and sets out 10 ambitions for the city with targets. At the report launched at City Hall, the Mayor of London and Lord Darzi spoke to delegates, followed by a panel Q&A involving NHS and Public Health England officials. The Mayor of London will be reviewing the report in detail and setting out a formal response to the London Health Commission in December.					
M10	C+I	Alison Pearce	Well London	RN	R	313,157	635,000	-30,353	172,287	27%	A wide range of project activity continued in all the target areas. Significant events included a health and well-being day in Southwark; a dental event at Vauxhall Primary School that included a mobile dental unit, and parent and classroom activities. Well London was showcased at the Big Lottery's national Well-being Conference through a film about the Woolwich Dockyard programme. Increase in budget reflects additional Big Lottery grant received.					

TEAM LONDON

N1	C+I	Dominic Trembath	Team London	RN	R	1,445,000		256,109	537,171	37%	The Team London Schools Conference was held in October and was attended by over 150 attendees including pupils and teachers already engaged with the programme as well as potentially interested schools. The number of volunteers registered with the programme has exceeded expectations as of Q2 with 36,079 registrations against a target of 8,750. The volunteer satisfaction rate is also above target with an actual range of 77-92% against a target of 70%. The number of volunteering opportunities taken up is lightly below profile with 8,629 recorded against a target of 8,750.					
N4	C+I	Dominic Trembath	Team London micro volunteering platform	RN	R	190,000		38,189	31,975	17%	The funding agreement has been reached with the owners of the National Volunteering platform. Steering group members have been involved with developers to help ensure the microsite is user friendly for stakeholders. A new platform to integrate with additional web platforms including Project Dirt (community environmental projects) and Space Hive (Crowdfunding platform for Civic projects) has been introduced. Development is on track for a launch on the 15th December 2014 after user testing involving the Speed Volunteering and Work steering group and a testing phase with the Tottenham 639 project has taken place.					
N2	C+I	Sandeep Duggal	Team London City Gateway Volunteers	RN	R	100,000		0	0	0%	The project has reported fewer starters against target; however the initial concerns on project progress have been resolved. There has also been a significant improvement in the level of engagement between the GLA and the City Gateway Project Team. The project is expected to reach its lifetime targets for the number of participants and volunteering opportunities by the end of November 2014 because additional volunteering opportunities have been provided via the events at the Tower of London and Poppy Appeal Collections. Some concerns do remain that the project will fail to meet its lifetime target for the number of participants progressing to an EET outcome and sustaining that outcome for a minimum 26 weeks; therefore the project is expected to submit a re-profile request.					
N3	C+I	Sandeep Duggal	Team London Inspired Volunteers	RN	R	100,000		0	4,000	4%	The number of project starts, volunteering opportunities completed and young Londoners entering into EET are below expectation at the end of Q2. The volunteering shortfalls are expected to be balanced with the opportunities presented by the Tower of London poppy installation event and the Royal Parks half marathon.					

EXTERNAL AFFAIRS

O1	EA	Emma Strain / David HolleyHolley	Events for London - Annual Events Programme (including SOL, PQT and triathlon)	ES	R	1,525,000		152,007	655,650	43%	The Mayor's events team has delivered a new event as part of its programme - Africa on the Square - a celebration of pan-African culture. This event was very well received by the community with approximately 20,000 people attending; it also received positive online and media coverage. The team also successfully delivered Diwali, which was well attended by approximately 30,000 visitors.					
O2	EA	David Holley / Sarah Barrow	New Years Eve	ES	R	1,750,000		0	0	0%	Following a review into the crowd management and health and safety issues with the New Year's Eve event, it was agreed that ticketing would be introduced. Whilst the ambition was to introduce free ticketing, the cost of implementing the system was such that this was not possible; therefore a cost of £10 was needed to cover these 'ticketing costs'. This was publicly announced by the Mayor in September; tickets went on sale on 26 September. The sponsorship negotiations are ongoing, but have yet been secured, resulting in the increased risk status and red rating.					

Directorate forecast outturn by unit

Directorate	Original Budget 2014/15	Revised Budget 2014/15	Expenditure / (Income) 2014/15	Forecast Expenditure 2014/15	Forecast Variance 2014/15
	£m	£m	£m	£m	£m
Development , Enterprise & Environment					
Director of Development & Environment	0.2	0.2	0.1	0.2	-
London Enterprise Panel	0.0	0.2	(0.4)	0.0	(0.2)
Planning	2.7	2.9	1.3	2.9	-
Transport	0.4	0.5	0.3	0.5	-
Environment	5.4	6.8	2.3	5.9	(0.9)
Economic Business Policy Unit	18.2	17.1	5.8	15.1	(2.0)
Regeneration Unit	6.1	16.9	1.7	8.7	(8.2)
Total	33.0	44.6	11.1	33.3	(11.4)
Housing & Land					
Executive Director	2.5	2.3	0.1	2.3	-
Investment and Operations	2.1	2.7	1.3	2.7	-
Programmes Policy and Services	12.5	14.8	6.9	12.4	(2.4)
Strategic Projects and Property	1.3	1.3	0.6	1.3	-
Strategic Projects and Property (2003)	4.2	4.2	1.2	4.3	-
GLAP Finance	7.8	8.0	0.1	7.5	(0.4)
Total	30.3	33.4	10.2	30.5	(2.9)
Communities & Intelligence					
Director of Communities & Intelligence	0.2	0.2	0.1	0.2	-
Health & Communities	20.5	23.3	5.2	20.8	(2.6)
Intelligence and Analysis	2.7	2.9	1.5	2.6	(0.3)
Team London	1.5	2.1	0.8	1.7	(0.4)
Total	24.9	28.5	7.6	25.3	(3.2)
External Affairs					
Directorate Support	0.2	0.2	0.1	0.2	-
Public Liaison & Community	0.9	0.9	0.4	0.9	-
External Relations	4.4	4.5	1.3	4.7	0.2
Press Office	0.7	0.7	0.5	0.7	-
Total	6.2	6.4	2.3	6.6	0.2
Resources					
Director of Resources	0.5	0.5	0.1	0.3	(0.2)
EPMU	0.6	0.7	3.9	0.7	-
Financial Services	117.7	124.2	34.7	122.2	(2.0)
Group Finance	7.1	7.1	0.3	1.9	(5.2)
Facilities & Squares Management	14.4	14.5	10.4	14.7	0.3
Human Resources	1.9	1.9	1.0	1.8	(0.1)
Technology Group	3.5	3.6	2.0	3.7	0.1
Total	145.7	152.3	52.4	145.2	(7.1)
Corporate Management					
Core CMT	0.3	0.3	0.1	0.3	(0.1)
Committee	0.2	0.2	-	0.2	-
Standards	-	-	-	-	-
Governance and Resilience	0.6	0.7	0.3	0.7	-
Elections	0.8	0.8	0.3	0.6	(0.1)
Totals	1.9	1.9	0.7	1.7	(0.1)

Directorate	Original Budget 2014/15	Revised Budget 2014/15	Expenditure / (Income) 2014/15	Forecast Expenditure 2014/15	Forecast Variance 2014/15
	£m	£m	£m	£m	£m
Mayor's Office	4.2	4.2	1.8	4.2	-
Total	4.2	4.2	1.8	4.2	-
Assembly & Secretariat					
Executive Director	0.3	0.3	0.1	0.2	-
Assembly External Relations	0.3	0.3	0.1	0.3	-
Committee and Member Services	4.3	4.4	2.2	4.2	(0.2)
Scrutiny	1.2	1.3	0.7	1.4	0.1
Special Projects	1.0	1.0	0.5	1.0	-
Total	7.2	7.2	3.6	7.1	(0.1)
Corporate items					
Contributions to/(from) Reserves	(58.6)	(83.3)	(21.4)	(58.7)	24.6
Corporate Contingency	4.8	4.5	0.1	4.5	-
Total	(53.8)	(78.8)	(21.3)	(54.2)	24.6
Total	199.6	199.6	68.5	199.6	-

Capital Forecast

Period 7 2014/15	Revised Budget	Actual Spend	Forecast Outturn	Forecast Variance
	£m	£m	£m	£m
Cross-Rail	530.0	375.0	530.0	0.0
Northern Line Extension	135.0	0.0	50.0	(85.0)
City Hall Infrastructure	0.3	0.1	0.3	0.0
Technology Group	0.4	0.2	0.4	0.0
Museum of London	0.7	0.3	0.7	0.0
A Sporting Future for London	1.2	0.1	1.0	(0.2)
London Outdoors Park	3.7	0.0	3.7	0.0
Mayor's Regeneration Fund	30.0	(0.0)	10.3	(19.7)
London Enterprise Fund	10.3	(0.0)	5.2	(5.1)
Outer London Fund	17.5	(0.5)	8.5	(9.0)
High Streets	0.0	0.0	0.3	0.3
Woolwich	5.0	0.0	0.0	(5.0)
Crystal Palace Park	0.2	0.0	0.0	(0.2)
London Enterprise Panel	11.9	0.0	13.6	1.7
Super-Connected Cities	25.0	0.7	13.0	(12.0)
Compulsory Purchase Orders	43.8	3.0	16.6	(27.2)
GLA Housing & Land				
North East London	5.5	5.4	5.5	0.0
South London	5.0	0.0	3.3	(1.7)
Kidbrooke Regeneration	5.6	5.4	5.4	(0.2)
Decent Homes	298.7	34.5	298.7	0.0
Affordable Housing Programme	494.7	50.0	494.7	0.0
Care & Support	13.3	0.9	13.3	0.0
Custom Build	5.0	0.0	0.8	(4.2)
Home Retrofitting	0.2	0.0	0.2	0.0
Other Property	6.2	(0.2)	0.7	(5.5)
Housing North East	1.1	0.0	1.1	0.0
Housing Land & Development	0.0	0.0	6.0	6.0
Total	1,650.4	474.9	1,483.3	(167.1)

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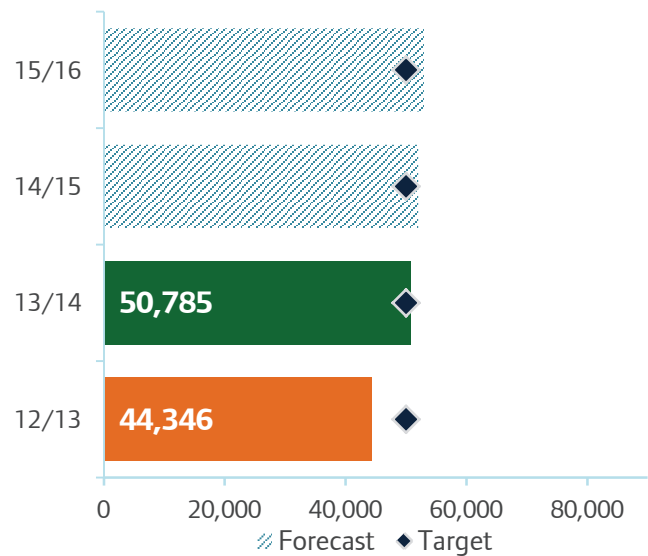
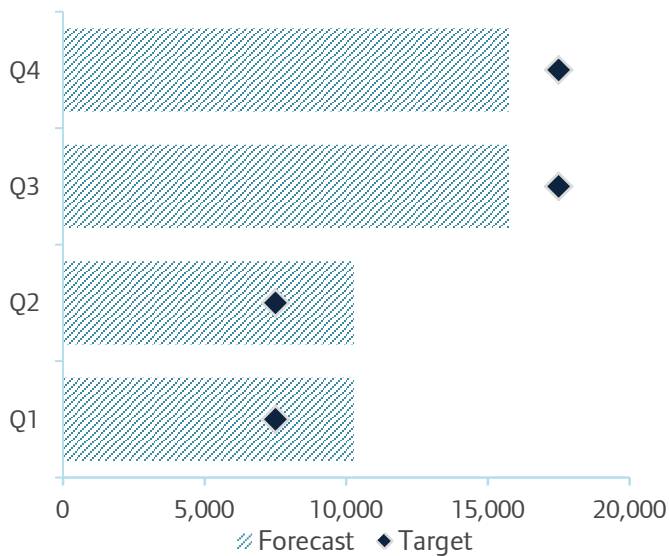
APPENDIX 4 - Quarter 2 Key Performance Indicators 2014/15

1) Number of jobs created through GLA Group investment and associated spend (ie. levered or match funded)

2013/14*	
Target	Actual
50,000	50,785
JOBS	GREEN

The Bigger Picture
What's our aim and where are we?

Our target is to create and support 200,000 jobs over the Mayoral term. By the end of 2013/14, we had created 95,100 jobs. Our prospects for achieving the target are **GREEN**.



Commentary

• From the information received to date, 95,100 jobs are estimated to have been created and supported across 2012/13 and 2013/14. It is estimated a further 105,000 jobs will be created over the remainder of the Mayoral term. That estimate is at this stage based on incomplete information. For instance, no information on jobs created has yet been received from MOPAC. There are other reporting gaps at present; for example, jobs within the Royal Docks Enterprise Zone and on GLA land that has been released. Taking this into account, the Mayor is on target to achieve his target of 200,000 jobs created.

* This KPI is reported biannually. Data will next be reported in early 2015. Reported figures are estimates, as described in detail in the biannual reports to the Investment and Performance Board.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	Mayoral Term
Target	7,500	7,500	17,500	17,500	50,000	50,000	N/A	200,000
Actual								
Forecast	10,265	10,264	15,743	15,743	52,015	52,976	N/A	200,121
Cumulative*								

* Over the Mayoral term.

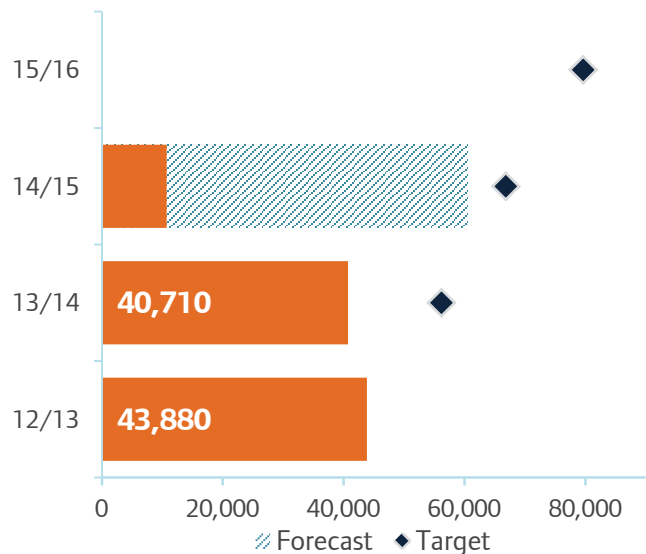
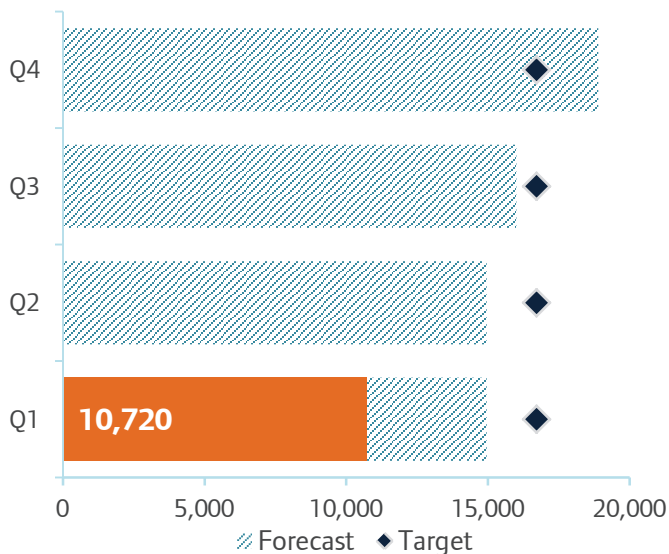
2) Number of new apprenticeships started

Quarter One 2014/15*	
Target	Actual
16,720	10,720
APPRENTICESHIPS	AMBER

The Bigger Picture

What's our aim and where are we?

Our target is to see that 250,000 apprenticeship opportunities are created over the Mayoral term. So far, 95,310 have been created. Our prospects for achieving the target are **AMBER**.



Commentary

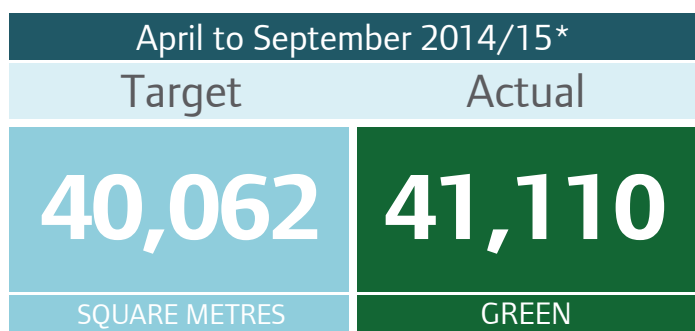
- Activity to boost apprenticeships in London includes a marketing and awareness raising campaign, launched in September, and a direct mail/ telemarketing campaign to increase the number of SME employers who create apprenticeships opportunities.
- A £2 million budget for an Employer-led Apprenticeship Programme has been approved and is expected to create an additional 4,000 apprenticeships in London.
- An enhanced Apprenticeship Grant for Employers incentive will be made available to SMEs from January 2015.

* The 2013/14 figure covers May 2013 to April 2014 and quarterly reporting is aligned accordingly. The outturn for that year is provisional subject to confirmation from the Department for Business, Innovation and Skills. Similarly, when reported 2014/15 figures will be provisional until they are confirmed after year-end. This is because learning providers do not always submit data in time for it to be included in quarterly figures - despite data being reported 3 months in arrears.

	This Year (May to April)					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	Mayoral Term
Target	16,720	16,720	16,721	16,721	66,882	79,684	N/A	250,000
Actual	10,720							
Forecast	14,950	14,950	15,996	18,887	60,553	TBC	N/A	TBC
Cumulative*	95,310							

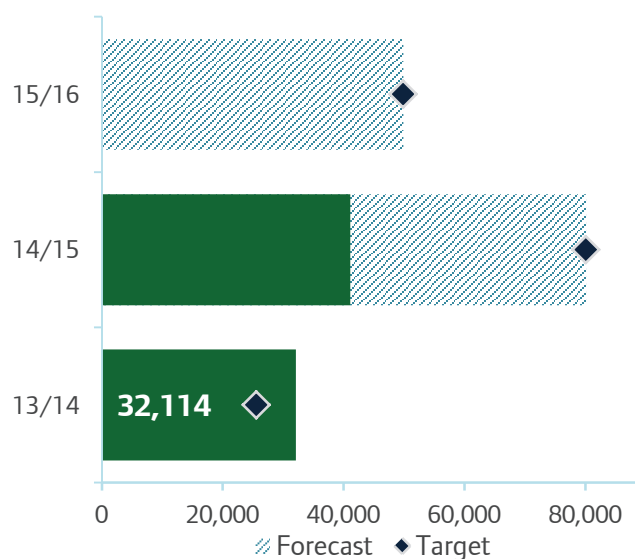
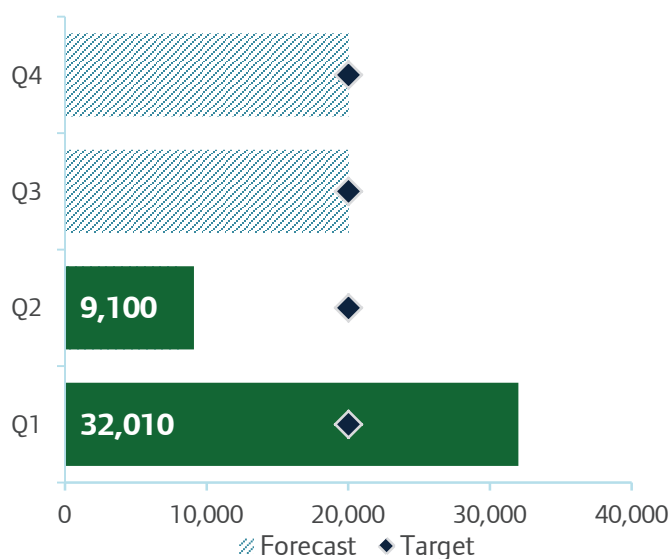
* Over the Mayoral term.

3) Square metres of public realm improved or created through GLA investment and associated spend (ie. levered or match funded)



The Bigger Picture
What's our aim and where are we?

Our target is to improve or create 80,124 sqm of public realm this year; in addition to 32,114 sqm in 2013/14. Our prospects for achieving the target are **GREEN**.



Commentary

- Together the Outer London Fund (OLF) and Mayor's Regeneration Fund (MRF) are investing £120m in London's high streets and their environs. Creating and improving public spaces is an important component of the Mayor's regeneration programmes.
- Projects completed in quarter 2 include improvements to the public realm in Northwood Hills and Hounslow High Street.
- As the target was profiled evenly across the year, it will be the case that in some quarters performance exceeds the target and in others it falls short. Performance in quarter 2 was, however, higher than forecast and we are on track to meet the annual target.

* As a matter of course, the quarterly actual should be treated as provisional until the following quarter. This is because data may change somewhat if late returns from boroughs are received and following verification.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	[Annual KPI]
Target	20,031	20,031	20,031	20,031	80,124	49,887	TBC	N/A
Actual	32,010	9,100						
Forecast		8,052	20,031	20,031	80,124	49,887	TBC	N/A
Cumulative*	64,124	73,224						

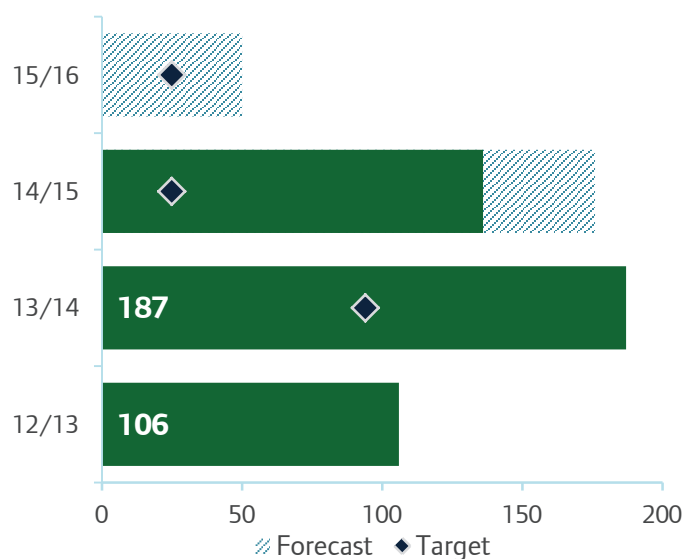
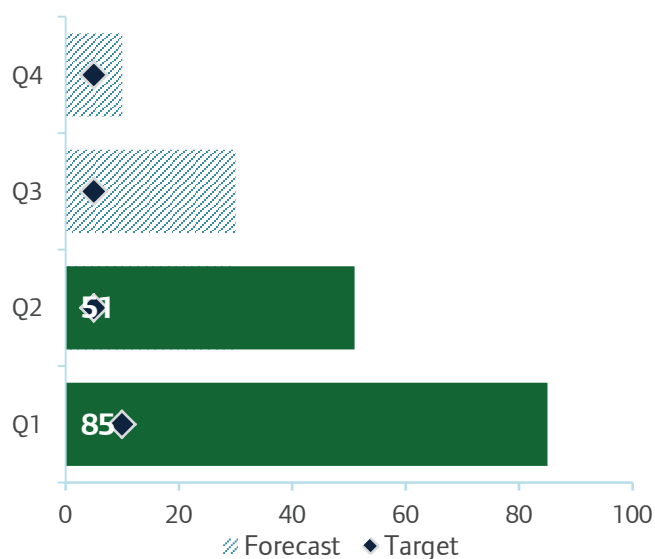
* From the start of 2013/14.

4) The number of employers signed up to the London Living Wage (LLW)

April to September 2014/15*	
Target	Actual
15	136
ACCREDITED EMPLOYERS	GREEN

The Bigger Picture
What's our aim and where are we?

Our target was to see that 250 employers were signed up to the LLW over this Mayoral Term. Already, 429 employers have signed up. So we have **MET THE TARGET** well ahead of schedule.



Commentary

The Mayor's manifesto target for this Mayoral term was exceeded in 2013/14. Strong performance has continued in the first half of this year and reflects in part that businesses have responded to the Mayor's letters encouraging them to seek accreditation. However the first is the busier half of the year, so performance is unlikely to remain at this level.

* This count includes only those employers with London offices who are fully accredited with the Living Wage Foundation. It covers all sectors (including public sector/third sector).

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	Mayoral Term
Target	10	5	5	5	25	25	N/A	250
Actual	85	51						
Forecast		30	30	10	176	50	N/A	498
Cumulative*	378	429						

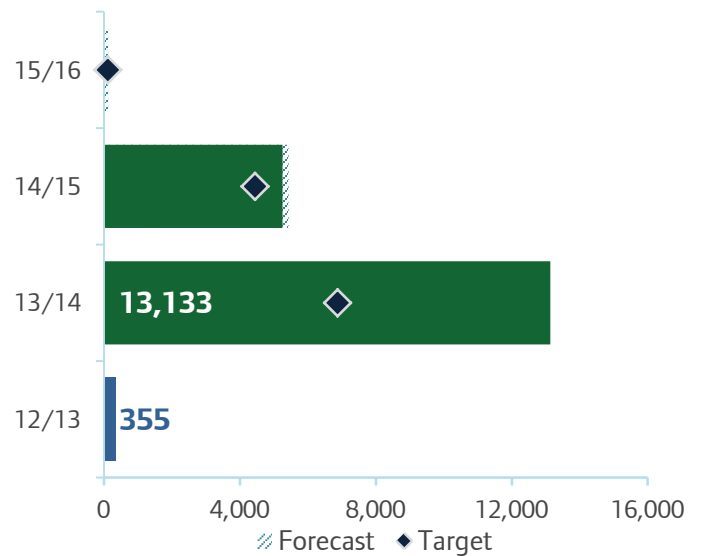
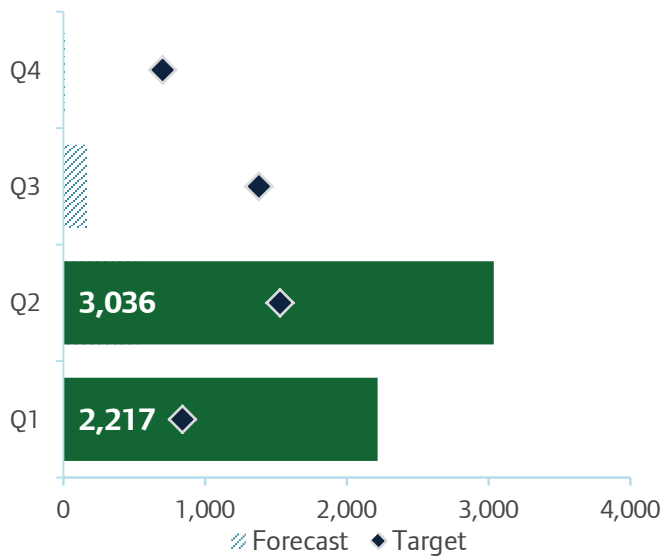
* From the start of 2012/13.

5a) The number of young Londoners who are actively supported

April to September 2014/15*	
Target	Actual
2,367	5,253
YOUNG LONDONERS	GREEN

The Bigger Picture
What's our aim and where are we?

Our target is to support 4,446 young Londoners this year - having supported 13,133 in 2013/14. At the mid-year point, we had already **MET THE TARGET** for 2014/15.



Commentary

• Projects are performing well and the annual target has already been exceeded. The European Social Fund (ESF) Youth programme has supported over 1,000 young people this year against a target of 694. The Championing Careers Guidance programme has also exceeded its annual target and is not forecast to support any more young people. Future forecasts have been reduced accordingly.

* This KPI counts the number of young people supported by: the GLA's ESF Youth Programme; Mayor's Mentoring; Leadership Clubs; Championing Careers Guidance in Schools Pilot; Peer Outreach Team; Lynk Up Crew; and Earn Your Travel Back (EYTB). Note that the quarter 1 actual includes some mentoring outputs which were delivered but not counted in 2013/14. This is to ensure the KPI is representative of actual, overall performance.

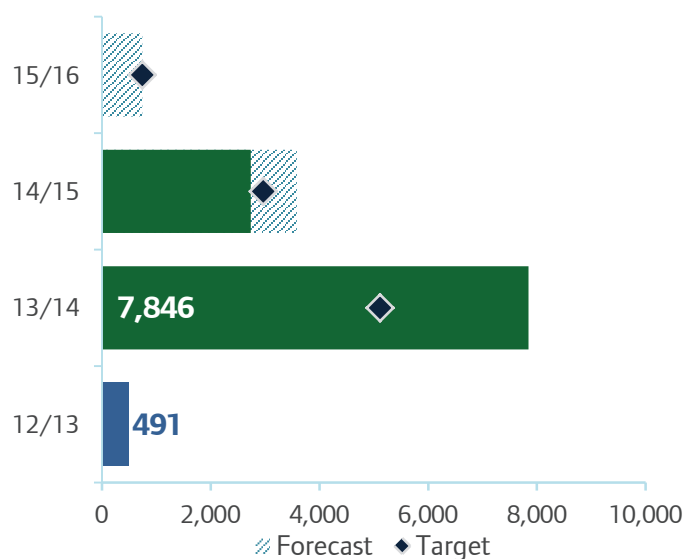
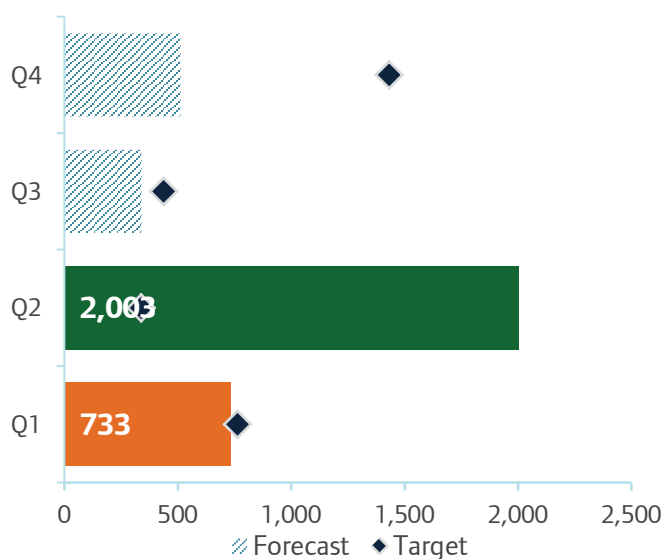
	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	[Annual KPI]
Target	839	1,528	1,380	699	4,446	122	N/A	N/A
Actual	2,217	3,036						
Forecast		528	167	10	5,430	122	N/A	N/A
Cumulative*	15,350	18,386						

* From the start of 2013/14.

5b) The number of young Londoners supported into and achieving an improved and sustained outcome

April to September 2014/15*	
Target	Actual
1,102	2,736
YOUNG LONDONERS	GREEN

The Bigger Picture
What's our aim and where are we?
Our target is to support 2,972 young Londoners to achieve an improved and sustained outcome this year - having supported 7,846 in 2013/14. Our prospects for achieving this target are GREEN .



Commentary

- The Championing Careers Guidance programme reported sustained outcomes earlier than anticipated - and with nearly 50% more young people continuing in education or employment than expected. The Leadership Clubs project also reported outcomes earlier than forecast and exceeded its target.
- The number of young people sustaining employment or education after being supported through ESF programmes is improving and the project is forecast to meet its annual target.
- Future forecasts have been updated to reflect the above. We expect to exceed the annual target.

* The scope of this KPI is the same as KPI 5a, except that EYTB is not relevant.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	[Annual KPI]
Target	763	339	438	1,432	2,972	743	N/A	N/A
Actual	733	2,003						
Forecast		339	339	512	3,587	743	N/A	N/A
Cumulative*	8,579	10,582						

* From the start of 2013/14.

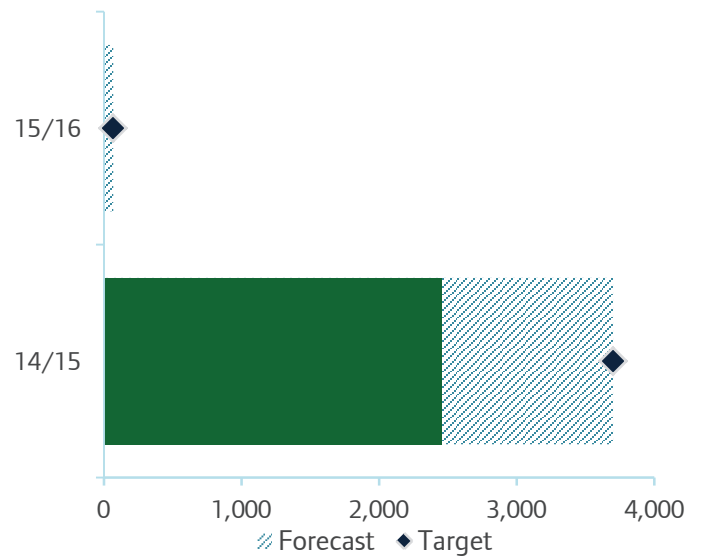
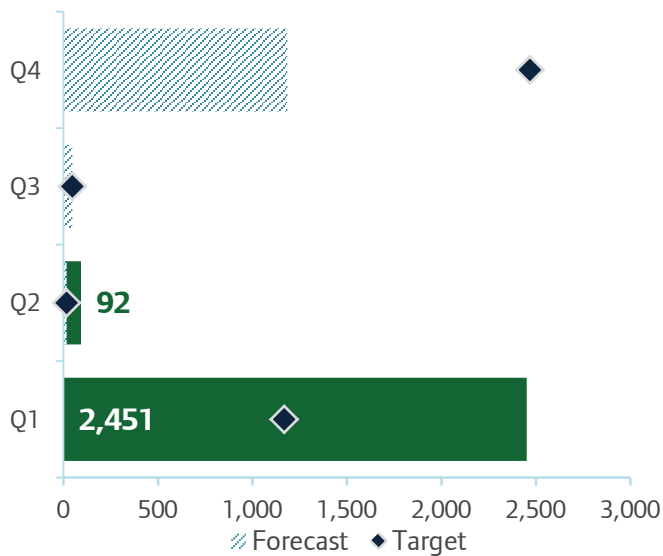
5c) The number of schools supported to improve their practice

April to September 2014/15*	
Target	Actual
1,185	2,543
SCHOOLS	GREEN

The Bigger Picture

What's our aim and where are we?

Our target is to support 3,700 schools to improve their practice this year, thereby boosting standards in the capital's schools. So far, we have supported 2,543 schools. Our prospects for achieving the target are **GREEN**.



Commentary

- This KPI was introduced for 2014/15 to count the number of schools supported through: the 100 projects funded by the London Schools Excellence Fund (LSEF) to support teaching excellence; the London Curriculum, which draws on London itself and its heritage to support teaching under the National Curriculum; and the Gold Club, which identifies and shares lessons from those schools 'bucking the trend'. All 3 initiatives flow from the Mayor's Education Inquiry and collectively aim to boost standards in the capital's schools.
- The number of schools supported through the LSEF has to date exceeded targets. The forecast have been amended as some outputs have been brought forward from future quarters.

* Note that a school may be counted more than once if it participates in more than one of the 100 LSEF projects and/or the Gold Club and London Curriculum. Note also that the quarter one actual includes outputs carried over from 2013/14. This is to ensure reported performance is representative of the total number of schools supported (and given the KPI did not exist in 2013/14).

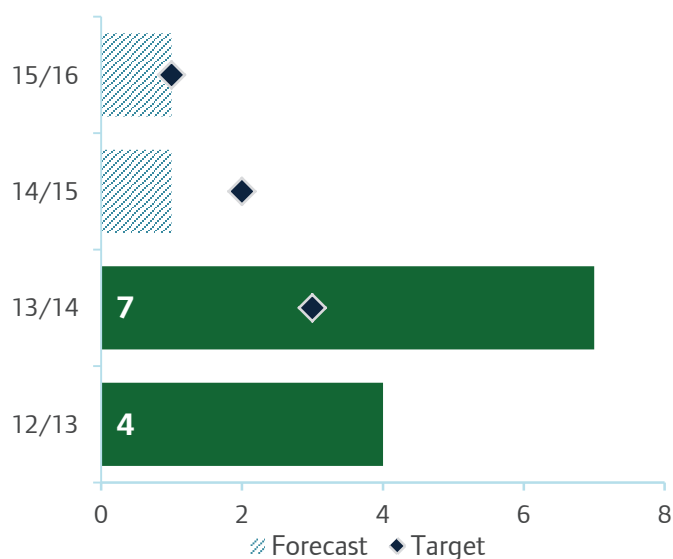
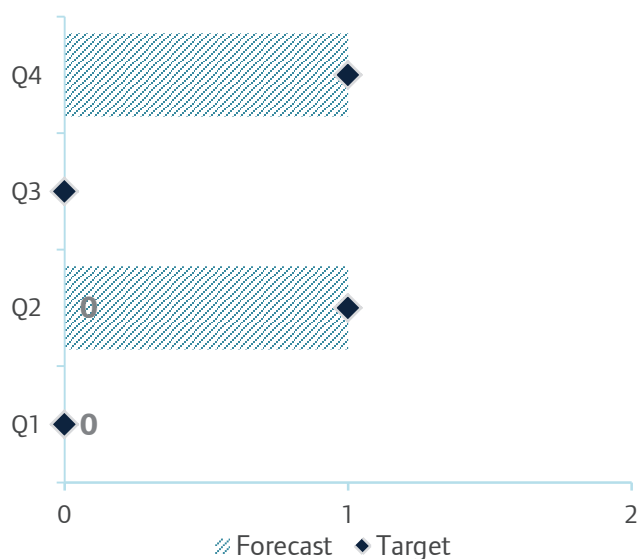
	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	20014-16
Target	1,168	17	47	2,468	3,700	67	N/A	3,767
Actual	2,451	92						
Forecast		17	47	1,185	3,700	67	N/A	3,767
Cumulative*	2,451							

* From the start of 2014/15.

6) GLA Group sites identified for new schools

April to September 2014/15*	
Target	Actual
1	0
GLA SITES	GREEN

The Bigger Picture
What's our aim and where are we?
 Our target was to identify 10 GLA Group sites for new schools over this Mayoral Term. By the end of 2013/14, 11 sites had already been identified. So we have **MET THE TARGET** ahead of schedule.



Commentary

- Support for free schools was one of the Mayor's Education Inquiry's 12 recommendations. The Inquiry also highlighted the increasing pressure on school places in the capital. In addition, the Mayor made a Manifesto commitment in 2012 to use GLA Group assets to secure sites for 10 free schools.
- So far, the Mayor has freed up public land and property to enable the delivery of 11 schools in the capital, providing places for about 7,300 pupils. The new schools will be developed in former police stations, on GLA land and in Queen Elizabeth Olympic Park. They include 7 primaries; one secondary; one 16-19 school; one 14-19 school; and one all-through school. Nine will be free schools, one a new University Technical College and one a new Academy. Seven sites are located in boroughs ranked in the top 10 most deprived in England.
- Although an additional site was not found in the first half of the year, the traffic light remains green as the overall target has been met.

* Ten of 11 announced sites have been completed on. Since one is yet to be completed, the 2013/14 data is unconfirmed at this stage. Note also the 2013/14 outturn has been updated from 10 to 11.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	Mayoral Term
Target	0	1	0	1	2	1	N/A	10
Actual	0	0						
Forecast		1	0	1	1	1	N/A	13
Cumulative*	11	11						

* From the start of 2012/13.

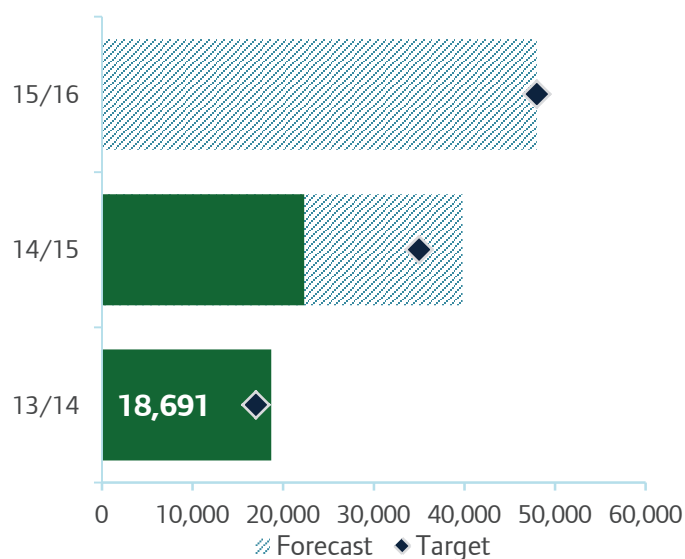
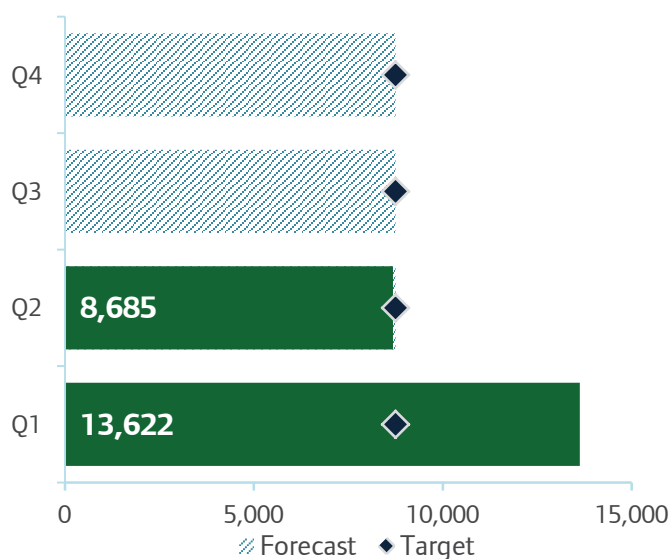
7) Number of volunteering opportunities taken up by volunteers through Team London

April to September 2014/15*	
Target	Actual
17,500	22,307
VOLUNTEERS	GREEN

The Bigger Picture

What's our aim and where are we?

Our target is for 100,000 volunteering opportunities to be taken up over 2013-16. So far, 41,000 opportunities have been taken up. Our prospects for achieving the target are **GREEN**.



Commentary

- The Small Grants programme finished in July. A total of 4,500 volunteers were engaged and together volunteered for 57,731 hours. Over 80% rated their experience as 7 or above out of 10. The total funding for the project through Team London totalled £100,000 to 10 organisations.
- Team London is on track to meet the annual target. The launch of the 'speed-volunteering' initiative in quarter 3 is expected to boost volunteering numbers considerably.

* There is an element of estimation involved in calculating these figures. Figures for volunteering through the Team London brokerage website are derived by applying a conversion ratio to the number of applications. The conversion rate is calculated by a sample study of activity with charities registered with the website. Note also that quarterly figures are provisional when first reported, pending in some cases final confirmation of numbers from GLA teams and external organisations. On this basis, quarters 1 and 2 data are still unconfirmed. 2013/14 data are, however, final.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2013-16
Target	8,750	8,750	8,750	8,750	35,000	48,000	N/A	100,000
Actual	13,622	8,685						
Forecast		8,750	8,750	8,750	39,807	48,000	N/A	106,498
Cumulative*	32,313	40,998						

* From the start of 2013/14.

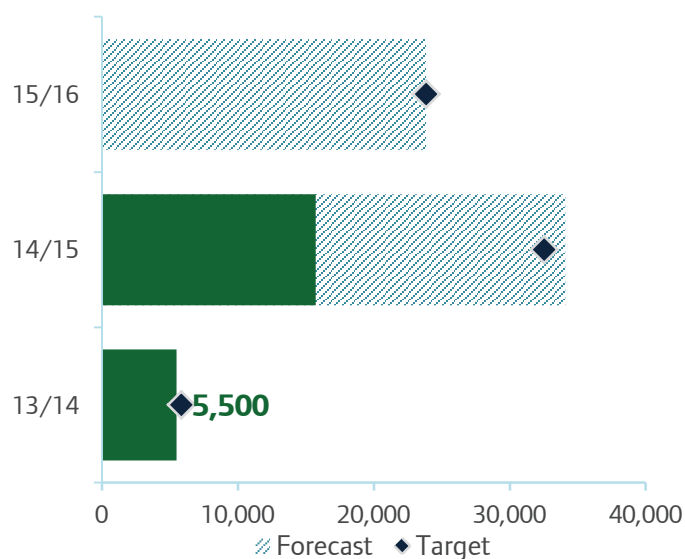
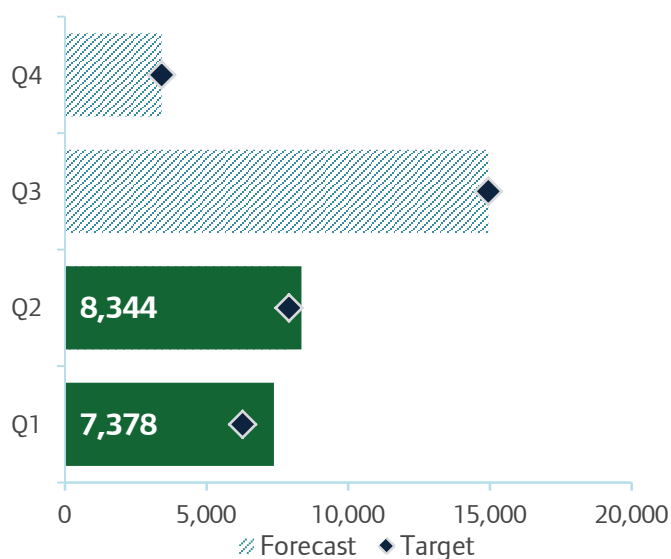
8) Number of Londoners participating in sport or physical activity through the Mayor's Sports Legacy Programme: Phase 2

April to September 2014/15*	
Target	Actual
14,192	15,722
PARTICIPANTS	GREEN

The Bigger Picture

What's our aim and where are we?

Our target is for 62,263 Londoners to participate in sport or physical activity between 2013 and 2016. So far, there have been 21,222 participants. Our prospects for achieving the target are **GREEN**.



Commentary

• While performance varies from project to project, with some picking up the slack of others, performance across the programme is exceeding its target.

* This KPI measures outputs through the Make a Splash and the Mayor's FreeSport projects as well participation projects funding through phase 2 of the Mayor's Sports Legacy Programme. Since the quarter 4 report, final targets have been set for this KPI, based on signed funding agreements, and are shown below.

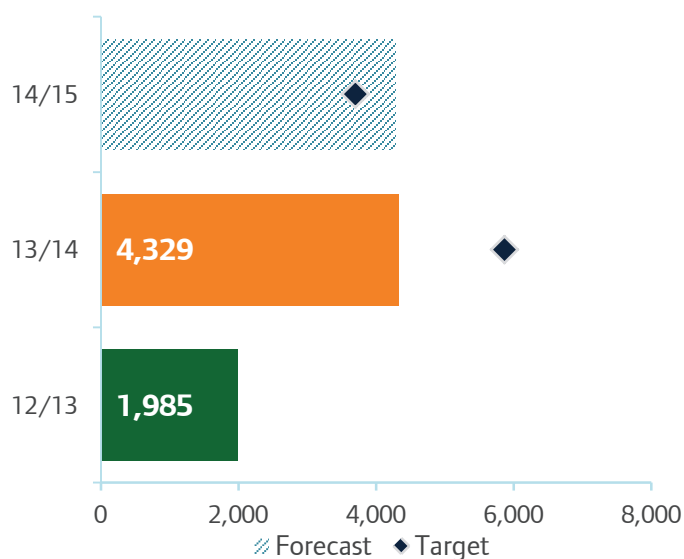
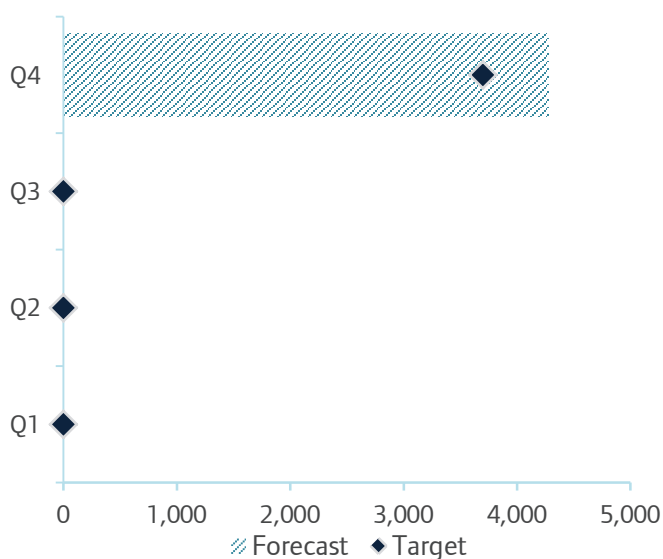
	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2013-16
Target	6,276	7,916	14,941	3,415	32,548	23,850	N/A	62,263
Actual	7,378	8,344						
Forecast		7,916	14,941	3,415	34,078	23,850	N/A	63,428
Cumulative*	12,878	21,222						

* Since 2013/14.

9) The number of street trees planted through the Mayor's street trees initiative

April to September 2014/15	
Target	Actual
0	0
STREET TREES	AMBER

The Bigger Picture
What's our aim and where are we?
 Our target is to plant 10,000 street trees over 2012-15. At the end of 2013/14, we had planted 6,314 against an interim target of 7,850. Our prospects for meeting the overall target, however, are **GREEN**.



Commentary

- Overall, 6,314 street trees were planted in rounds 1 and 2. The grant assessment panel for round 3 met on 30 September. Funding for 4,278 street trees was allocated, subject to funding agreements being signed. This means the programme is on track to meet the Mayor's target of planting an additional 10,000 street trees.
- The planting season is in the winter. Therefore the remaining trees will all be planted in quarter 4.
- Over and above the street tree planting being reported on by this KPI, 10,221 street trees were planted in 2008-12.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2012-15
Target	0	0	0	3,700	3,700	N/A	N/A	10,000
Actual	0	0						
Forecast		0	0	4,278	4,278	N/A	N/A	10,592
Cumulative*	6,314	6,314						

* From the start of 2012/13.

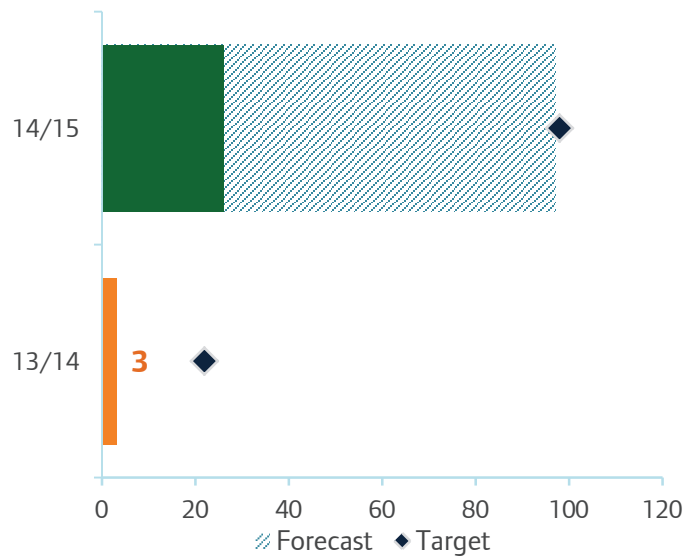
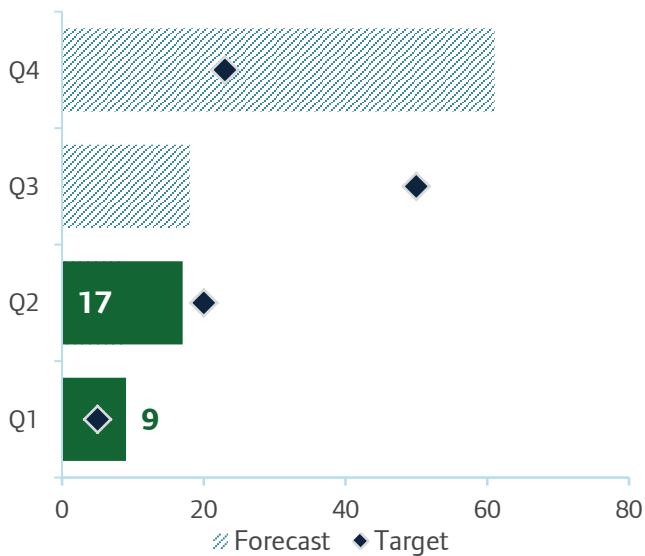
10a) The number of pocket parks established

April to September 2014/15	
Target	Actual
25	26
POCKET PARKS	GREEN

The Bigger Picture

What's our aim and where are we?

Our target is to create or improve 100 pocket parks over 2012-15. To quarter 2 2014/15, we had established 29. Our prospects for meeting the overall target are **GREEN**.



Commentary

- Twenty-nine pocket parks have now been completed and funding agreements are in place to ensure the target of 100 pocket parks will be delivered by March 2015.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2012-15
Target	5	20	50	23	98	N/A	N/A	100
Actual	9	17						
Forecast		9	18	61	97	N/A	N/A	100
Cumulative*	12	29						

* From the start of 2013/14.

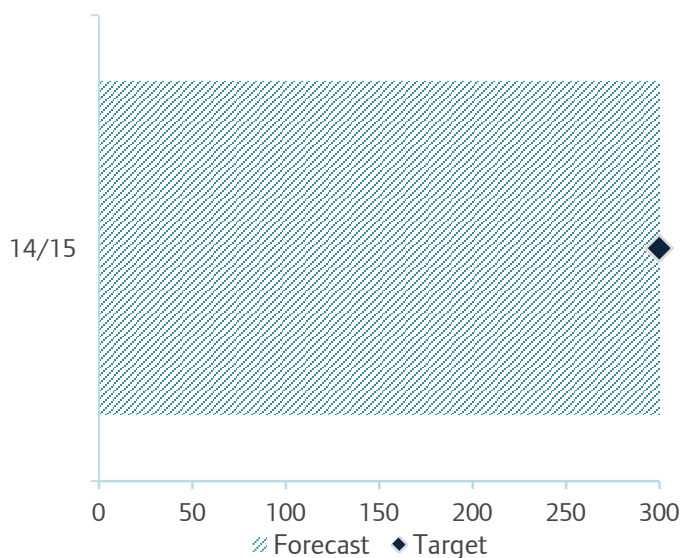
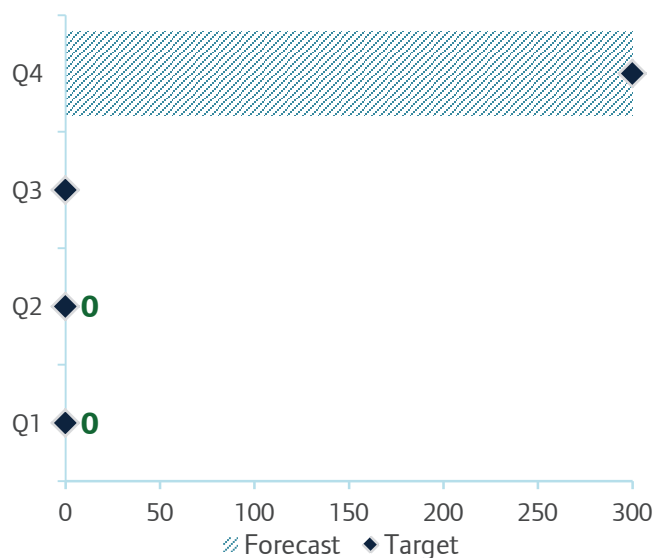
10b) The area of green space created or restored in acres through the Big Green Fund

April to September 2014/15	
Target	Actual
0	0
ACRES	GREEN

The Bigger Picture

What's our aim and where are we?

Our target is to create or restore 300 acres of green space by March 2015. Delivery has begun this year and our prospects for meeting the overall target are **GREEN**.



Commentary

- Six projects funded through the Big Green Fund will meet the target of improving 300 acres of green space. The projects are not due to be completed until March 2015 - hence the profiling of targets.
- Four of the 6 projects are currently in delivery. The other 2 are at final design stage and agreements to define the scope of works were, at the time of writing, expected to be in place shortly.

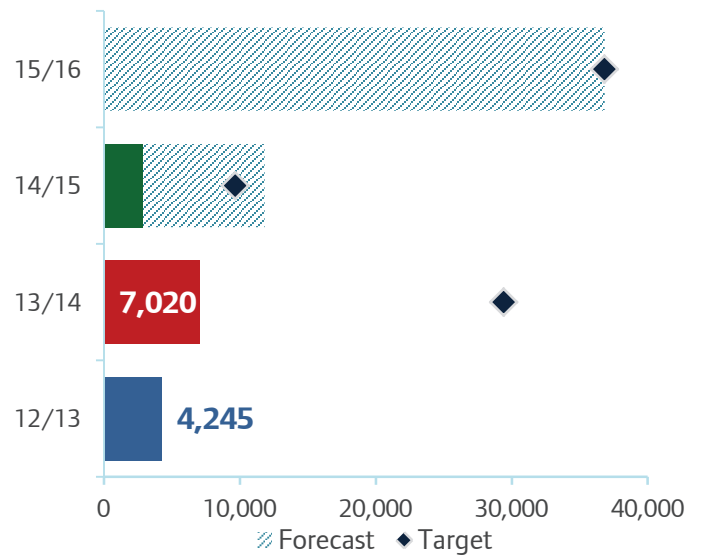
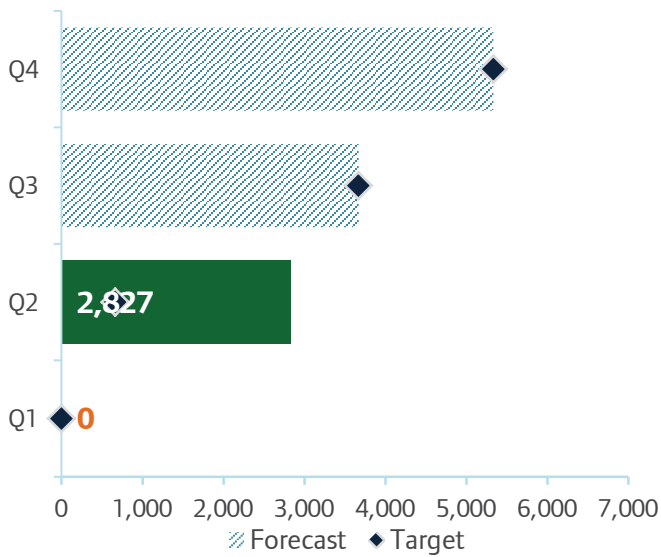
	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2012-15
Target	0	0	0	300	300	N/A	N/A	300
Actual	0	0						
Forecast		0	0	300	300	N/A	N/A	300

11a) Tonnes of CO2 saved as a direct result of Mayoral homes efficiency programmes

April to September 2014/15*	
Target	Actual
666	2,827
TONNES CO2	GREEN

The Bigger Picture
What's our aim and where are we?

Our target is to save 118,821 tonnes of CO2 over 2009-18. So far, we have saved 28,648 tonnes. We rate our prospects of meeting the overall target as **GREEN**.



Commentary

- The RE:NEW Support Team is now engaging with organisations. To date, contact had been made with 58 organisations and scoping meetings have been held with 24. Nine support plans were ready for issue / had been issued. The Support Team's weighted pipeline of projects stands at £166m of capital investment, 42,476 tCO2 and 79,794 homes.
- OJEU procurement preparation was being finalised and the new RE:NEW Framework OJEU notice and the pre-qualifying questionnaire were due to be launched early in quarter 3.
- Following support from the Support Team, LB Newham has entered into a contract through the original RE:NEW Framework to obtain ECO funding to install a range of measures in over 2,700 social homes.

* Savings are reported at the time a contract that has received support from the RE:NEW Support Team is let and are the savings that are due to be achieved over the contract period (ie. figures do not refer to the actual amount of carbon saved in a given quarter/year). Savings are estimates based on the expected (average) savings from the measures to be installed as set out in the contract.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2009-18
Target	0	666	3,667	5,333	9,666	36,834	36,500	118,821
Actual	0	2,827						
Forecast		666	3,667	5,333	11,827	36,834	36,500	120,982
Cumulative*	25,821	28,648						

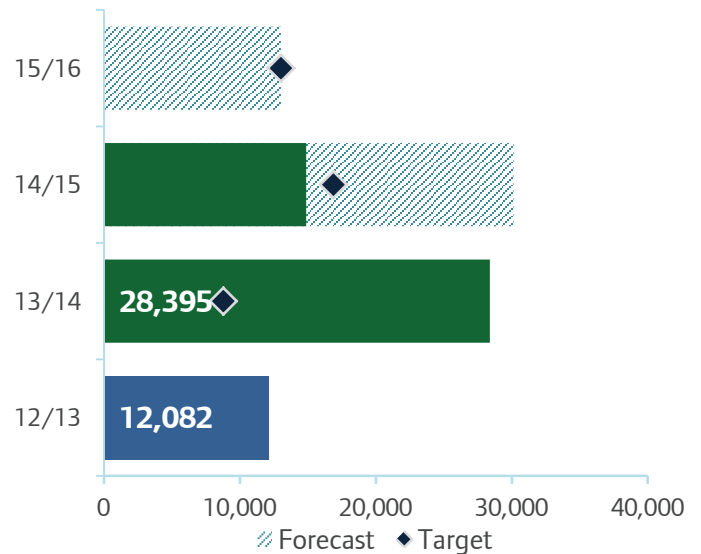
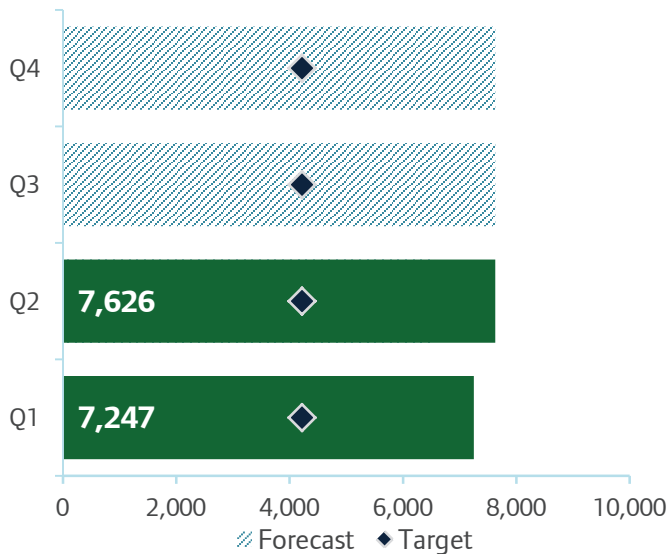
* Since 2009/10.

11b) Tonnes of CO2 saved as a direct result of Mayoral workplace energy efficiency programmes

April to September 2014/15*	
Target	Actual
8,438	14,873
TONNES CO2	GREEN

The Bigger Picture
What's our aim and where are we?

Our target is to save 45,427 tonnes of CO2 over 2009-16. Already, RE:FIT has saved 75,736 tonnes. So we have **MET THE TARGET** well ahead of schedule.



Commentary

- RE:FIT is a ready-to-use, cost neutral procurement initiative that allows public sector organisations to retrofit existing buildings with energy efficiency measures, reduce carbon emissions and achieve substantial guaranteed annual cost savings.
- RE:FIT is currently exceeding its quarterly targets and this is set to continue for the remainder of the year.

* Carbon savings are recorded once the contract has been signed. Although the savings reported are contracted rather than actual, the savings are guaranteed and extremely robust. Note that quarterly and annual figures are now being reported as the total of new and ongoing savings in the period. Past figures have therefore been amended to ensure reported figures are consistent. Note also that this KPI and KPI 11 are reported differently and cannot therefore be directly compared.

	This Year					Future Years		Lifetime**
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2009-16
Target	4,219	4,219	4,219	4,220	16,887	13,023	N/A	45,427
Actual	7,247	7,626						
Forecast		6,578	7,626	7,626	30,125	13,023	N/A	104,011
Cumulative*	68,110	75,736						

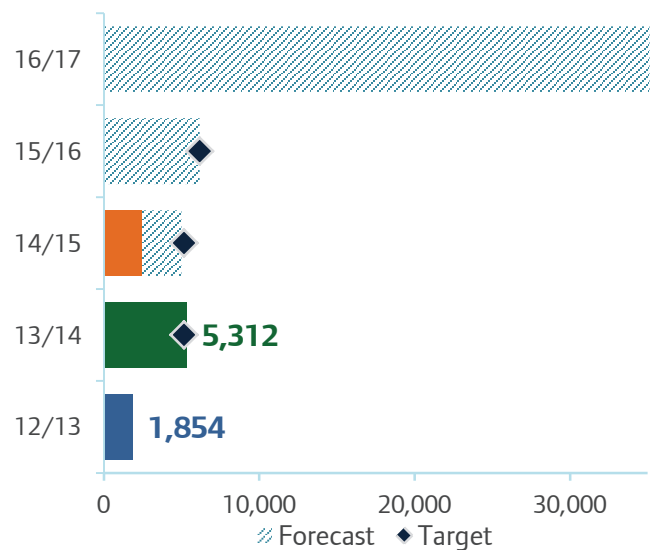
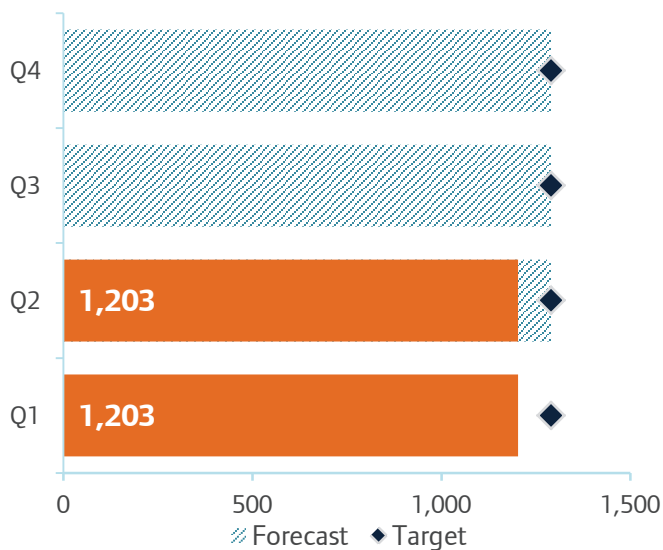
* Total carbon savings since 2009/10. ** To June 2015.

11c) Tonnes of CO2 saved as a direct result of Mayoral energy supply programmes

April to September 2014/15*	
Target	Actual
2,580	2,405
TONNES CO2	AMBER

The Bigger Picture
What's our aim and where are we?

Our target is to save 214,835 tonnes of CO2 over 2010-21. To date, we have met most interim targets and we rate our prospects of meeting the overall target as **AMBER**.



Commentary

- Reported carbon savings flow from: a) the Gospel Oak combined heat and power (CHP) project saving at least 2,890 tonnes of CO2 per year; b) the Crystal Palace CHP project which saved 2,002 tCO2 in 2013/14 and an estimated 750 tCO2 in the first half of 2014/15; and c) the Olympic Fringe project, saving 420 tCO2 per year.
- Additional CO2 savings, from 2015/16, will come from projects constructed and operated by others but which are supported to procurement by the GLA.

* Past data and targets for 2014/15 have been amended, reflecting that the GLA has worked to increase the accuracy of this KPI, replacing estimated (contracted) data with actual energy generation readings (from which CO2 savings are derived by comparing emissions from CHP to conventional energy generation). Data from 2013/14 and prior years are confirmed. In-year data will be confirmed after year-end. Future targets have also been amended, with the project pipeline now factored in; these targets are subject to change depending on project delivery timescales.

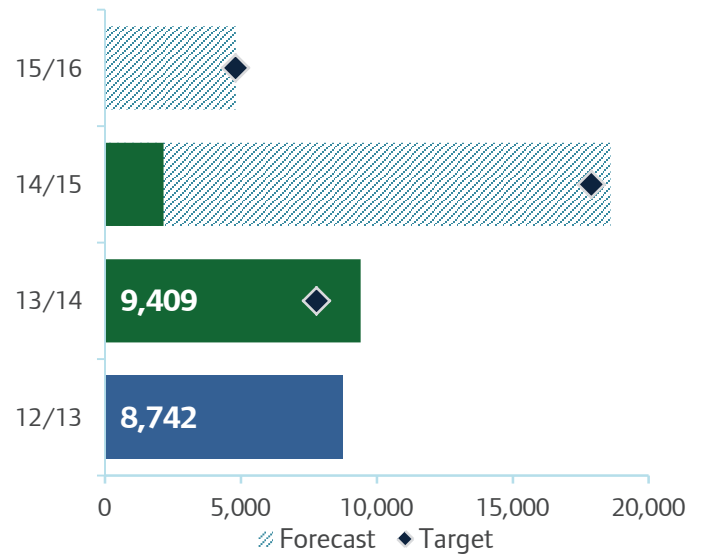
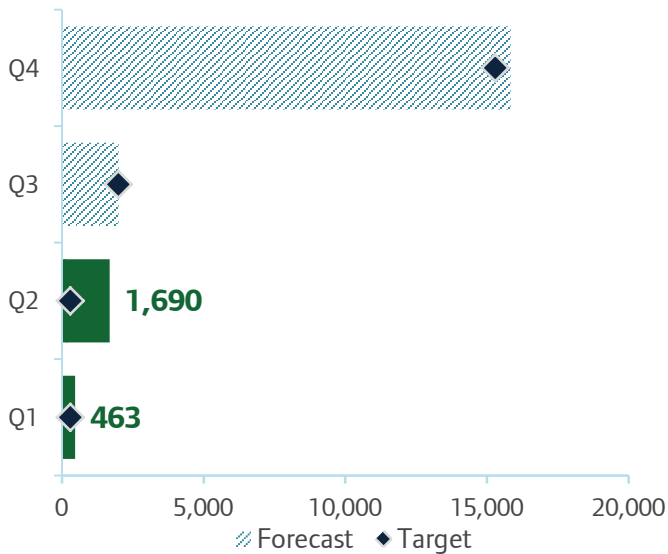
	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2010-21
Target	1,290	1,290	1,290	1,290	5,160	6,169	35,784	251,314
Actual	1,203	1,203						
Forecast		1,290	1,290	1,290	4,985	6,169	35,784	251,314
Cumulative*	10,681	11,884						

* Since 2009/10.

12) The number of affordable homes delivered

April to September 2014/15*	
Target	Actual
600	2,153
AFFORDABLE HOMES	GREEN

The Bigger Picture
What's our aim and where are we?
Our target is to deliver 100,000 affordable homes over 2 Mayoral Terms. So far, we have delivered 78,748 and we are meeting interim targets. We rate our prospects of meeting the overall target as GREEN .



Commentary

- Performance to the end of quarter 2 is above target and officers are working closely with providers to ensure as many completions as possible are delivered.
- Performance is also on track to meet the 100,000 homes target. However, the profile of delivery over 2014/15 is heavily back-loaded to the final quarter. This presents a risk. The GLA is carefully managing project delivery to mitigate risks. Slippage within year will be managed through substitutions.
- New programme allocations for the 2015-18 programme were announced in July and will contribute towards delivery of the Mayor's housing targets and the GLA was at the time of writing due shortly to launch continuous bidding, which will further contribute towards the Mayor's targets

* The 2013/14 outturn includes an estimate of those outputs monitored by DCLG (a figure of 700 has been assumed). The figure will be confirmed next quarter.

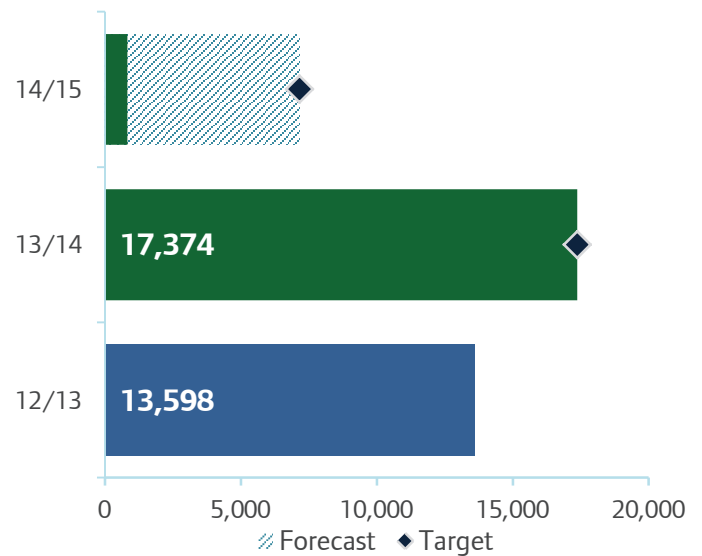
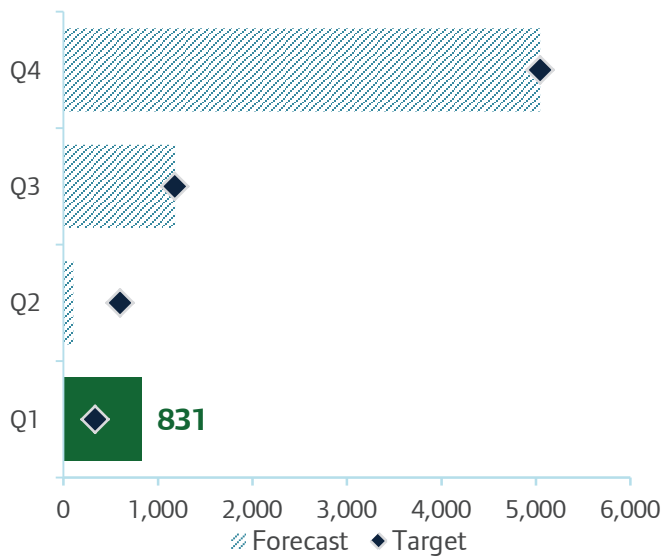
	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2008-16
Target	300	300	2,000	15,290	17,890	4,815	N/A	100,000
Actual	463	1,690						
Forecast		300	15,000	14,937	18,590	4,815	N/A	100,000
Cumulative*	77,058	78,748						

* Since May 2008.

13) The number of council homes made decent

Quarter One 2014/15*	
Target	Actual
336	831
HOMES	GREEN

The Bigger Picture
What's our aim and where are we?
We aim to bring 45,000 homes up to the decent homes standard over 2011-15. We are meeting interim targets and so far have made 38,671 homes decent. We rate our prospects of meeting the overall target as GREEN .



Commentary

- The 2011-15 programme is rated green as there are no issues with boroughs being able to meet their allocations: the programme is on track to bring 45,000 homes to decent standard.

* When figures are first reported they will in most cases be partial and therefore provisional. This reflects the time lag between the end of the quarter and boroughs sending in their claim forms. On this basis, the quarter 1 figure has been updated from that previously reported (336). The quarter 2 outturns is not yet available as borough have until December to return their claim forms.

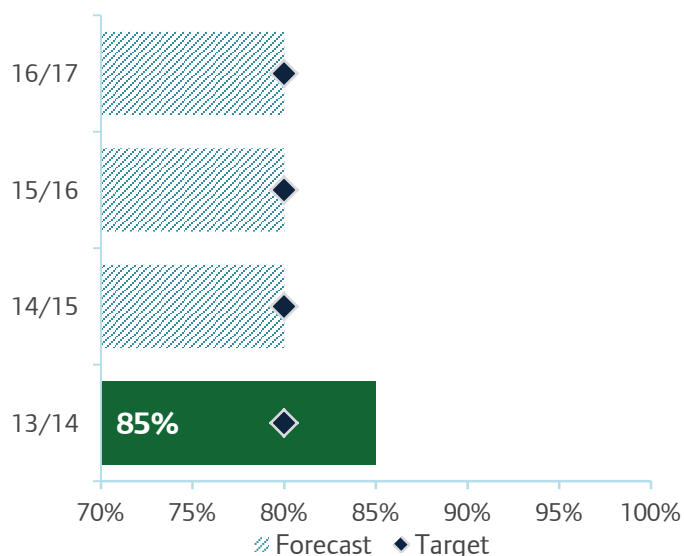
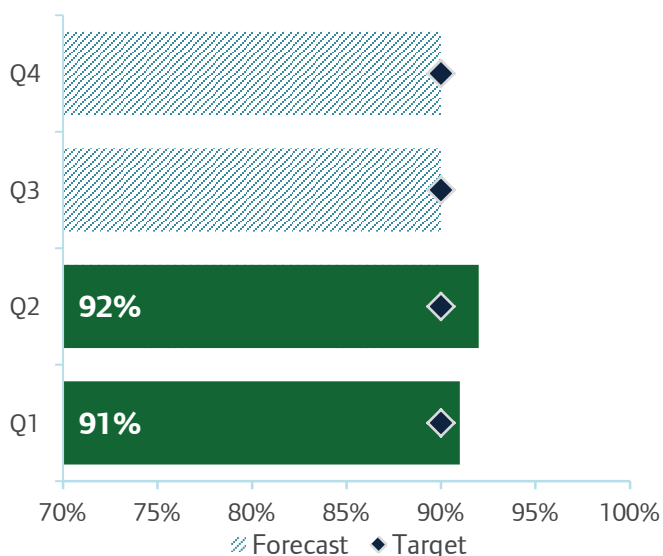
	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2011-15
Target	336	600	1,179	5,045	7,160	N/A	N/A	45,000
Actual	831							
Forecast		105	1,179	5,045	7,160	N/A	N/A	45,000
Cumulative*	38,671							

* For the 2011-15 programme, to date.

14) Percentage of rough sleepers who did not spend a second night out as a result of the GLA-funded NSNO service

Quarter Two 2014/15*	
Target	Actual
90%	92%
OF ROUGH SLEEPERS	GREEN

The Bigger Picture
What's our aim and where are we?
 Our target is that 90% of rough sleepers seen by NSNO do not spend a second night out in the same quarter. We have consistently met targets. Our prospects of continuing to meet the target are **AMBER**.



Commentary

- Quarter 2 performance has been rated as green as the target of 90 per cent has been met - 507 rough sleepers were seen by the service and 464 did not spend a second night out.
- At the time of writing, it was possible that staff at the service provider St Mungo's Broadway would strike for 7 days during quarter 3, which had the potential to impact on performance.

* Quarterly figures relate to rough sleepers seen by the service during the quarter in question and the proportion of those who did not spend a second night out during that same quarter. Annual figures relate to rough sleepers seen by the service in the year and the proportion those who did not spend a second night out during the same year.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	[Annual KPI]
Target	90%	90%	90%	90%	80%	80%	80%	N/A
Actual	91%	92%						
Forecast		90%	90%	90%	80%	80%	80%	N/A

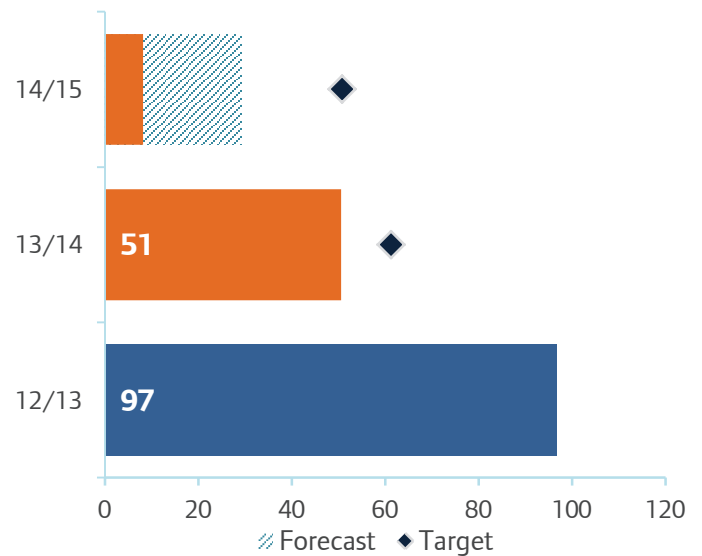
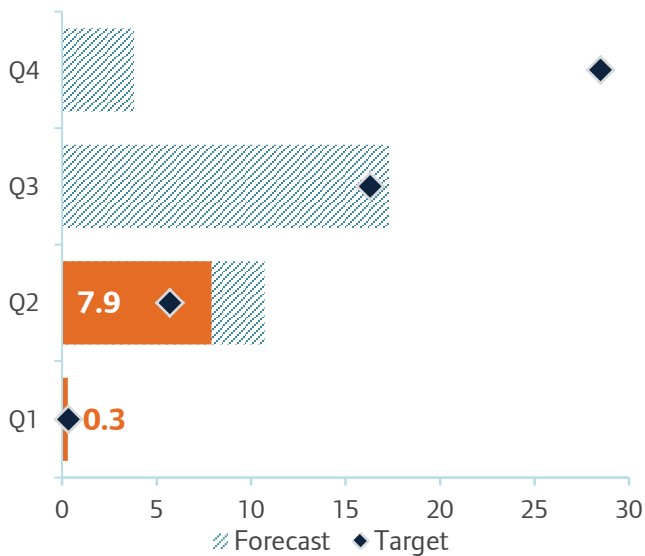
15) Release of GLA land in hectares

April to September 2014/15	
Target	Actual
6.0	8.2
HECTARES	AMBER

The Bigger Picture

What's our aim and where are we?

Our target is to release 198 hectares of GLA land over 2012-15. So far, we have released 148 hectares - somewhat behind interim targets. Our prospects for meeting the overall target within this timescale are **RED**.



Commentary

- Over the year to date, more land has been released than previously forecast. However, the overall target will not be met by the end of this year as the release of some significant sites have slipped into 2015/16. This includes the Stephenson Street site (10 hectares) and, separately, other industrial sites (totalling 8 hectares) that will be included in a single joint venture to be agreed in quarter one next year.
- Housing and Land will continue to ensure that the release of GLA sites to support Mayoral priorities for jobs, growth and regeneration.

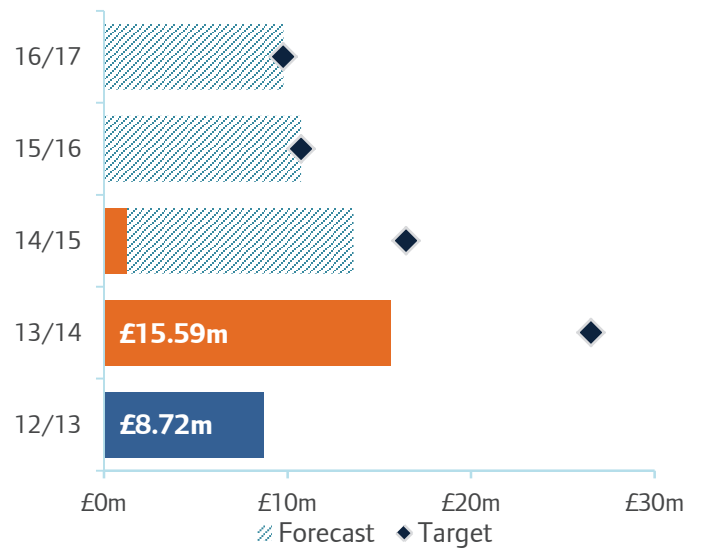
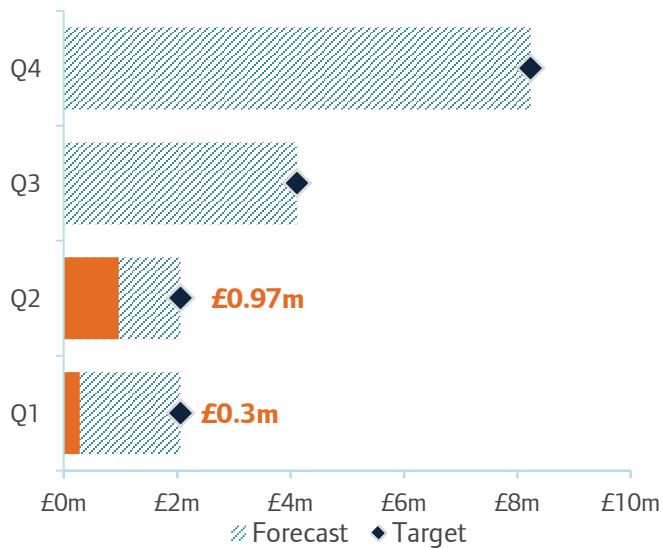
	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2012-15
Target	0.3	5.7	16.3	28.5	50.8	N/A	N/A	198.0
Actual	0.3	7.9						
Forecast		10.7	17.3	3.8	29.3	N/A	N/A	176.5
Cumulative*	147.5	155.4						

* From the start of 2012/13.

16) Value of match funding from partner bodies as a result of GLA investment through the MRF and OLF

April to September 2014/15*	
Target	Actual
£4.12m	£1.24m
£ MATCH FUNDING	AMBER

The Bigger Picture
What's our aim and where are we?
 Our target is £61.3m of match funding over 2012-17. So far, match funding had totalled £25.6m - somewhat behind our interim target. Our prospects of meeting the overall target are, however, **GREEN**.



Commentary

- Performance figures for quarters one and 2 are based on only partial data. In part, this reflects that a significant number of claims have been submitted without a signed declaration sheet, which is required to validate the spending of match funding. Figures for the first half of the year are expected to rise considerably once these signed forms are received.
- As the remainder of MRF projects enter grant agreement this financial year, the aggregate level of match funding commitments will increase, contributing to achievement of the overall target.

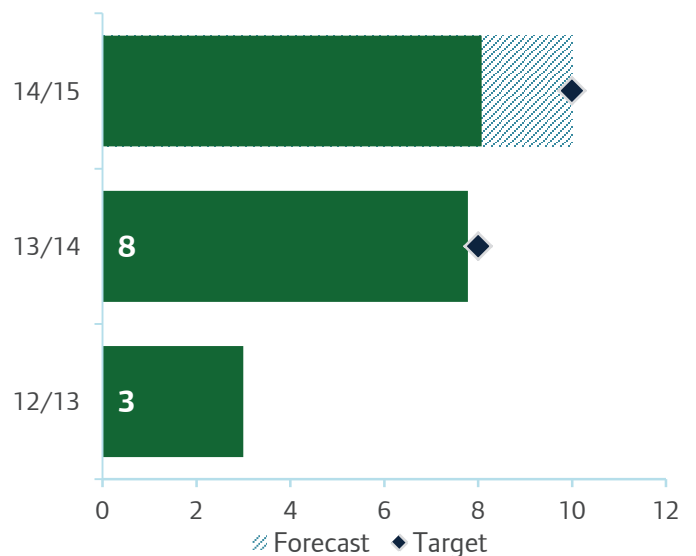
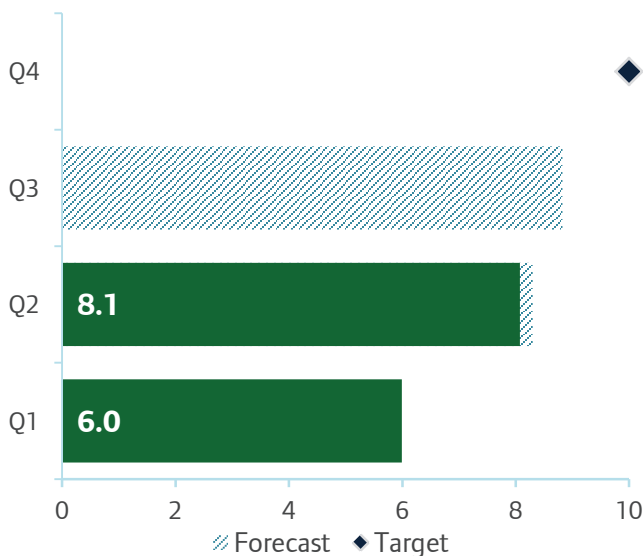
	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2012-17
Target	£2.06m	£2.06m	£4.12m	£8.23m	£16.47m	£10.74m	£9.78m	£61.30m
Actual	£0.28m	£0.97m						
Forecast	£2.06m	£2.06m	£4.12m	£8.23m	£13.60m	£10.74m	£9.78m	£58.43m
Cumulative*	£24.59m	£25.56m						

* Since 2012/13.

17) The return on investment made to secure outside sponsorship

April to September 2014/15*	
Target	Actual
N/A	8.1
RETURN AS RATIO	GREEN

The Bigger Picture
What's our aim and where are we?
Our target is that there is a return on the investment to secure sponsorship over 2012-15 of a factor of 7. We are meeting interim targets and our prospects for meeting the overall target are AMBER .



Commentary

- At end of quarter 2, the value of sponsorship agreed for the year was £1.8m, an income to cost (the cost of the Commercial Partnerships Team (CPT)) ratio of 8:1. The majority was generated from multi-year and prospective deals agreed in the preceding financial year. The value of sponsorship is expected to rise to £1.9m by the end of quarter 3, an income to cost ratio of 9:1. The majority of the additional income will be generated from a multi-year deal for Team London HeadStart and from sponsorship deals for GLA events.
- The key risk to achieving the target is securing corporate partners to sponsorship opportunities that add value to both parties. The CPT is working with GLA teams to identify partners to support other Mayoral programmes. It is also working with policy teams to review delivery within each of its active partnerships and to identify new partnership opportunities ahead of each financial year.

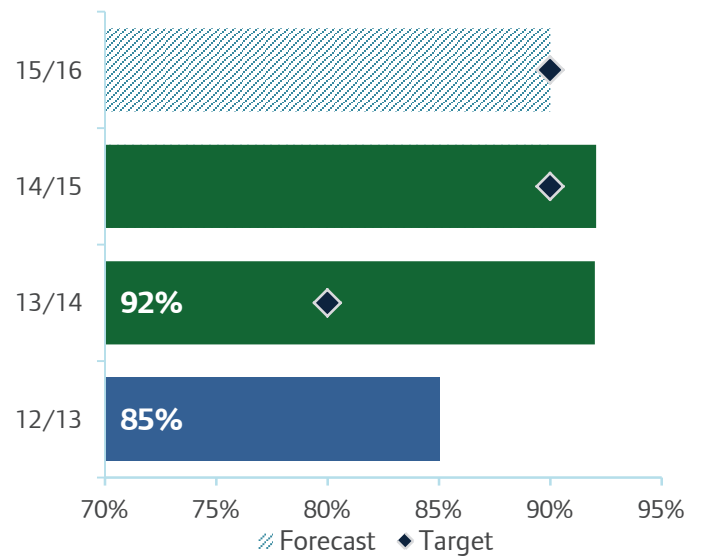
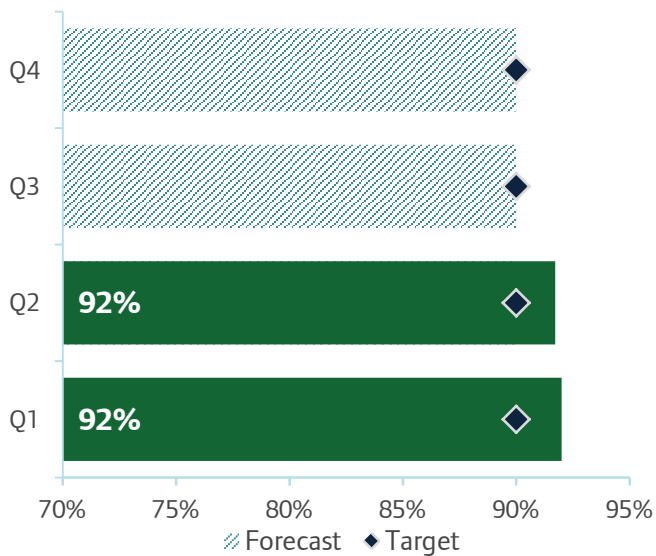
* It is not possible to profile this KPI across the year so there are no quarterly targets. In-year figures may include sponsorship income from contracts not yet signed / not yet paid. The cost element of the KPI is the budgeted figure for the CPT. Data will not be confirmed until after year-end, based on actual income received and the actual spend on the CPT.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	2012-15
Target	N/A	N/A	N/A	10.0	10.0	N/A	N/A	7.0
Actual	6.0	8.1						
Forecast		8.3	8.8	TBC	10.0	N/A	N/A	7.0

18) The percentage of invoices from small and medium sized enterprises (SMEs) paid within 10 days

Quarter Two 2014/15*	
Target	Actual
90%	92%
% OF INVOICES	GREEN

The Bigger Picture
What's our aim and where are we?
 Our target is to pay 90% of all invoices from SMEs within 10 days. In the past quarter, we paid 92% of SME invoices within the set time. We rate our prospects of meeting the target over the medium-term as **GREEN**.



Commentary

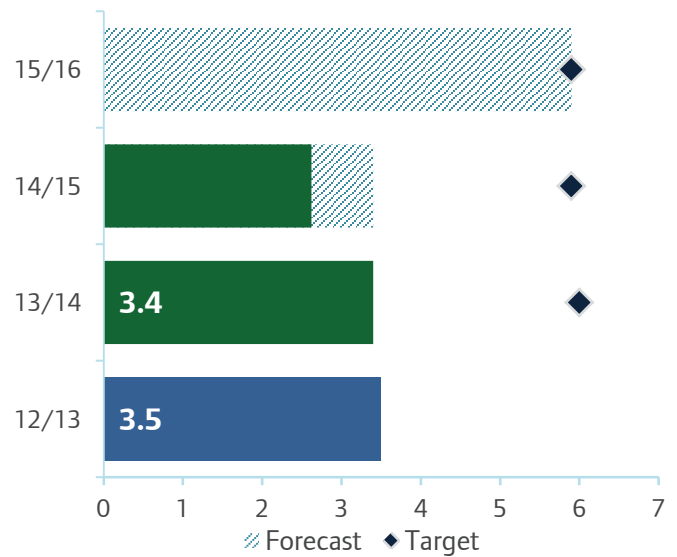
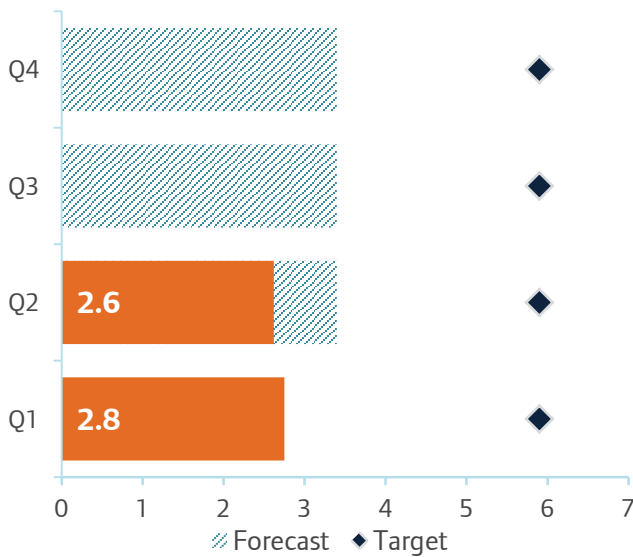
• Performance is consistent with that achieved in the previous financial year and ahead of target. In quarter 2 we paid 1,328 of 1,448 SME invoices within 10 days.

* This KPI is measured according to SAP periods, so does not precisely follow a quarterly timetable.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	[Annual KPI]
Target	90%	90%	90%	90%	90%	90%	90%	N/A
Actual	92%	92%						
Forecast		90%	90%	90%	90%	90%	90%	N/A
Cumulative*		92%						

* Over this financial year.

19) Average number of working days per GLA employee lost to sickness absence



Commentary

- Performance remains better than target and that of comparator groups. However, we continue to have concerns about the data reported from the sickness absence system - hence the amber traffic light. Procurement of a new, more robust system will take longer than originally envisioned, but is otherwise progressing well. It will go live for the start of 2015/16.
- In the meantime, manual consistency checks are being undertaken and suggest the reported figure is in line with actual performance.
- The new system will be accompanied by process changes to the recording of sickness absence. It is unclear at this stage what impact this will have on the completeness of the data. However, this will be monitored closely.

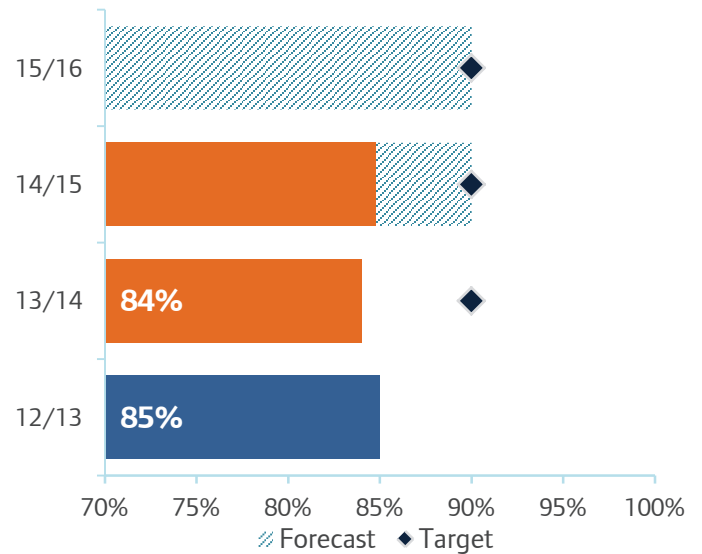
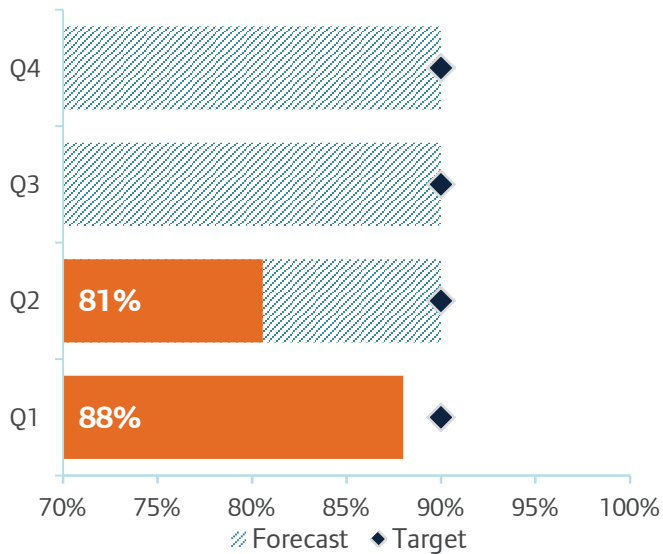
* This KPI is measured over a rolling year.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	[Annual KPI]
Target	5.9	5.9	5.9	5.9	5.9	5.9	5.9	N/A
Actual	2.8	2.6						
Forecast		3.4	3.4	3.4	3.4	5.9	0.9	N/A

20) The percentage of correspondence responded to in full in 20 working days

Quarter Two 2014/15	
Target	Actual
90%	81%
% CORRESPONDENCE	AMBER

The Bigger Picture
What's our aim and where are we?
Our target is to respond to 90% of correspondence within 20 days. In the past 6 months, we responded to 85% of correspondence within 20 days. Our prospects of meeting the target over the medium-term are AMBER .



Commentary

• We missed our target this quarter due to a relatively high number of complex enquiries that required significant time and resource to respond to. Many of these did not directly relate to GLA activity or areas of responsibility. The Public Liaison Unit has suggested changes in process to relevant teams to improve performance.

	This Year					Future Years		Lifetime
	Q1	Q2	Q3	Q4	2014/15	2015/16	2016/17	[Annual KPI]
Target	90%	90%	90%	90%	90%	90%	90%	N/A
Actual	88%	81%						
Forecast		90%	90%	90%	90%	90%	90%	N/A
Cumulative*		85%						

* Over this financial year.

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Central Programme Budget 2014-15 (as at 13 November 2014)

- 1.1 The central programme budget was introduced in 2013-14 to replace individual team programme budgets, with directorates bidding for funds on a project or task basis. The 2014-15 programme pot totals £2.9m.
- 1.2 Current levels are set out in **Table 1**.
- 1.3 **Table 2** lists the projects which have received in-principle approval; 86% of the budget has been approved. The remaining budget is earmarked for C+I.

Table 1: Summary

<i>£000</i>	Notional directorate allocations	Approved as at 13 Nov	Remaining 14-15 amount
DEE	1,180	1,180	0
C+I	1,080	661	419
Across all directorates	640	640	0
Total	2,900	2,481	419

Table 2: Project details as at 13 Nov

	<i>Title</i>	Outline	2014-15	2015-16	Approval
DEE	School Food Plan London Flagship Boroughs	Matching DfE £600k and £50k from main Food budget. To establish two "flagship boroughs" in London to show how the School Food Plan can stimulate changes in health and attainment.	250,000	300,000	MD1328
DEE	ERDF Food Business Waste / Foodsave	£47,000 was approved last year for 14-15, not now required as Foodsave has own budget line.	0	0	MD1149
DEE	Environment Team work programme	Went through IPB. To support various streams of work of the environment team including Green Infrastructure programme and Energy work	424,000	0	MD1378
DEE	Smart London	To develop policies and actions around smart cities and improvements through technology and innovation	105,000	0	DD1214
DEE	London Higher EU Resource	Towards a £40k London Higher representative in Brussels hosted at London House	10,000	0	DD1182
DEE	LEP Eco Dev Plan	To match LEP and London First contribution towards an Economic Development Plan for the LEP	50,000	0	DD1185
DEE	Hydrogen London	Staffing costs to manage Hydrogen London	10,000	0	DD1234
DEE	Hydrogen London	Future years staffing costs with profiling to be confirmed over 2.5 years	0	25,000	n/a
DEE	Air Quality	Additional resourcing (May IPB)	107,000	0	DD 1254
DEE	Crystal Palace	Revenue funding to support the implementation and feasibility of the small capital improvements proposed.	160,000	0	MD 1401
DEE	Expo	Various work strands to support the pre-bid work to Expo 2025 to include business engagement, competitor analysis and intelligence on BIE and voting process; economic impact study; cost consultants	220,000	0	DD1230 + MD 1399
C+I	SMEWFL	To cover a contractual commitment inherited from the LDA re the tail-end of the Agency's programmes	14,100	0	DD1056
C+I	London	Improvements to the London Datastore	50,000	0	DD1179

	Datastore	launched in 2010 (Programmers and IT developers costs)			
C+I	Sustainable development activity	To support the London Sustainable Development Commission programme (£17k), the London Leaders Programme for £25k and £5k to support accreditation of our events to ISO20121	47,000	0	ADD199
C+I	Diversity and social policy programme	To deliver the Mayor's 7 th annual Know Your Rights campaign, hold a Mayoral reception to promote the Built Environment Professional Education Project, and wider engagement work on Equal Life Chances for All.	Up to 44,000	0	ADD194
C+I	Health team budget	To take forward Workplace Health Charter, Alcohol Campaign, Events: HIV + Sexual Health, Breast Cancer Awareness, Mental Health, Urban planning for health, Health Inequalities Strategy implementation, Public Health professional issues and Consultancy support	111,800	0	ADD205 for £40.8k and ADD208 for £35k
C+I	Age Friendly London and Friendly London reports	Writing, production and printing of two reports: "Age Friendly London" and "Friendly London" led by the Diversity and Social Policy team	Up to 25,000	0	ADD204
C+I	Immigration post	to fund a temporary Grade 10 post on immigration, asylum and integration in the Diversity and Social Policy team for August 2014 to March 2015	42,000	0	ADD212
C+I	Busk in London	IPB approved this new scalable busking scheme for London, a digital initiative to support street performance and deliver the Mayor's pledge to "make London the most busker friendly city in the world".	78,000	0	MD1397
C+I	Additional Culture	To cover a range of activities: £34,000: Film London and London Design Festival evaluations £27,000: Music Education Strategy £18,000: "Informal Culture" conference and publication £11,000: Additional Cultural Tourism toolkit £10,000: World Cities Culture Forum	100,000	0	DD 1280
Cross Dir	London 2012 Paralympic legacy work	To take forward, with Government, a project emerging from the Paralympic Legacy Advisory Group: Built Environment Professional Education Project and make Inclusive Design a required part of the education of all built environment professionals	40,000	0	ADD47
Cross Dir	Infrastructure Plan	To fund specialist technical consultancy support to complete the London Infrastructure Plan (includes £150k contingency).	182,000	0	MD1294
Cross Dir	Infrastructure Plan	Additional spend per the July 2014 IPB paper but contingency was not approved	181,000	0	MD1394
Cross Dir	Infrastructure Plan	Additional spend as per Oct 2014 IPB paper approving use of what was the contingency	103,000	0	MD1413 in drafting
Cross Dir	Timewise Partners	To join Timewise Partners in supporting flexible and part time working	3,500	0	n/a
Cross Dir	National Dementia Research Institute activity	to fund a senior project and partnership manager to lead the development of concepts and partnerships for a Dementia Research Institute based in London	123,000	0	DD1217
Totals			2,480,400	325,000	

Appendix 6

Forward Plan: IPB, HIG and LEP

	IPB		HIG	LEP
	for decision	for review		
Timing TBC	<ul style="list-style-type: none"> London City Airport* London Housing Zones Social Supermarkets Stage 2 London Curriculum 		Expected Q4 2014-15: <ul style="list-style-type: none"> RAD - Albert Island* RE:NEW programme - future funding* Work Programme* No first night out MHC other products HCA FT update HCA Representative Thameside West Procurement London Housing Zones Intermediate Homes Fund (aka Housing Bank) 	<ul style="list-style-type: none"> GLA Land Asset Strategy* GLA's Housing and Land Portfolio Area Based Presentation: Olympic Park- incl. employment impact post-games Old Oak Common / HS2 London Finance Commission Update
Dec 2014	<ul style="list-style-type: none"> Expo 2025 GPF: West Anglia STAR scheme 1+2 GPF: Angel Road Station (Enfield) - Stage 1 GPF: Barking Riverside Stage 1+2 Junior electricity supply licence - Business Plan 	<ul style="list-style-type: none"> Single Property Unit Update* Mayoral Commitments - Economy part 2 (Competitive London) Crystal Palace NSC SuperConnected Cities Update 	<ul style="list-style-type: none"> GLAP Freehold Strategy Development Sites Status Estate Regeneration - draft working arrangements Gallions 3B Stephenson Street Quarterly LSIP Update 	<ul style="list-style-type: none"> London & Partners Update on Key working Group activity (TBC) EDP Final Recommendations Apprenticeships Investment Programme Governance Review – final report Centre for London Exports Report
Jan 2015	<ul style="list-style-type: none"> High Streets Programme GPF: Angel Road Station (Enfield) - Stage 2 GPF: Custom House Stage 1+2 		<ul style="list-style-type: none"> Annual MHC 2015-18 Update Q3 Affordable Housing Update Manor Road Retail Park 	
Feb 2015		<ul style="list-style-type: none"> Quarterly CPO Programme Update Mayoral Commitments – Crime 		
March 2015		<ul style="list-style-type: none"> NYE 2014 evaluation Corporate Risk register Mayoral Commitments - Quality of life 	<ul style="list-style-type: none"> Quarterly LSIP Update 	<ul style="list-style-type: none"> West London presentation Update on Key working Group activity (TBC)

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SUMMARY REVENUE AND CAPITAL BUDGET MONITORING REPORT
Period 6 - 2014/15

Summary

MOPAC/MPS financial position as at Period 6 - 2014/15

This report on the MOPAC/MPS finances for 2014/15 provides details of the current forecast outturn financial position as at Period 6 for revenue and capital budgets.

Revenue Position - The year to date position is an underspend of £5.6m and the forecast is a pressure of £4.4m (0.2% of Net Revenue Expenditure Budget). This forecast is an improvement on the previously declared position (£32.5m overspend) as underspends on capital financing costs and the release of centrally held non-pay inflation budgets have been included in the forecast.

Whilst the overall forecast position in 2014/15 is for a small overspend, the impact of the current year's overspending budgets will need to be assessed in terms of future years. For example, police staff expenditure will need to be reduced in order that the current year's overspend is not continued into 2015/16. Also, the police overtime budget will be under pressure again in 2015/16 based on the current forecast. In terms of the Corporate Real Estate (CRE) and Total Technology Programme (TTP) programmes, the proposed 2015/16 budgets have been adjusted to reflect a realistic level of savings delivery and therefore there should not be an ongoing pressure.

A summary of the key pressures/savings with RAG status are stated in the table below.

Pressures:	£m	RAG Status
Police Staff Pay	12.0	Amber
Police Officer Overtime	12.0	Amber
Premises Costs	7.7	Amber
Supplies and Services	7.1	Amber
Savings:		
PCSO Pay	-6.4	
Capital Financing Costs	-7.3	
Non-pay inflation	-20.0	

Capital Position - The forecast spend is £227.1m which is £141.1m below the approved budget of £368.2m. Capital receipts as at September 2014 are £55.3m and are forecast to reach £150m by the year end.

A. SUPPORTING INFORMATION

Background

1. The 2014/15 MOPAC budget was approved as part of the Mayor's consolidated budget on 14 February 2014.
2. £134m savings have been included in the budget for 2014/15 as part of the overall aim of delivering £500m of savings between 2013/14 and 2015/16.

Revenue Financial Position - Period 6

3. The annual forecast as at Period 6 is for a cost pressure of £4.4m which is 0.2% of the Total Net Expenditure budget. **Table 1** provides a summary of the Period 6 position for subjective budgets for the MPS and MOPAC.

Table 1 - Subjective comparison of year to date and forecast annual expenditure and income to budget - Period 6

2014/15	Period 6 YTD Budget £m	Period 6 YTD Actual £m	Period 6 YTD Variance £m	2014/15 Annual Budget £m	Period 6 Annual Forecast £m	Period 6 Annual Forecast Variance £m	Variance %
Police Officer Pay	871.0	865.4	-5.6	1,763.5	1,763.5	0.0	0.0%
Police Staff Pay	255.2	265.3	10.1	551.8	563.8	12.0	2.2%
PCSO Pay	39.6	37.2	-2.4	79.3	72.9	-6.4	-8.1%
Total Pay	1,165.8	1,167.9	2.1	2,394.6	2,400.2	5.6	0.2%
Police Officer Overtime	42.4	46.1	3.7	81.0	93.0	12.0	14.8%
Police Staff Overtime	11.7	12.2	0.5	23.5	24.1	0.6	2.6%
PCSO Overtime	0.2	0.1	-0.1	0.4	0.3	-0.1	-25.0%
Total Overtime	54.3	58.4	4.1	104.9	117.4	12.5	11.9%
Employee Related Expenditure	7.3	13.3	6.0	19.6	20.3	0.7	3.6%
Premises Costs	89.1	84.0	-5.1	168.8	176.5	7.7	4.6%
Transport Costs	30.3	28.5	-1.8	61.1	60.0	-1.1	-1.8%
Supplies & Services	157.7	153.8	-3.9	404.8	391.9	-12.9	-3.2%
Total Running Expenses	284.4	279.6	-4.8	654.3	648.7	-5.6	-0.9%
Capital Financing Costs	29.8	29.8	0.0	59.7	52.4	-7.3	-12.2%
Discretionary Pension Costs	18.9	16.9	-2.0	37.9	35.6	-2.3	-6.1%

Total Gross Expenditure	1,553.2	1,552.6	-0.6	3,251.4	3,254.3	2.9	0.1%
Income	-132.0	-133.8	-1.8	-263.4	-264.4	-1.0	-0.4%
Specific Grants	-240.4	-242.9	-2.5	-483.0	-481.8	1.2	0.2%
Transfers to/from Reserves	0.2	-0.4	-0.6	-56.8	-55.5	1.3	2.5%
Total Net Expenditure	1,181.0	1,175.5	-5.5	2,448.2	2,452.6	4.4	0.2%
Funding (General Grant & Precept)	-1,224.0	-1,224.1	-0.1	-2,448.2	-2,448.2	0.0	0.0%
Overall Total	-43.0	-48.6	-5.6	0.0	4.4	4.4	0.2%

Key Points

4. **Table 2** provides a summary of the key pressures and savings along with corporate mitigations to reduce the overall pressure.

Table 2 - Summary of Pressures and Corporate Mitigations as at Period 6

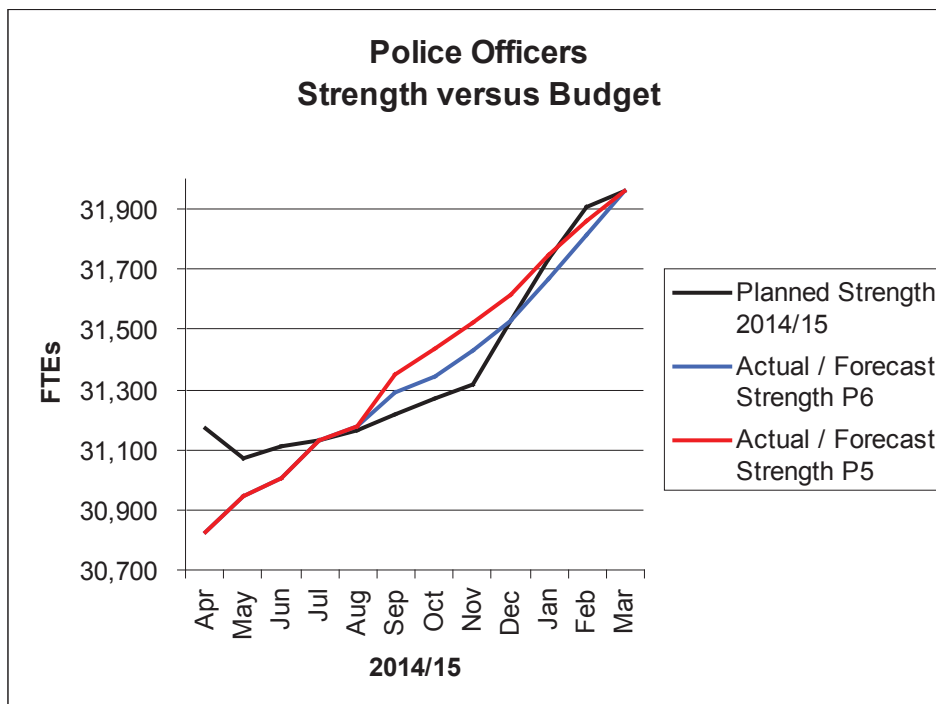
Forecast position as at Period 6	Issue	RAG Status	Responsible Officers and timeline
Pressures:	£m		
Police Officer Pay	0.0		MPS Director of HR has agreed to manage Police Officer recruitment to stay within budget.
Police Staff Pay (incl. temp staff)	12.0		Steps to be taken to reduce the costs of temporary staff.
Police Officer Overtime	12.0		Whilst £5.5m of this overspend is funded by additional income, all Assistant Commissioners have been asked to ensure that expenditure is reduced as far as possible before the next forecast is declared at Period 9.
Premises Costs (CRE)	5.3		Director of PSD and CRE Lead to continue to review options through CRE Governance Board.
Revenue support to capital projects	8.4		Funding to come from existing reserves or the Major Change Programme Fund.
Specific Grant (CT)	1.2		Finance Business Partners to work with SSS management to ensure all relevant costs related to CT are identified and recovered.
Fuel Costs	0.6		A decrease in usage has revised the forecast overspend from £2m in Period 5.
Catering Services	1.4		Interim Director Shared Support Services to assess potential mitigations. At this stage it is not possible to quantify the mitigations and therefore the pressure remains at £1.4m.
Other	-2.8		Various minor variations
Savings:			
PCSO Pay	-6.4		
Capital Financing Costs	-7.3		
Non-pay inflation	-20.0		
Total Forecast	4.4		

5. There is a claim for the non-payment of certain allowances that is currently ongoing with certain police officers. Whilst no allowance for the potential liability has been included in the forecast position, it is likely that future forecasts will reflect the potential cost to the MPS.

Period 6 Commentary

6. **Police Officer Pay:** YTD underspend of £5.6m (0.6% of budget): Forecast to break even.
- **Graph 1** shows that the YTD underspend is due to the numbers of Police Officers being below the planned strength for the first quarter. Although numbers rise above the planned strength for a few months planned recruitment has been amended to ensure that the annual costs remain within budget.

Graph 1 - Police Officers - Strength versus Budget

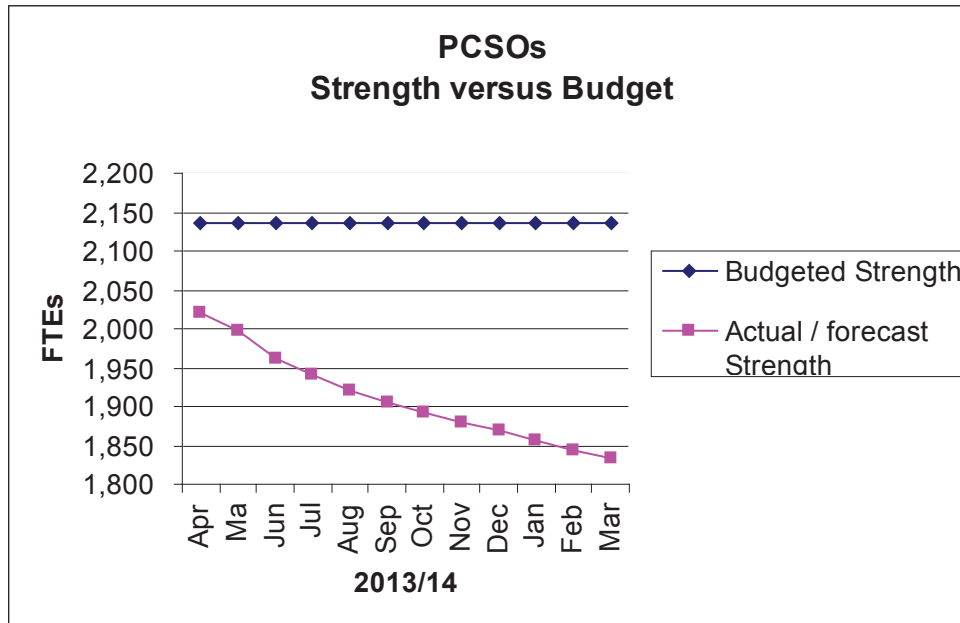


7. **Police Staff Pay:** YTD overspend of £10.1m (4.0%): Forecast pressure of £12.0m (2.2%).
- The budget is based on 12,200 FTE across the year. The effect of having the significant number of agency staff, often costing more than the average costs of a permanent member of staff, and total staff (including agency) being above the budgeted level for the first 6 months of the year are the main reasons for the predicted cost pressure of £12m. Year to date expenditure on temporary staff is £8.4m and forecast to be £16.7m by year end. All MPS Management Board members have been asked to review whether the number of temporary staff can be reduced more quickly so as to mitigate this pressure and if not whether daily rates can be reduced.

8. **PCSO Pay:** YTD underspend of £2.4m (6.1%): Forecast saving of £6.4m (8.1%).

- **Graph 2** shows that numbers of PCSO Staff are below the planned strength throughout the year.

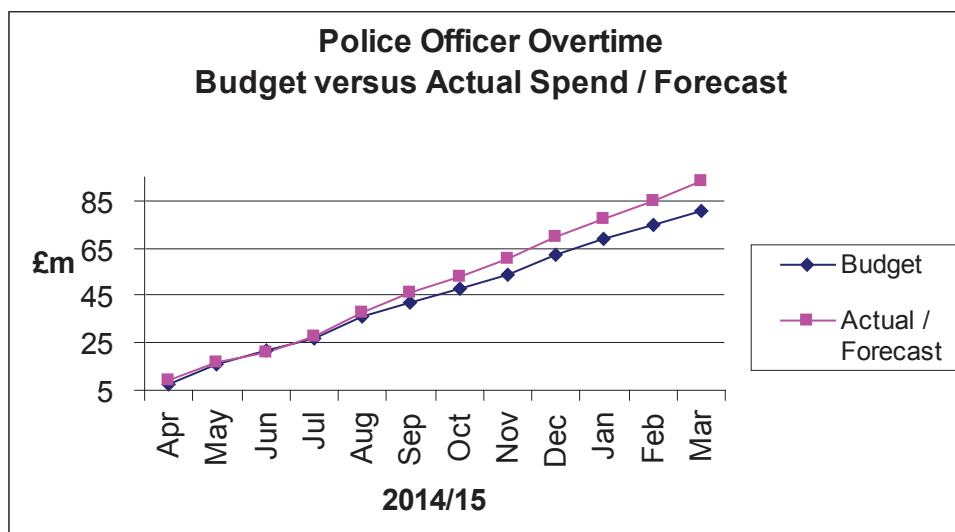
Graph 2 - PCSO Staff - Strength versus Budget



9. **Police Officer Overtime:** YTD overspend of £3.7m (8.7%): Forecast pressure of £12.0m (14.8%).

- **Graph 3** shows that expenditure starts to significantly rise above budget from September and the pressure gradually increases as the year progresses.
- The main areas of pressure are in Specialist Operations (£6.6m) where the level of vacancies is generating overtime to cover posts plus the rise in the threat level to Severe is also having an impact.
- The other main pressure is in Specialist Crime and Operations (£5.1m) on the Public Order Aid Fund mainly due to the public order and infrastructure security for the NATO summit.
- The MPS are forecasting to receive additional income of approximately £5.5m as reimbursement for the additional overtime expenditure incurred due to policing the NATO summit and the Commonwealth Games. This mitigates the overall overspend on overtime from £12m to £6.5m.

Graph 3 - Police Officer Overtime - Budget versus Actual Spend



10. **Running Costs:** YTD underspend of £4.8m (1.7%): Forecast saving of £5.6m (0.9%).

The main forecast pressures are due to the slippage associated with delivery of the CRE programme because of slower than planned building exits (£5.3m), unbudgeted revenue support to capital projects within Digital Policing (£8.4m), and catering (£1.4m). £20m is held centrally for non-pay inflation and the MPS propose to use this budget to mitigate pressures elsewhere in the budget.

11. There are revenue pressures in Digital Policing to fund the one-off costs of change. Further work is being undertaken to assess the amount of this pressure but current estimates are £8.4m in 14/15 (included in this report) and a further £22.2m in 15/16. At present there is approximately £9.3m set aside for Technology projects within the Major Change Programme Fund and £9.7m in Digital Policing earmarked reserves. In addition £7.8m is uncommitted in this year's Major Change Programme Fund and £10.6m uncommitted in 15/16.
12. The MPS are currently undertaking a review of Supplies and Services expenditure in light of the requirement to make 10% savings on this budget next year.
13. **Capital Financing Costs:** Forecast saving of £7.3m (12.2%). This is due to lower than expected borrowing and higher than expected capital receipts

Capital Expenditure and Receipts

14. **Table 3** provides a summary of the current financial position for capital expenditure and receipts. Forecast Capital expenditure as at September 2014 is £227.1m which is £141.1m below the approved budget of £368.2m. Capital receipts as at September 2014 are £55.3m and are forecast to reach £150m by the year end.

Table 3 - Capital as at Period 6 (September) - 2014/15

Summary by Provisioning Department	Approved Programme 2014/15	Actuals	Forecast to 31/03/15	% of forecast spent	% of budget spent
	£000s	£000s	£000s	%	%
Comprising					
Digital Policing	170,842	29,916	110,000	27%	18%
Property Services	172,079	32,465	99,787	33%	19%
Transport Services	25,174	4,175	17,239	24%	17%
Other	60	11	60	19%	19%
Total	368,155	66,567	227,086	(141,069)	

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OPM Analysis

Demanding Times (1)

Demanding Times (2)

Demanding Times (3)

31 March 2009

Employee Group	Operational		Operational Support		Organisational Support		Total	
	FTE	%	FTE	%	FTE	%	FTE	%
Police Officers	24,595	76.7%	6,716	20.9%	764	2.4%	32,075	100.0%
PCSOs	4,340	95.9%	179	4.0%	4	0.1%	4,523	100.0%
Police Staff (Inc TW)	1,756	12.4%	7,692	54.2%	4,749	33.5%	14,197	100.0%
Total	30,690	60.4%	14,587	28.7%	5,517	10.9%	50,795	100.0%

Employee Group	Strength				Percentage			
	Police Officers	PCSOs	Police Staff	Total	Police Officers	PCSOs	Police Staff	Total
Operational	24,595	4,340	1,756	30,690	76.7%	95.9%	12.4%	60.4%
Operational Support	6,716	179	7,692	14,587	20.9%	4.0%	54.2%	28.7%
Organisational Support	764	4	4,749	5,517	2.4%	0.1%	33.5%	10.9%
Total	32,075	4,523	14,197	50,795	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	14,067	3,967	393	18,428
SPECIALIST	7,683	124	3,228	11,035
MIDDLE OFFICE	9,063	424	5,711	15,198
BACK OFFICE	1,798	79	5,085	6,962
TOTAL	32,610	4,594	14,417	51,621

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	43.1%	86.4%	2.7%	35.7%
SPECIALIST	23.6%	2.7%	22.4%	21.4%
MIDDLE OFFICE	27.8%	9.2%	39.6%	29.4%
BACK OFFICE	5.5%	1.7%	35.3%	13.5%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	26,148	4,369	5,549	36,067
NON FRONTLINE	6,461	225	8,868	15,554
TOTAL	32,610	4,594	14,417	51,621

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	80.2%	95.1%	38.5%	69.9%
NON FRONTLINE	19.8%	4.9%	61.5%	30.1%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
Frontline	27,657	4,370	6,562	38,589
Operational Support	3,163	145	3,120	6,428
Business Support	1,311	6	4,547	5,864
TOTAL	32,131	4,521	14,229	50,881

	Police Officers	PCSOs	Police Staff	Total
Frontline	86.1%	96.7%	46.1%	75.8%
Operational Support	9.8%	3.2%	21.9%	12.6%
Business Support	4.1%	0.1%	32.0%	11.5%
TOTAL	100.0%	100.0%	100.0%	100.0%

31 March 2010

Employee Group	Operational		Operational Support		Organisational Support		Total	
	FTE	%	FTE	%	FTE	%	FTE	%
Police Officers	25,136	76.6%	6,884	21.0%	781	2.4%	32,801	100.0%
PCSOs	4,400	96.7%	150	3.3%	-	0.0%	4,550	100.0%
Police Staff (Inc TW)	1,734	12.2%	7,588	53.3%	4,927	34.6%	14,250	100.0%
Total	31,271	60.6%	14,622	28.3%	5,708	11.1%	51,601	100.0%

Employee Group	Strength				Percentage			
	Police Officers	PCSOs	Police Staff	Total	Police Officers	PCSOs	Police Staff	Total
Operational	24,435	4,400	1,734	31,271	76.8%	96.7%	12.2%	60.6%
Operational Support	6,884	150	7,588	14,622	21.0%	3.3%	53.3%	28.3%
Organisational Support	781	-	4,927	5,708	2.4%	0.0%	34.6%	11.1%
Total	32,801	4,550	14,250	51,601	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	14,791	4,521	358	19,670
SPECIALIST	7,568	6	3,415	10,989
MIDDLE OFFICE	9,182	23	5,538	14,743
BACK OFFICE	1,826	95	5,193	7,114
TOTAL	33,367	4,645	14,504	52,515

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	44.3%	97.3%	2.5%	37.5%
SPECIALIST	22.7%	0.1%	23.5%	20.9%
MIDDLE OFFICE	27.5%	0.5%	38.2%	28.1%
BACK OFFICE	5.5%	2.0%	35.8%	13.5%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	26,775	4,527	5,793	37,095
NON FRONTLINE	6,591	117	8,711	15,420
TOTAL	33,367	4,645	14,504	52,515

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	80.2%	97.5%	39.9%	70.6%
NON FRONTLINE	19.8%	2.5%	60.1%	29.4%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
Frontline	28,313	4,527	6,529	39,369
Operational Support	3,236	23	2,861	6,120
Business Support	1,291	1	4,625	5,917
TOTAL	32,840	4,551	14,015	51,406

	Police Officers	PCSOs	Police Staff	Total
Frontline	86.2%	98.5%	46.6%	76.6%
Operational Support	9.9%	0.5%	20.4%	11.9%
Business Support	3.9%	0.0%	33.0%	11.5%
TOTAL	100.0%	100.0%	100.0%	100.0%

31 March 2011

Employee Group	Operational		Operational Support		Organisational Support		Total	
	FTE	%	FTE	%	FTE	%	FTE	%
Police Officers	24,435	76.5%	6,778	21.2%	733	2.3%	31,946	100.0%
PCSOs	3,742	96.2%	144	3.7%	4	0.1%	3,890	100.0%
Police Staff (Inc TW)	1,632	11.8%	7,364	53.3%	4,809	34.8%	13,806	100.0%
Total	29,809	60.0%	14,286	28.8%	5,546	11.2%	49,642	100.0%

Employee Group	Strength				Percentage			
	Police Officers	PCSOs	Police Staff	Total	Police Officers	PCSOs	Police Staff	Total
Operational	24,435	3,742	1,632	29,809	76.5%	96.2%	11.8%	60.0%
Operational Support	6,778	144	7,364	14,286	21.2%	3.7%	53.3%	28.8%
Organisational Support	733	4	4,809	5,546	2.3%	0.1%	34.8%	11.2%
Total	31,946	3,890	13,806	49,642	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	14,137	3,863	331	18,331
SPECIALIST	7,366	1	3,154	10,520
MIDDLE OFFICE	9,391	21	5,564	14,976
BACK OFFICE	1,547	125	5,078	6,751
TOTAL	32,441	4,009	14,128	50,578

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	43.6%	96.4%	2.3%	36.2%
SPECIALIST	22.7%	0.0%	22.3%	20.8%
MIDDLE OFFICE	28.9%	0.5%	39.4%	29.6%
BACK OFFICE	4.8%	3.1%	35.9%	13.3%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	26,142	3,873	5,469	35,484
NON FRONTLINE	6,299	136	8,659	15,094
TOTAL	32,441	4,009	14,128	50,578

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	80.6%	96.6%	38.7%	70.2%
NON FRONTLINE	19.4%	3.4%	61.3%	29.8%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
Frontline	27,747	3,872	6,120	37,739
Operational Support	3,156	12	3,001	6,169
Business Support	1,091	6	4,854	5,951
TOTAL	31,993	3,890	13,675	49,558

	Police Officers	PCSOs	Police Staff	Total
Frontline	86.7%	99.5%	44.8%	76.2%
Operational Support	9.9%	0.3%	21.9%	12.4%
Business Support	3.4%	0.2%	33.3%	11.4%
TOTAL	100.0%	100.0%	100.0%	100.0%

30 September 2011

Employee Group	Operational		Operational Support		Organisational Support		Total	
	FTE	%	FTE	%	FTE	%	FTE	%
Police Officers	23,676	76.1%	6,666	21.4%	753	2.4%	31,095	100.0%
PCSOs	3,627	96.0%	146	3.9%	7	0.2%	3,780	100.0%
Police Staff (Inc TW)	1,653	12.5%	6,741	50.9%	4,853	36.6%	13,247	100.0%
Total	28,955	60.2%	13,553	28.2%	5,613	11.7%	48,122	100.0%

Employee Group	Strength				Percentage			
	Police Officers	PCSOs	Police Staff	Total	Police Officers	PCSOs	Police Staff	Total
Operational	23,676	3,627	1,653	28,955	76.1%	96.0%	12.5%	60.2%
Operational Support	6,666	146	6,741	13,553	21.4%	3.9%	50.9%	28.2%
Organisational Support	753	7	4,853	5,613	2.4%	0.2%	36.6%	11.7%
Total	31,095	3,780	13,247	48,122	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	13,181	3,643	302	17,125
SPECIALIST	7,764	59	3,411	11,233
MIDDLE OFFICE	9,258	71	5,142	14,472
BACK OFFICE	1,454	131	4,752	6,337
TOTAL	31,657	3,903	13,608	49,167

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	41.6%	93.3%	2.2%	34.8%
SPECIALIST	24.5%	1.5%	25.1%	22.8%
MIDDLE OFFICE	29.2%	1.8%	37.8%	29.4%
BACK OFFICE	4.6%	3.3%	34.9%	12.9%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	25,609	3,754	5,629	34,992
NON FRONTLINE	6,048	149	7,979	14,176
TOTAL	31,657	3,903	13,608	49,167

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	80.9%	96.2%	41.4%	71.2%
NON FRONTLINE	19.1%	3.8%	58.6%	28.8%
TOTAL	100.0%	100.0%	100.0%	100.0%

OPM Analysis

Employee Group	Operational		Operational Support		Organisational Support		Total	
	FTE	%	FTE	%	FTE	%	FTE	%
Police Officers	23,000	77.4%	5,903	19.9%	795	2.7%	29,697	100.0%
PCSOs	2,589	99.9%	3	0.1%	-	0.0%	2,592	100.0%
Police Staff	1,427	11.4%	6,397	50.9%	4,739	37.7%	12,563	100.0%
Total	27,015	60.2%	12,302	27.4%	5,534	12.3%	44,852	100.0%

Employee Group	Strength				Percentage			
	Police Officers	PCSOs	Police Staff	Total	Police Officers	PCSOs	Police Staff	Total
Operational	23,000	2,589	1,427	27,015	77.4%	99.9%	11.4%	60.2%
Operational Support	5,903	3	6,397	12,302	19.9%	0.1%	50.9%	27.4%
Organisational Support	795	-	4,739	5,534	2.7%	0.0%	37.7%	12.3%
Total	29,697	2,592	12,563	44,852	100%	100%	100%	100%

Demanding Times (1)

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	12,854	2,548	265	15,667
SPECIALIST	7,606	40	3,169	10,715
MIDDLE OFFICE	8,491	6	4,784	13,281
BACK OFFICE	1,547	91	4,830	6,467
TOTAL	30,398	2,684	13,048	46,130

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	42.3%	94.9%	2.0%	34.0%
SPECIALIST	24.7%	1.5%	24.3%	23.2%
MIDDLE OFFICE	27.9%	0.2%	36.7%	28.8%
BACK OFFICE	5.1%	3.4%	37.0%	14.0%
TOTAL	100.0%	100.0%	100.0%	100.0%

Demanding Times (2)

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	24,818	2,593	5,536	32,947
NON FRONTLINE	5,580	91	7,512	13,183
TOTAL	30,398	2,684	13,048	46,130

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	81.6%	96.6%	42.4%	71.4%
NON FRONTLINE	18.4%	3.4%	57.6%	28.6%
TOTAL	100.0%	100.0%	100.0%	100.0%

Demanding Times (3)

	Police Officers	PCSOs	Police Staff	Total
Frontline	26,448	2,592	6,002	35,043
Operational Support	2,410	1	2,265	4,676
Business Support	907	1	4,359	5,267
TOTAL	29,765	2,594	12,626	44,985

	Police Officers	PCSOs	Police Staff	Total
Frontline	88.9%	99.9%	47.5%	77.9%
Operational Support	8.1%	0.0%	17.9%	10.4%
Business Support	3.0%	0.0%	34.5%	11.7%
TOTAL	100.0%	100.0%	100.0%	100.0%

30 June 2013

Employee Group	Operational		Operational Support		Organisational Support		Total	
	FTE	%	FTE	%	FTE	%	FTE	%
Police Officers	23,618	78.8%	5,590	18.6%	776	2.6%	29,984	100.0%
PCSOs	2,432	99.9%	1	0.0%	1	0.0%	2,434	100.0%
Police Staff	1,425	12.0%	6,187	52.1%	4,268	35.9%	11,880	100.0%
Total	27,476	62.0%	11,777	26.6%	5,045	11.4%	44,298	100.0%

Employee Group	Strength				Percentage			
	Police Officers	PCSOs	Police Staff	Total	Police Officers	PCSOs	Police Staff	Total
Operational	23,618	2,432	1,425	27,476	78.8%	99.9%	12.0%	62.0%
Operational Support	5,590	1	6,187	11,777	18.6%	0.0%	52.1%	26.6%
Organisational Support	776	-	4,268	5,045	2.6%	0.0%	35.9%	11.4%
Total	29,984	2,434	11,880	44,298	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	13,485	2,396	244	16,125
SPECIALIST	7,489	39	3,052	10,571
MIDDLE OFFICE	8,301	-	4,692	13,000
BACK OFFICE	1,497	88	4,341	5,926
TOTAL	30,770	2,523	12,329	45,622

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	43.8%	95.0%	2.0%	35.3%
SPECIALIST	24.3%	1.5%	24.8%	23.2%
MIDDLE OFFICE	27.0%	0.0%	38.1%	28.5%
BACK OFFICE	4.9%	3.5%	35.2%	13.0%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	25,365	2,435	5,369	33,169
NON FRONTLINE	5,404	88	6,960	12,453
TOTAL	30,770	2,523	12,329	45,622

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	82.4%	96.5%	43.5%	72.7%
NON FRONTLINE	17.6%	3.5%	56.5%	27.3%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
Frontline	26,931	2,435	5,851	35,216
Operational Support	2,354	-	2,176	4,530
Business Support	803	1	3,916	4,720
TOTAL	30,087	2,436	11,943	44,466

	Police Officers	PCSOs	Police Staff	Total
Frontline	89.5%	100.0%	49.0%	79.2%
Operational Support	7.8%	0.0%	18.2%	10.2%
Business Support	2.7%	0.0%	32.8%	10.6%
TOTAL	100.0%	100.0%	100.0%	100.0%

30 September 2013

Employee Group	Operational		Operational Support		Organisational Support		Total	
	FTE	%	FTE	%	FTE	%	FTE	%
Police Officers	23,650	79.3%	5,448	18.3%	737	2.5%	29,835	100.0%
PCSOs	2,252	99.0%	22	1.0%	-	0.0%	2,274	100.0%
Police Staff	1,485	12.6%	6,199	52.5%	4,130	35.0%	11,814	100.0%
Total	27,387	62.4%	11,669	26.6%	4,866	11.1%	43,922	100.0%

Employee Group	Strength				Percentage			
	Police Officers	PCSOs	Police Staff	Total	Police Officers	PCSOs	Police Staff	Total
Operational	23,650	2,252	1,485	27,387	79.3%	99.0%	12.6%	62.4%
Operational Support	5,448	22	6,199	11,669	18.3%	1.0%	52.5%	26.6%
Organisational Support	737	-	4,130	4,866	2.5%	0.0%	35.0%	11.1%
Total	29,835	2,274	11,814	43,922	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	14,067	2,257	1,079	17,403
SPECIALIST	7,489	17	2,615	10,321
MIDDLE OFFICE	7,832	-	3,794	11,426
BACK OFFICE	1,444	90	4,555	6,089
TOTAL	30,831	2,365	12,243	45,239

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	45.9%	95.4%	8.8%	38.5%
SPECIALIST	24.4%	0.7%	23.0%	22.8%
MIDDLE OFFICE	24.9%	0.0%	31.0%	25.3%
BACK OFFICE	4.7%	3.8%	37.2%	13.5%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	25,732	2,274	5,974	33,980
NON FRONTLINE	4,900	88	6,269	11,259
TOTAL	30,631	2,365	12,243	45,239

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	84.0%	96.2%	48.8%	75.1%
NON FRONTLINE	16.0%	3.8%	51.2%	24.9%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
Frontline	27,245	2,274	6,511	36,031
Operational Support	1,862	-	1,215	3,077
Business Support	730	-	4,150	4,880
TOTAL	29,837	2,274	11,876	44,078

	Police Officers	PCSOs	Police Staff	Total
Frontline	91.0%	100.0%	54.8%	81.7%
Operational Support	6.5%	0.0%	10.2%	7.2%
Business Support	2.4%	0.0%	34.9%	11.1%
TOTAL	100.0%	100.0%	100.0%	100.0%

31 December 2013

Employee Group	Operational		Operational Support		Organisational Support		Total	
	FTE	%	FTE	%	FTE	%	FTE	%
Police Officers	23,673	80.2%	5,162	17.5%	695	2.4%	29,529	100.0%
PCSOs	2,152	99.0%	23	1.0%	-	0.0%	2,175	100.0%
Police Staff	1,551	13.2%	6,100	51.8%	4,125	35.0%	11,776	100.0%
Total	27,376	63.0%	11,284	26.0%	4,820	11.1%	43,480	100.0%

Employee Group	Strength				Percentage			
	Police Officers	PCSOs	Police Staff	Total	Police Officers	PCSOs	Police Staff	Total
Operational	23,673	2,152	1,551	27,376	80.2%	99.0%	13.2%	63.0%
Operational Support	5,162	23	6,100	11,284	17.5%	1.0%	51.8%	26.0%
Organisational Support	695	-	4,125	4,820	2.4%	0.0%	35.0%	11.1%
Total	29,529	2,175	11,776	43,480	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	13,913	2,159	1,067	17,139
SPECIALIST	7,435	15	2,746	10,196
MIDDLE OFFICE	7,507	1	3,847	11,355
BACK OFFICE	1,483	88	4,493	6,064
TOTAL	30,338	2,263	12,153	44,754

	Police Officers	PCSOs	Police Staff	Total
VISIBLE	45.9%	95.4%	8.8%	38.3%
SPECIALIST	24.5%	0.7%	22.6%	22.8%
MIDDLE OFFICE	24.7%	0.0%	31.7%	25.4%
BACK OFFICE	4.9%	3.9%	37.0%	13.5%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	25,481	2,175	5,928	33,584
NON FRONTLINE	4,857	88	6,225	11,169
TOTAL	30,338	2,263	12,153	44,754

	Police Officers	PCSOs	Police Staff	Total
FRONTLINE	84.0%	96.1%	48.8%	75.0%
NON FRONTLINE	16.0%	3.9%	51.2%	25.0%
TOTAL	100.0%	100.0%	100.0%	100.0%

	Police Officers	PCSOs	Police Staff	Total
Frontline	26,999	2,175	6,461	35,634
Operational Support	1,866	-	1,239	3,105
Business Support	701	-	4,070	4,771
TOTAL	29,566	2,175	11,770	43,511

	Police Officers	PCSOs
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Summary of OPM and Demanding Times - FTE

OPM - Police Officers	Mar-09	Mar-10	Mar-11	Sep-11	Mar-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14
Operational	24,595	25,136	24,435	23,676	24,223	23,364	23,265	23,000	23,618	23,650	23,673	24,807	26,205
Operational Support	6,716	6,884	6,778	6,666	6,485	6,483	6,126	5,903	5,590	5,448	5,162	4,891	3,832
Organisational Support	764	781	733	753	808	847	834	795	776	737	695	425	425
Total	32,075	32,801	31,946	31,095	31,515	30,693	30,225	29,697	29,984	29,835	29,529	30,124	30,463

OPM - All Staff	Mar-09	Mar-10	Mar-11	Sep-11	Mar-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14
Operational	30,690	31,271	29,809	28,955	28,247	27,437	27,346	27,015	27,476	27,387	27,376	29,384	30,534
Operational Support	14,587	14,622	14,286	13,553	13,100	13,006	12,477	12,302	11,777	11,669	11,284	10,249	9,391
Organisational Support	5,517	5,708	5,546	5,613	5,621	5,590	5,654	5,534	5,045	4,866	4,820	4,136	3,980
Total	50,795	51,601	49,642	48,122	46,968	46,033	45,476	44,852	44,298	43,922	43,480	43,768	43,905

Demanding Times (1) - Police Officers	Mar-09	Mar-10	Mar-11	Sep-11	Mar-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14
VISIBLE	14,067	14,791	14,137	13,181	13,755	13,170	13,166	12,854	13,485	14,067	13,913	15,587	15,643
SPECIALIST	7,683	7,568	7,366	7,764	7,774	7,593	7,489	7,506	7,481	7,489	7,435	6,050	5,950
MIDDLE OFFICE	9,063	9,182	9,391	9,258	9,068	9,041	8,716	8,491	8,307	7,632	7,507	7,792	8,255
BACK OFFICE	1,798	1,826	1,547	1,454	1,543	1,630	1,626	1,547	1,497	1,444	1,483	1,503	1,565
Total	32,610	33,367	32,441	31,657	32,140	31,435	30,998	30,398	30,770	30,631	30,338	30,932	31,413

Demanding Times (1) - All Staff	Mar-09	Mar-10	Mar-11	Sep-11	Mar-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14
VISIBLE	18,426	19,670	18,331	17,125	16,562	15,921	16,053	15,667	16,125	17,403	17,139	18,665	19,051
SPECIALIST	11,035	10,988	10,520	11,233	11,232	10,957	10,823	10,715	10,571	10,321	10,196	8,627	8,367
MIDDLE OFFICE	15,198	14,743	14,976	14,472	13,936	13,991	13,429	13,281	13,000	11,426	11,355	12,211	12,481
BACK OFFICE	6,962	7,114	6,751	6,337	6,455	6,550	6,584	6,467	5,926	6,089	6,064	5,515	5,485
Total	51,621	52,515	50,578	49,167	48,185	47,419	46,889	46,130	45,622	45,239	44,754	45,017	45,384

Demanding Times (2) - Police Officers	Mar-09	Mar-10	Mar-11	Sep-11	Mar-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14
FRONTLINE	26,149	26,775	26,142	25,609	26,148	25,405	25,224	24,818	25,365	25,732	25,481	26,037	26,580
NON FRONTLINE	6,461	6,591	6,299	6,048	5,992	6,030	5,774	5,580	5,404	4,900	4,857	4,894	4,833
Total	32,610	33,367	32,441	31,657	32,140	31,435	30,998	30,398	30,770	30,631	30,338	30,932	31,413

Demanding Times (2) - All Officers	Mar-09	Mar-10	Mar-11	Sep-11	Mar-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14
FRONTLINE	36,067	37,095	35,484	34,992	34,286	33,611	33,437	32,947	33,169	33,980	33,584	33,911	34,740
NON FRONTLINE	15,554	15,420	15,094	14,176	13,899	13,808	13,452	13,183	12,453	11,259	11,169	11,106	10,645
Total	51,621	52,515	50,578	49,167	48,185	47,419	46,889	46,130	45,622	45,239	44,754	45,017	45,384

Demanding Times (3) - Police Officers	Mar-09	Mar-10	Mar-11	Sep-11	Mar-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14
Frontline	27,657	28,313	27,747	27,158	27,630	26,846	26,879	26,448	26,931	27,245	26,999	27,004	27,872
Operational Support	3,163	3,236	3,156	3,055	2,974	2,966	2,499	2,410	2,354	1,952	1,866	2,425	1,975
Business Support	1,311	1,291	1,091	936	975	944	947	907	803	730	701	692	685
Total	32,131	32,840	31,993	31,150	31,579	30,755	30,324	29,765	30,087	29,927	29,566	30,121	30,533

Demanding Times (3) - All Officers	Mar-09	Mar-10	Mar-11	Sep-11	Mar-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14
Frontline	38,589	39,369	37,739	37,104	36,292	35,467	35,554	35,043	35,216	36,031	35,634	35,404	36,450
Operational Support	6,428	6,120	6,168	5,796	5,492	5,457	4,804	4,676	4,530	3,167	3,105	4,106	3,456
Business Support	5,864	5,917	5,651	5,196	5,303	5,236	5,293	5,267	4,720	4,880	4,771	4,229	4,100
Total	50,881	51,406	49,558	48,096	47,087	46,160	45,652	44,986	44,466	44,078	43,511	43,739	44,006

**London Legacy Development Legacy Corporation
Corporate Performance: July to September 2014**



NOT PROTECTIVELY MARKED

Purpose of the document

This is a quarterly report that provides an update on progress in the work areas and against the milestones in the London Legacy Development Corporation's (LLDC, the Legacy Corporation) 10 Year Plan and sets out information about the Legacy Corporation's financial performance. The 10 Year Plan can be found on the LLDC's website:

<http://queenelizabetholympicpark.co.uk/~media/lldc/committee%20minutes/committees/board/april%202014/20140430lldcboardpublicwithout%20item%2014%20appendices.pdf>

The first section provides information about **financial performance**. Subsequent sections are grouped by theme: **Park Operations and Stadium; Real Estate and Regeneration; Planning Policy and Decisions; and Corporate**. Each section includes progress against milestones, commentary on major projects and key risks. Where relevant the sections also include monitoring information about the Legacy Corporation's performance against targets; the measurement of targets commences as projects start to be delivered. Note that milestones are listed by quarter within financial years (i.e. Q4 2014/15 refers to January - March 2015).

Summary of progress in the quarter July – September 2014

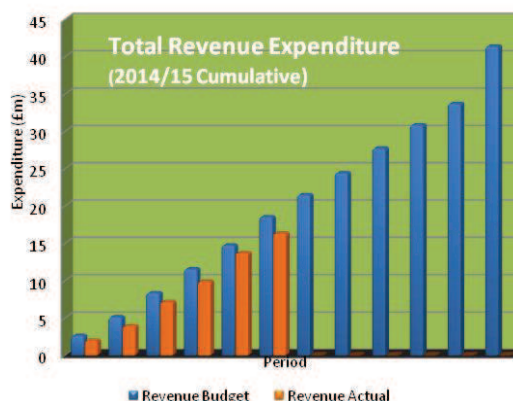
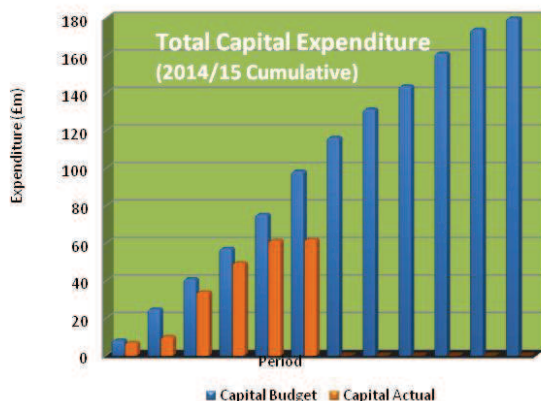
LLDC's major achievements during this period are set out below. Further details can be found in the body of the report:

- Continued progress in development of the cultural and higher education quarter, including submission of Outline Business Plan to Board.
- Hosted the following events: Tour de France, Great British Carnival, National Paralympic Day, Prudential RideLondon, National Lottery Newham Anniversary run.
- Inaugural Invictus Games held on the Park
- Commenced Chobham Manor construction and continued successful sale of housing units, and submissions of planning application
- Shortlist three bidders for East Wick and Sweetwater developments
- Planning approval for Hackney Wick Station received.
- Work has begun on Hub 67 community centre and Rothbury Road.
- Completion of Artwork on Chobham Manor Hoardings.
- Publication of Local Plan for formal consultation.
- Appointed Gerry Murphy as the new Executive Director of Finance and Corporate Services, taking over from Jonathan Dutton from December 2014.
- Visitor numbers 1.03 million in this period.
- Appointment of Aisling Fahey as young poet laureate for London
- Motivate East is exceeding targets for participation in inclusive sport

Some of the key goals for LLDC for the period from October to December 2014 are to:

- Appoint Stadium plus Operator.
- Submit Olympicopolis Outline business case to Government.
- Submit Planning Application for East Wick School
- Close Local Plan consultation.
- Submit Planning application for Secondary school (all-through school).
- Complete Canal Park.
- Appoint preferred bidder for East Wick and Sweetwater.

Financial Performance Summary



Capital: Capital expenditure is significantly under spent for the six months to September, primarily due to Infrastructure spending where the capital injections into E20 Stadium LLP to date have been £27.8m less than anticipated due to the delays in scoping the compression trust work and a large Q1 VAT refund from HMRC. Notably Real Estate is also £9m underspent for the six months to September reflecting delays due to design changes on Stratford Waterfront, slippage on works to bridges and delays handing over roads to the local boroughs due to defects. The 10 year plan reflects the most up to date forecast outturn; this broadly anticipates significantly accelerated expenditure across both these directorates in the second half of the year but allowances for optimism bias now included in 10 year plan.

Revenue: Revenue expenditure in the six months to September is underspent by £2m primarily due to the Facilities Management review and savings and slippage on Marketing within Park Operations and Venues. In summary expenditure at the end of year is anticipated to be in line with budget as Park Operations and Venues expenditure gathers pace and expectations of higher than anticipated professional fees in Finance and Corporate Services are balanced against lower Park IT costs and increased planning receipts.

Trading

3 Mills continues to outperform revenue expectations for year to date income (at £0.7m over budget), however this is offset by lower than anticipated visitor numbers at the AcelorMittal Orbit which shows an adverse variance of £0.5m to date.

A more detailed breakdown is overleaf:

£'000s	6 months ended 30th September 2014			Full Year to Mar 2015	
	Actual	Revised Budget	Variance	Revised Budget	Original Budget
Capital Expenditure					
Infrastructure - Stadium	35,210	62,987	27,777	121,523	118,188
Infrastructure - Other	11,007	10,313	(694)	10,440	1,996
Park Operations and Venues	548	1,632	1,084	5,698	5,457
Real Estate	8,755	17,811	9,056	39,093	35,841
Regeneration	1,552	2,540	988	6,456	7,493
Corporate	4,836	3,046	(1,790)	7,302	12,419
Transformation underspend 13/14	-	-	-	-	8,158
	61,908	98,329	36,421	190,512	189,552
Revenue - Income					
Park Operations and Venues	(702)	(1,051)	(349)	(2,102)	(2,102)
Real Estate	-	-	-	(172)	(172)
Planning Policy and Decisions	(436)	(200)	236	(400)	(400)
	(1,138)	(1,251)	(113)	(2,674)	(2,674)
Revenue - Expenditure					
Park Operations and Venues	6,212	7,999	1,787	16,770	16,896
Real Estate	317	230	(87)	819	1,162
Stadium	562	606	44	705	705
Regeneration	780	1,210	430	2,957	2,873
Planning Policy and Decisions	296	317	21	837	837
Corporate	9,321	8,613	(708)	21,961	21,602
	17,488	18,975	1,487	44,049	44,075
Revenue - Net Result	16,350	17,724	1,374	41,375	41,401

	Actual	Revised Budget	Variance	Revised Budget	Original Budget
Trading net (surplus) / deficit					
3 Mills Studios	(398)	300	698	393	393
AMO trading	(28)	(550)	(522)	(1,100)	(1,100)
Copperbox	91	-	(91)	-	-
Aquatics Centre	213	262	49	524	524
Timberlodge	(38)	-	38	-	-
Total Net (surplus) / deficit	(160)	12	172	(183)	(183)

Capital Expenditure

Infrastructure

Infrastructure stadium expenditure covers the capital injections made by LLDC into the E20 Stadium LLP joint venture. E20 is responsible for the work and accounts for the expense. Progress is behind schedule due to the additional work required for compression truss strengthening. A recovery plan is being implemented that anticipates bringing progress in to line with the original programme by March 2015 to ensure works are completed in time to allow the events planned for summer and autumn 2015 to take place.

Actual capital injections to date are currently £27.8m below budget due to the delays in scoping the compression trust work and E20 having received the Q1 VAT refund of £5.5m from HMRC and hence not needing additional cash from LLDC at this stage. As the work accelerates significant cash injections are anticipated in October and November.

Other infrastructure expenditure is higher than anticipated as work to close out contracts and agree settlements with contractors for works across the park continues. The management

accounts bring forward the £8.1m underspend from FY 2013/14 to match this budget against the costs being incurred in FY 2014/15.

Park Operations and Venues

Phase 3 of the multi-storey car park programme has had an extended lead in time for purchasing barriers, moving expenditure from August to November. As the Spring and Summer events programme delivered events every week from opening to end September, a number of capital works were re-phased to second half of the year.

Real Estate

A significant under spend exists to September across a variety of projects in Real Estate. Procurement delays due to requirements of the Homes and Communities Agency Panel have slipped planning and work in relation to Hackney Wick into FY 2015/16. There has also been a significant rephrasing of works in relation to LCS planning permission and the U13 underpass is expected to be deferred to 2016/17. Increased expenditure is expected on the delayed works to the F03 bridge and the utility connections at Stratford Waterfront to ensure delivery by year end.

Regeneration

Expenditure on capital within the Regeneration directorate is behind budget due to delays in procurements. Expenditure is expected to be largely in budget by year end.

Corporate

Spend to September is higher than anticipated primarily due to high irrecoverable VAT costs due to the large level of capital works that were completed in 2014/15 which were classified as non-business – primarily in Park Transformation, this is marginally offset by slower than expected Park IT works.

Revenue

Park Operations and Venues

Income to the six months to September is below target - the full year income forecasts are to be reviewed during the early part of the second half of the year to identify whether these bookings can be caught up in the remaining months.

Expenditure within the directorate to September is below forecast, primarily due to a reduced programme of work on the Facilities Management contract whilst Cofely perform a review on the contract.

Regeneration

Progress on revenue expenditure is behind budget due in part to delays in Boroughs claiming grant expenditure from LLDC (Community and Business Engagement) and procurement delays in Equalities and Inclusion. These are anticipated to catch up over the second half of the year and spend to budget.

Real Estate

Work to minimise additional costs in respect of the handover of the Press & Broadcast Centre to Here East has identified savings returned to the corporate contingency and may identify further savings now the liabilities in respect of the handover have been cleared.

Planning, Policy and Decisions

The underspend in the first half of the year has largely been driven by the planning application fees receipts which have been much higher than anticipated due to the receipt of fees for some large-scale developments. This high level of income is expected to continue for the rest of this financial year and together with the introduction of pre-application charges later this year total income is anticipated to be £750k.

Corporate

Spend to September is over budget primarily due to increased professional services advice across tax and finance augmented by smaller overspends on staff and accommodation charges where rent has been larger than anticipated partially offset by under spends in Insurance and Park IT where spend as been slow.

1. Park Operations and Stadium

The work in this area in 2014/15 is focussed on ensuring that following the opening of Queen Elizabeth Olympic Park (the Park) and its venues in April 2014 that the Park and venues are carefully managed and maintained, to ensure a reputation for quality and safety, and to maximise visitor numbers and spending for local businesses. This is underpinned by major sporting and cultural events preserving and enhancing the spirit of 2012, and a wider programme of events at all scales ensuring repeat visits from local people and the wider audience.

This area also includes work to convert the Stadium into a multi-use venue which will re-open temporarily for major events such as the Rugby World Cup matches in 2015, then permanently prior to the start of the football season in summer 2016 for its concessionaires, West Ham United Football Club and UK Athletics.

Progress against major milestones and targets

Milestones for completion in 14/15 and early 2015/16	Estimated date and comment
Complete transformation, reopen Park & venues	Complete: The Park and major venues re-opened on schedule as planned. This does not include the Stadium which has separate milestones.
Defects resolved for Aquatics Centre and Copper Box Arena	Defect works in both venues to be completed in Q3 2014/15
Hold FINA diving championships	Tournament successfully held with 8,592 people attending.
Hold Revolution track cycling	Scheduled to take place in the Lea Valley VeloPark in October 2014, with another event in February 2015.
Tour de France stage through the Park	Complete: The Tour de France completed a circuit of the Park in July 2014.
Complete installation of signage and wayfinding	Temporary wayfinding and signage installed for Park opening. Permanent solution to be complete by Q3 2014/15
Stadium: naming rights partner announced	A new strategy is being devised.
Appoint Park & Stadium events operator	Dialogue progressing to schedule with Stadium+ operator bidders. Operator to be appointed in Q3 2014/15.
Achieve and maintain Green flag status for the Park (15/16)	Green flag status has been achieved, 1 year ahead of schedule.
Stadium complete for Rugby World Cup (15/16)	Stadium conversion is on track for re-opening for the Rugby World Cup in summer 2015, Section 1 of the Stadium completed on schedule in this reporting period.

Targets and performance for 2014/15	Performance and Commentary
<p>Health and safety: Targets are to complete transformation without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked</p>	<p>No fatal injuries on site to date. There have been no life-changing injuries sustained in accidents, and no reportable work-related ill health. The Transformation programme completed with a very good safety performance. The accident rate ended at the historically low 0.05 (equivalent to a reportable accident for every 2,000,000 hours worked) for the final 12 months and an average over the whole programme of works of 0.13 (lower than for the ODA pre-Games works of 0.15).</p>
<p>Visitors: Annual target of 3.5m visitor to the Park</p> <p>Copper Box throughput</p> <p>Aquatics Centre throughput</p>	<p>Estimated 1.03m visitors to the Park between July and September 2014.</p> <p>196,660 people have visited the Copper Box Arena in 2014/15.</p> <p>391,364 people have visited the Aquatics centre in 2014/15.</p>

Commentary on key projects

The **south of the Park** opened to the public on Saturday 5 April 2014 for the first time since the London 2012 Olympic and Paralympic Games. In 18 months, the Legacy Corporation has led the transformation of the former Olympic Park into London's newest Park with beautiful parklands and waterways, world-class sporting venues, arts and events.

Since that time visitor numbers to the Park have been very high and media coverage about the Park has been positive. The Park has been animated by a number of events, summarised in the section below.

The **ArcelorMittal Orbit** visitor attraction also opened in April 2014. Visitors to the ArcelorMittal Orbit are able to experience a new perspective of London and unrivalled views of the Park. With two spacious viewing platforms at 76 and 80 metres high, visitors can see over 20 miles across London and newly installed interactive technology enables guests to get close up to the breathtaking views.

At the base of the ArcelorMittal Orbit is **The Podium** which has a versatile events space, EastTwenty Bar & Kitchen and roof top terrace with views of the iconic venues.

Aquatics Centre: The Aquatics Centre opened on 1 March 2014. The 50 metre competition pool is available for lane and fitness swimming. The 50 metre training pool is used for family sessions; fun sessions with inflatables and swimming lessons. There is also a 25 metre diving pool with boards and platforms up to 10 metres, a dry diving zone, a state-of-the-art 50 station gym and café. Over the Summer it hosted National Paralympic Day and Invictus Games events. In 2016 will host the European Swimming Championships.

North Park and Hub: The first phase of the North Park opened on schedule in late July 2013, including the Unity Kitchen Café, the Tumbling Bay playground and the Timber Lodge community centre. The café is run by The Camden Society and was the first of four permanent cafés and four permanent kiosks across the site.

During this period, the **Copper Box Arena** hosted a number of events including National Handball finals and London Lions basketball matches. The Arena is also open for use by the community including a sports hall for activities such as badminton, an 80 station gym and 2 studios.

Events: The Park has been animated through a number of high profile events including the **Queen's Baton Relay** for the Commonwealth Games passing through the Park, marking the midpoint of the English leg of the Relay, as it nears the end of its international journey. As part of the celebrations the Park held a Festival of Sport, a free event which was the biggest mass participation sports event on the Park, bringing people of all ages and backgrounds together to try new sports. This included a range of inclusive sports such as wheelchair basketball, and activities for all ages and abilities and launched Active People Active Park, LLDC's initiative with Sport England to provide sports activation across the Park.

Other events include staging part of the **Tour de France** through the Park on 7 July 2014 bringing large crowds to the Park and surrounding areas.

The **National Lottery Newham London Anniversary Run**: a five mile run on the Park held on 20 July 2014, which also included a shorter distance run for children in the Family Run.

The Great British Carnival at the Park: Marking the midway point between the London and Rio Olympics on 27 July, 35,000 people attended this free event included dance, music, performance and costume for the whole family to enjoy.

The **Prudential RideLondon** event on 10 August 2014, which started in the Park with around 24,000 cyclists and 150 of world's top professional male cyclists riding through the South East of England.

The Invictus Games, the international sports event launched by Prince Harry was from 10-14 September 2014. This event saw wounded, injured and sick Servicemen and women in venues on the Park including the Aquatics Centre, Copper Box Arena, Lee Valley VeloPark and Here East, with athletics running at Lee Valley Athletics Centre.

Future events: events on the Park scheduled to take place in the next period (October – December 2014) include:

- NEC Wheelchair tennis masters. 24-30 November 2014
- Host all London Lions Basketball home games.
- UCI Track Cycling World Cup 2014. 5-7 December 2014

Park Operations: The first phase of opening was supported through the Legacy Corporation's Park Operations team whose work included the mobilisation of venue operators and the delivery of the estates and facility management contact. The preparatory work ensured that full Park opening was smooth and the Park has been operating well since this time.

Stadium: LLDC, on behalf of E20 Stadium LLP, is working to transform the Stadium in the Park into a year round multi-use venue to deliver a permanent sporting, cultural and community legacy in east London. Last summer Balfour Beatty was awarded the contract to convert the Stadium roof and is leading the remainder of the transformation works of the Stadium including constructing the warm-up track, spectator and hospitality facilities, and the external landscaping.

Carey's PLC has continued work as contractors to remove 25,000 seats and the grass field of play. Work continued in this period to remove all 14 of the floodlight paddles on the Stadium so a new roof – twice the size of the original at around 45,000sq metres – can be built. At 84 metres at its deepest point it will be the longest cantilevered roof in the world and will cover every seat in the Stadium and improve the acoustics and spectator experience for football matches, other sporting events and concerts. The pitch will then be laid for the five Rugby World Cup matches held in the Stadium in September and October 2015. After this, final work will be carried out, including construction of retractable seating, to prepare the Stadium for its long term tenants West Ham United FC and UK Athletics to open the Stadium from summer 2016.

Procurement has continued for the operation and event management of the Stadium and south of the Park, an operator is scheduled to be appointed in Q3 2014/15.

The **Active People Active Park** programme, funded by a grant from Sport England, has already surpassed the annual target for participation after just six months. New partners are continuing to join the Programme and contribute, including for example West Ham United providing half term activity in the Park. As part of major events on the Park a number of NGBs are looking to join the Programme to increase activation.

For information about LLDC's **Sport and Healthy Living** projects see the Community Engagement text in the Regeneration section of the report.

Key Park Opening and Operations and Stadium risks:

Summary	Impact	Mitigation
Red risk that the construction programme for the Stadium will slip and/or budgets will overrun	Significant financial, reputational and operational impacts.	Budgets secured for the construction work and contracts let. Monitor budgets closely.
Amber risk relating to Park visitor numbers and experience	Significant reputational impacts.	Marketing plan, good customer services, animation of the Park through events. Positive initial figures for visitors to the Park.
Amber risk relating to Stadium+ Operator procurement	Significant financial impacts.	Procurement exercise is on track.
Amber risk relating to impact of remedial works for Copper Box Arena and Aquatics Centre on operations	Significant financial and reputational impacts.	Ensure management of remedial works is monitored closely and issues identified and dealt with promptly.
Amber risk about the impacts of serious accidents or episodes of significant ill health on site	The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational damage.	A comprehensive health and safety programme is in place, designed to identify and manage the construction risks and led actively by LLDC and its Project Management Partner.

2. Real Estate and Regeneration

Real Estate

The work in this area in 2014/15 includes working towards the delivery of vibrant new places: new homes, workplaces and community facilities will be built and managed in partnership with developers and investors, with the mix of uses and tenures, high quality design and excellent environmental standards that will create places that work. This includes commencement of construction of housing at the Corporation's first housing development at Chobham Manor and sales of properties in this development. It also includes preparing for the next phases of housing on the Park at East Wick and Sweetwater and working with Partners to deliver two schools on the Park.

The Real Estate directorate is also delivering construction projects across the park including connectivity project and the development of a Canal Park. It is also working closely with partners to improve neighbourhoods outside the Park, in particular in Hackney Wick and Bromley by Bow.

The Legacy Corporation is also working with central Government, the Mayor of London and potential partners with the aim to emulate the legacy left in South Kensington by the Great Exhibition, by promoting the Mayor's vision for a Cultural and Higher Education quarter in the Park (known as Olympicopolis, comprising cultural facilities, education and research institutions and workspaces, to stimulate job creation and economic growth across east London.

Progress against milestones

Milestones for completion in 14/15 and early 2015/16	Estimated date and comment
Chobham Manor developer on site	Complete: Enabling works have been taking place and the developer started construction on site in Q2 2014/15
East Wick & Sweetwater developer procurement complete	Three bidders have been shortlisted and the developer is now due to be appointed in Q3 2014/15
Olympicopolis development agreements complete	Heads of terms to be signed Q3 2014/15.
Here East start on site to fit out Press & Broadcast Centres	Following the granting of the lease to Here East Construction will commence in Q3 2014/15.
Bromley by Bow - Delivery strategy for BbB preferred option agreed	Preferred option to be agreed in Q3 2014/15.
East Wick School - submit planning application	On scheduled to submit Planning Application in Q3 2014/15.
East Wick School construction commences	On track for commencement in Q4 2014/15.
Legatum all through school: planning application submitted	Two planning submissions to be submitted, one for the Secondary school Q3 2014/15 the other for Primary School Q4 2014/15.
Delivery strategies for Bromley by Bow agreed	Contractors appointed to prepare a viability assessment of the design options and to produce a delivery strategy by Q4 2014/15.

Olympicopolis outline business case approval	Outline Business Case in draft and due to be submitted to Government in Q3 2014/15 for approval in Q3 2014/15.
Hackney Wick Station construction commences (15/16)	Construction on track to commence Q1 2015/16.
Set up of Estates Management body	LLDC Investment Committee to be updated on options to create an Estates Management body.
Legatum all through school construction commences (15/16)	On schedule to commence construction of the Primary school in Q2 2015/16 and the Secondary school in Q4 2014/15.
Hackney Wick Neighbourhood Centre submission of Outline Planning Application (15/16)	On track for submission in Q1 2015/16, supported by approval for Business Case, landowner meetings and planning discussions in this period.
Olympicopolis full business case approval (15/16)	Approval for Outline Business Case due in Q2 2015/16, further work with Partners to complete the Full Business case.
Canal Park Opens (15/16)	On track to complete construction works and open to the public in Q3 2014/15.

Commentary on key projects

Cultural and Higher education district: This is a new project which aims to create a major new higher education and cultural district on Queen Elizabeth Olympic Park at Stratford Waterfront and south of the ArcelorMittal Orbit.

The Legacy Corporation has been working closely with the Victoria and Albert Museum and University Collage London and other partners, Sadlers Wells and The University of the Arts London to develop a business case for the creation of a major new higher education and cultural district for submission to Government. The Legacy Corporation has been engaged in negotiations with UCL to discuss the delivery arrangements for a new university campus on PDZ 1.2 (south of Aquatics) and PDZ 2 (south of the ArcelorMittal Orbit).

Following the September 2014 Board meeting detailed work has been undertaken to finalise the Outline Business Case (OBC) to present to the Government ahead of the Autumn Statement in December 2014.

An international competition to appoint a design team for the Stratford Waterfront project was launched formally in September 2014. The competition was first announced by Mayor of London, Boris Johnson, in July and has already had more than 960 architects, masterplanners, placemakers, engineers and landscape designers from across the globe register their interest. The deadline for expressions of interest through the design competition website is 11 November 2014.

Chobham Manor development: in November 2012 LLDC entered into the development agreement with Chobham Manor LLP (a joint venture between Taylor Wimpey and London & Quadrant) to build LLDC's first neighbourhood on the Park, Chobham Manor, on the site of the former temporary Basketball Arena. The development will contain 75% family housing (defined as 3 beds or more) as this is a planning requirement and will be supported by a new health centre, nursery and community spaces.

Chobham Manor LLP launched the first phase of homes for private sale at Chobham Manor, in May 2014. Over the first weekend, 48 open market homes were reserved by purchasers

who were keen to set up home on the Park. All but a small number of the units released have now been sold and the next phase of one and two bed units will commence later this year. The first units are due to be occupied from December 2015 onwards. The phase 2 planning application was submitted in September 2014 for determination in November 2014.

Press Centre and Broadcast Centre (Here East):

The long-term use for the Broadcast Centre and Press Centre has been secured. Here East (formerly iCITY) and the Legacy Corporation signed the lease for the buildings in May 2014. Here East will be a world-leading creative and digital cluster at the heart of Queen Elizabeth Olympic Park with 1.2 million square feet of space. Here East has appointed Laing O'Rourke as preferred contractor for their fit out works which commenced in Summer 2014.

Legacy Communities Scheme: The Legacy Communities Scheme planning application to deliver comprehensive mixed use development on the Queen Elizabeth Olympic Park was granted outline planning permission in September 2012. Work is ongoing to ensure that LLDC monitors and discharges its planning obligations relating to the LCS. LLDC has completed the majority of submissions of pre- commencement discharge of S106 and conditions to the planning authority, the majority of approvals are expected to be complete in Q3 2014/15.

LCS Phase 2 – East Wick and Sweetwater: The Legacy Corporation has continued procurement to identify a development partner to take forward the next phase of new neighbourhoods on the Park at East Wick and Sweetwater to create up to 1,5000 homes. Six firms submitted outline proposals earlier this year and the Legacy Corporation has announced three candidates to submit full proposals in September 2014: Grainger; Mace, Argent and Peabody; and Places for People and Balfour Beatty. The Detailed Dialogue with the three final bidders was extended to ensure a suitable solution is put forward at Final Tender stage. Dialogue has now closed. The Legacy Corporation will then select a preferred bidder at the November 2014 board meeting. The Planning Application to revise elements of the Legacy Communities Scheme (LCS) relating to this development was granted on 22 April 2014, the Committee resolved to grant permission.

The Legacy Corporation is also working with Partners towards the early delivery of two **Legacy Community Scheme schools:** a three-form entry primary school at East Wick, due to open in 2015/16, and an all-through free school called Legatum at Sweetwater and Stadium Island, provisionally scheduled to open in September 2016. The Legacy Corporation is working with relevant partners for both schools to ensure that contractual arrangements, planning and design issues are all resolved to allow construction to comment in 2015 to meet the deadlines to open the schools.

Improvements to **Hackney Wick Station** have been identified as a key factor in helping to unlock the full economic potential of Hackney Wick. LLDC has secured a loan of £8.5m from the London Enterprise Panel (LEP) for improvements to the Station. The improvements include new routes to reduce journey-times between the station and iCITY and the Queen Elizabeth Olympic Park, a new and enlarged station concourse, the installation of lifts to the platforms, and the creation of a new north-south pedestrian route for both passengers and other pedestrians under the railway embankment. Work in ongoing with partners on the station design, submission of a planning application due in the next period and procurement. Discussions are also progressing well with LB Hackney and other landowners relating to development of the **neighbourhood centre** in Hackney Wick: the Business Case was approved in this period, landowner meetings and planning discussions were also held.

Construction projects: The **U13/14 underpass** will link the north and south of the Park: Discussions are being held internally regarding when this project would take place. **F03 bridge** construction works: the contractor has been appointed and construction commenced

in Q2 2014/15 for completion in Q2 2015/16. The **Canal Park** project to create a linear park on the western side of the Queen Elizabeth Olympic Park along the Lea Navigation Canal is on track to complete construction works and open to the public in Q3 2014/15.

Key Real Estate risks:

Summary	Impact	Mitigation
Red risk relating to the remaining major construction work inside and outside the Park in particular where dependent on external partners and funding	Significant financial and reputational risks.	Working closely with delivery partners and funders.
Amber risks on design, programme and budget relating to the delivery of the All Through (Legatum) School	Reduced design quality of the school, missed deadlines and financial impacts.	Close working with partners, budget and programme monitoring.
Amber risk relating to the funding and programme of East Wick School	Significant financial and reputational impacts.	Close working with LB Hackney. Ensure contractors are brought in early and all surveys are undertaken early.
Amber risks relating to construction of Olympicopolis to programme.	Significant financial and reputational impacts.	Effective design and early market testing.
Amber risks relating to ensuring that there is funding in place to deliver Olympicopolis.	Significant financial and reputational impacts.	Early insight to funding requirements.
Green risk that related development projects undertaken by other organisations are not successful.	Negative knock on effect on the success of the Park.	Close work with partners to influence developments and monitor progress.
Amber risk that there are challenges to the ability of LLDC to return expected capital receipts.	Significant financial and reputational impacts.	Close working with GLA. Consider alternative deal structures to support increased receipts.

Regeneration and Community Partnerships

The work in this area in 2014/15 includes developing a range of projects to help deliver regeneration and convergence in the Park and its surrounding area. These include socio economic projects around jobs, skills and business engagement; projects to promote equalities and inclusive design, engagement with the local community; projects promoting arts and culture; and projects relating to design and public realm improvements inside and outside the Park.

Progress against major milestones

Milestones for completion in 14/15 and early 2015/16	Estimated date and comment
Business Case approval to Hackney Wick Development and Delivery Strategy	Business case approved in this period
ELMO: Artist residency with public programming and mentorship scheme complete	Excellent participation in this period, on schedule to complete by September 2014.
Rothbury Road Hub 67 build complete	Procurement for contractor commenced, construction due to complete in Q3 2014/15.
Legacy Careers – complete Phase 2 Legacy Careers programme in 15 secondary schools	Commenced delivery of second phase of legacy careers in schools, programme due to complete in Q4 2014/15
NPD - NPD 2014 successfully held	NPD held on 30th August 2014, with 29,000 people in attendance.
Ensure future phases of LCS contribute to the LCS offset mechanism	All bidders have committed to using the offset mechanism for PDZs 4 and 5 This will be kept under review throughout the drafting of the development agreement.
Pudding Mill Lane: Masterplan complete and preferred option for Pudding Mill Lane agreed	The Masterplan is complete and preferred option on course to be agreed in Q3 2014/15.
Leaway: complete phase 1 (15/16)	Due for completion in Q2 2015/6

Targets	Performance and commentary
<p>Transformation Construction workforce targets:</p> <ul style="list-style-type: none"> - 25% of the workforce have permanent residency in Host Boroughs - 10% of the workforce were previously unemployed - 25% of the workforce are from BAME groups - 5% of the workforce are women - 3% of the workforce are disabled - 3% of the workforce are apprentices 	<p>As of the end of September 2014 the majority of workforce targets have been met or exceeded:</p> <ul style="list-style-type: none"> - 27% of Transformation employees working on the Park are Host Borough residents 5% were previously unemployed - 58% of the workforce are from BAME groups - 7% are women. - 4% are disabled - 3% are apprentices
<p>Copper Box Arena and Aquatics Centre workforce targets:</p> <ul style="list-style-type: none"> - 70% of the workforce have permanent residency in the Host Boroughs - 55% are from BAME groups - 50% are women - 3-5% are disabled 	<p>As of the end of September 2014 the workforce performance is shown below:</p> <ul style="list-style-type: none"> - 58% workforce Host Borough residents - 32% workforce are BAME - 52% workforce are women - 4% workforce are disabled
<p>Estates and Facilities workforce targets:</p> <ul style="list-style-type: none"> - 70% of the workforce have permanent residency in the Host Boroughs - 25% are from BAME groups - 30% are women - 5% are disabled 	<ul style="list-style-type: none"> - 65% workforce Host Borough residents - 52% workforce are BAME - 30% workforce are women - 7% workforce are disabled
<p>The Chobham Manor allowable solution programme will ensure zero carbon emissions for the development.</p> <p>A full list of sustainability targets can be found in the Sustainability Guide at Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf">http://www.londonlegacy.co.uk/media/LLDC>Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf</p>	<p>The Chobham Manor allowable solution programme to be agreed in 2014/15.</p> <p>Performance against other sustainability targets to be measured and reported in the annual sustainability report.</p>
<p>Community Engagement: By March 2016: 195 people supported to achieve training or qualification certificates through community projects</p> <p>Number of Echo members paying subscription fees from 2015 (at least 1000)</p>	<p>90 people awarded the voice of east London silver arts award. Including 70 from 2014 Great British Carnival awards as well as 20 from 13/14 Voice of East London</p> <p>Will be measured from 2015 onwards.</p>

<p>Sport and Healthy living and Paralympic Legacy: 26,000 opportunities to participate in inclusive sports and physical activity delivered by 2015/16 as part of 'Motivate East' in partnership with Sport England.</p> <p>Recruitment of 60 Paralympic Legacy Ambassadors (now called Para-legacy agents) reaching 600 people over the three years.</p> <p>To March 2017: Engage 100,000 people in community sports project including Paralympic sports</p>	<p>Motivate East has reached 16,599 disabled people who have participated in the programme, exceeding the target for the first year of the project of 2874 participants</p> <p>The Bromley By Bow Centre has been appointed to recruit Para-legacy agents. 368 have been appointed to date.</p> <p>Paralympic Legacy figures are above; Active Park Active People sessions are being delivered and are on track to meet annual targets.</p>
<p>Arts and Culture: Engaging directly with over 70,000 people (from 2013/14 to 2015/16) through activities with artists, cultural festivals, mentorship scheme, outdoor performances, creative workspaces, and Art in the Park</p> <p>Supporting 30 jobs in the arts by March 2016</p> <p>Delivering 20 events in the Park by March 2016</p> <p>Commissioning 15 new artworks on the Park by March 2016</p>	<p>The latest figures show direct engagement with 136,137 people. This figure does not include engagement through LLDC arts and culture projects at the Summer Events series, notably at National Paralympic Day and Open East.</p> <p>60 by October 2014 (quantified as either direct or indirect employment)</p> <p>49 by October 2014 (an 'event' classed as an organised event of more than 50 people attending)</p> <p>59 by October 2014</p>

Commentary on key projects

Inclusion and Paralympic Legacy: LLDC's has continued to deliver its Paralympic legacy programme. As a part of that programme inclusive sport project Motivate East (which is funded by LLDC and with match from Sport England and other partners including the Host Boroughs, Lee Valley Regional Park Authority, Greenwich Leisure Limited, the University of East London, ProActive East London and Wheelpower) is exceeding targets relating to throughput, supported by the appointment of Para-legacy agents to promote the programme.

29,000 people attended **National Paralympic Day** on 30 August 2014 which included Paralympics GB medallists competing at the iconic London Aquatics Centre for the first time since the London 2012 Paralympic Games and British and International athletes competing in Boccia, Goalball and Wheelchair Basketball at the Copper Box Arena. This event also included the Mayor's Liberty Festival featuring attractions from deaf and disabled artists.

Work has continued to re-imagine **Mandeville Place**, the central public open space between Carpenters Lock and the Belvedere, as an area of Paralympic recognition, meeting our commitments to the International Paralympic Committee. This interpretation will include a tactile map and will be retrofitted after Park opening. Designs have been completed and planning approval has been granted (subject to the submission of a satisfactory remediation report and validation report). The project is due to be complete by spring 2015.

Socio Economic projects:

The Legacy Corporation has continued its programme to help provide opportunities on the Park to encourage jobs, skills and apprenticeships. Progress against individual targets can be found above. In this period good progress has been made in recruiting apprentices to work on the Canal Park, Chobham Manor and in particular the Stadium (over 20 apprentices recruited).

Delivery has commenced on Legacy Careers which will raise awareness of employment opportunities coming forward from the Park and help secondary school students to better understand their future career options, broaden horizons and equip them with the information, confidence and motivation they need to plan and manage their own careers. This will be delivered to 15 schools in the Host Boroughs and run until Q1 2015.

Education and schools: The Legacy Corporation has progressed its work to deliver the Legacy Communities Scheme schools and to facilitate additional capacity in the Legacy Corporation's area. (For further information see the Real Estate section)

Urban Bio Science Park: The Legacy Corporation commissioned a study about the flexibility of creating workspace for bio science businesses and clustering around London's universities. The Legacy Corporation is now looking at how this might be delivered as part of phase 4 of the Legacy Communities Scheme (after Olympicopolis).

Community Engagement:

The Legacy Corporation has delivered a number of very successful **community events in the Park** including Great British Carnival and Picnic in the Park, designed as pied-piper type events to link outreach activity to events in the Park. 247 Park Champion event volunteers have supported 20 events over the summer and a total of 45 days! **Our Park Champions programme** has expanded and so far over 100 volunteering days on Park conservation and 300 days supporting the mobility service have been delivered.. Both our Park Champions programme and the Park Panel group were sighted by the Green Flag judges as excellent examples of direct community involvement when they awarded the Park Green Flag status a year earlier than anticipated. The Park Panel meets bi-monthly and has so far had 4 meetings. It has 20 members and a reach of over 1600 via members' local networks.

The Legacy Corporation has been running a number of high profile **community engagement** projects with local residents including delivery of workshops and working with community clubs. Recent activities include: ongoing Growing Links sessions held; the Make, Grow, Do network launched; Art to the Park project with Bromley By Bow project commenced; and This is East 20 project with Chobham Academy students underway

The Legacy Corporation, working in partnership with the V&A (UAL and My Kinda Crowd) launched a new Pan London **schools fashion challenge** for 11 to 16 year olds that will culminate in a fashion show held on the Park in April 2015. 'Concept to Catwalk' challenges London school children to design a collection of clothing that reflects 21st century lifestyles and technology-led innovation in fashion. 8 shortlisted submissions will be paired with Central St Martins graduates to actually make up their designs in time for the final fashion show at the end of the project where the overall winner will be selected. Over 700 students have already entered the competition.

The aspiration for the Park to be known as "*London's largest outdoor classroom*" is progressing well through the curriculum based **Learning Trails**. 400 lesson plans have been

developed as free downloadable resources for teaching in the Park and 5,609 of these have been downloaded by unique web page visitors. The target of 600 children being engaged in curriculum based and learning trails has already been reached for 14/15.

An application process to appoint members of the **Legacy Youth Board** has completed and the first meeting held. The Legacy Youth Panel has appointed a new delivery partner for 2014/15 and the Panel's film was shown at the Stratford Picture House. A leadership training weekend has been held for the 47 new members appointed to the panel; this is the largest ever intake in 5 years of the Panel running and the members were chosen from 76 applications.

The Legacy Corporation has been awarded £500,000 from **Sport England's** Community Sport Activation Fund to get people in and around the Park more active, more often. Following on from a successful pilot project, which attracted over 3,000 people, the Active People, Active Park programme is expected to reach more than 90,000 people over the next three years. The project will bring people of all ages and backgrounds together to try new sports, encouraging increased levels of physical activity.

GoodGym Newham has launched with weekly Park runs (and volunteering) starting and ending at the Aquatics Centre. This generated positive local media coverage

Work has continued on the **Go! Schools Network** which aims to bring together all the secondary schools in the host boroughs. 55 schools have signed up so far and the aim is to engage with all 65 schools by the end of the year. The project has recently been extended to include primary schools, 250 host borough schools have been approached, but in particular the project is targeting the 40 schools closest to the Park. 24 primary schools have signed up to date.

The **Legacy Youth Radio** project - 'the Voice of East London' - has continued to support young people through gaining an arts award qualification. 20 achieved this earlier in 2014 and the new cohort is working towards their awards.

LLDC has continued to support the **Echo** timebanking scheme. Echo has been established as a CIC and has a board in place. Echo staff have relocated to LLDC's offices and this has helped to ensure closer working with Park partners to encourage take up of the scheme. Membership of the scheme is now over 500 businesses members (and 507 individual members). Echo has successfully secured £140k grant from Friends Provident. Echo has been invited to speak at a second no 10 round table on the future of the Sharing Economy. LLDC is holding a workshop with Nesta in November to explore this and a potential long term partnership.

Interim Uses: The Legacy Corporation is developing smaller scale interim uses project on the Park, focussing on establishing a Chobham Manor Mobile Community Garden. This change in scope follows on from feasibility work carried out by the operator who was appointed to undertake the wider interim uses project. The project will also align with Chobham Manor LLP's community development plan and help early integration with East Village residents and Chobham Academy. It also ties in with the Park Champion garden volunteers and the Growing Links community project in operation across key sites around the Park.

The Legacy Corporation has continued work to develop the community centre, known as **Hub 67**, which will be based at 67 Rothbury Road, next to Frontside Skate Park and will be a new focal point for residents, hosting events, classes and community groups. The Hub is

made from recycled and reclaimed materials from 2012 and is due to open in December 2014.

Physical Regeneration:

The Lea River Park - Leaway: The Legacy Corporation is leading the process of working in partnership with Newham, Tower Hamlets and other stakeholders to deliver the Leaway project, which is a series of projects to connect Queen Elizabeth Olympic Park to the Royal Docks and River Thames with a continuous landscaped walking and cycling route along the River Lea. The Legacy Corporation is working with partners to resolve issues with securing full public right of way along key sections of the Leaway.

The **Leaway Twelvetrees Crescent** Connection project has received planning permission from LB Newham and is proceeding, with the final design of the ramp connection and the tender package to be completed by the end of November 2014.

Planning permission for station improvements at **Hackney Wick** has been granted. Detailed design is commencing in collaboration with Network Rail with construction due to start in 2015 and completion scheduled for spring/summer 2016. Issue of a brief for the Hackney Wick Fish Island Connectivity Project initial design study is imminent. Once consultants are appointed an internal project group will be set up by the end of the year.

The project to provide a new station entrance at **Stratford Regional Station** from the Carpenters Estate is being developed. A brief has been issued for procurement of designers later this year. Design and planning work will take place ahead of the anticipated start date of March 2016.

Work is continuing on the **Hackney Wick Neighbourhood Centre** programme as previously reported and planning permission has now been secured for the improvements to Hackney Wick station. The Legacy Corporation is currently working with Network Rail and other partners to fix the timescale and budget for the works.

Bromley by Bow District Centre: Landowners and the Legacy Corporation intend to take forward a masterplan and work towards a planning application. The details of how this is progressed remain to be determined but the development will include a school, a park, a supermarket, housing and business space. A planning application for a new Bromley by Bow Station will be submitted to make it accessible, increase capacity for growth and give it increased presence in the area. TfL are committed to improving connections in the area across the A12 and at Bow interchange.

Arts and Culture:

The **Spoke poetry programme** completed its year long programme of poetry in schools and public spaces. 80 young people from 10 local schools to developed poetry performances for a final Poetry Slam at Stratford Circus in July 2014 and the project has held residencies at places like Clissold Leisure Centre and Hackney City Farm reaching over 3,000 young people.

The **Great British Carnival** was held on the Park in the summer, attended by over 30,000 people with contributions from over 300 artists from both international and local carnival groups. The carnival was supported by a community engagement programme in the 4 weeks leading up to the event.

Creative Workspaces: Following the completion of a detailed report on how artistic workspaces and be protected and supported within LLDC area a number of

recommendations have been implemented through embedding references to workspaces in Local Planning Policy, and ensuring affordable workspace is part of the Hackney Wick masterplan. Work will continue to explore models for an independent broker/management company to broker affordable deals directly with landowners.

A year-long “**Local Programme**” of commissions has been launched which will see new work developed specifically for the Park by The Yard Theatre, East London Dance and other locally based organisations and individuals. Training and business support will be provided to these local organisations to focus on capacity building and investing in small local businesses.

East London Mobile Workshop completed year long programme of participatory activities in and around the Park based on history of the Arts & Crafts movement supported by Arts Council England. This project included a mobile library bus which has been converted into a travelling arts and crafts workshop, hosting a range of artists based in east London to provide a variety of opportunities for local people. Over 50 days of events and activities were held, engaging with over 70,000 people engaged. 50 young people have received 1 to 1 mentorship as part of the project to explore creative sector career options.

Walthamstow resident Aisling Fahey was appointed as **Young Poet Laureate for London** 2014/15. The announcement was made on National Poetry Day on 2 October 2014 by the renowned poet Lemn Sissay. Aisling will benefit from a year of superb development opportunities, a high profile platform for their work and commissions worth at least £7,500. Acting as a voice for young Londoners, she will advocate for poetry as an art form and be a positive role model for young poets, providing comment and reflections on current events. Aisling takes over from the first Young Poet Laureate, Warsan Shire, whose activities in her year in the role included five residencies from an outer London school in Chingford to Houses of Parliament and the Park, writing for the Guardian, taking part of Southbank Centre Festival of Love and being interviewed on Radio 4 Woman’s Hour.

Work completed on **Living Walls**, 2 kilometres of **artworks on hoardings** on the Park. This project provided 35 local businesses with their own advert, has engaged with over 200 local people and 50 local children and provided 40 artists with an opportunity to create new work especially for the Park. More information can be found here: <http://livingwalls-london.com>

Sustainability:

The Corporation has made good progress over the last quarter in compiling its approach to compiling to offset solutions, focussing in particular on Hackney Wick as a potential area for focussed offset solution funding. This would align with the masterplanning activity for this area and the forthcoming investment that will be made available as part of the East wick and Sweetwater development. Positive discussions have been held with local stakeholders including LB Hackney, LB Tower Hamlets, GLA and Cofely GDF to look to align funding streams to enable local programmes to come forward that:

- Explore community ownership models for renewable energy installation
- Provide opportunities for the roll out of green skills to local residents
- Seek to trial smart city approaches to monitoring the carbon (and other) impact to resident engagement interventions

Other activities include: publishing the annual sustainability report which was launched with a boat tour with partners. Annual reporting against the Mayor's Climate Change Mitigation and Energy Strategy submitted; 3 bee hives installed on the Park, with honey production ongoing; Chobham Phase 2 went in for planning, committing to delivering a further 10 zero carbon homes (1 more than required by planning); and asset disposal - an online auction of LLDC assets inherited from Transformation and no longer required for reuse commenced.

Key regeneration risks:

Summary	Impact	Mitigation
Green risk relating to construction communications	Impacts on the reputation of the corporation	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work
Amber risk relating to meeting priority theme targets and wider regeneration aspirations	Significant reputation impacts	A strong set of targets agreed through procurement and contracts. Close working with Partners

Planning Policy and Decisions

Progress against major milestones

Milestones for completion in 14/15	Estimated date and comment
Local Plan: Complete publication plan consultation	Publication Consultation closed on 6th October as planned.
Local Plan: Complete modifications following consultation and preparation of documents for submission	On track for completion Q3 2014/15
Local Plan: Submission of Local Plan	Submission of the Local Plan for Examination is due in November as per the current programme but will depend on the need for any modifications as a result of the consultation and the extent of any such modifications.
Section 106: submit annual monitoring report to Board	On track to finalise report Q4 2014/15
Draft CIL Charging Schedule	The Draft charging was submitted to the planning inspectorate on 6 August 2014. Examination date has been confirmed for October 2014 with a hearing on the 22nd October.

Targets

Targets	Performance and commentary
At least 70% of Applications determined in time	Targets met in each month in this period (July 76%; August 90%; September 87%)
Number of enforcement cases closed per month	4 cases closed in this period, 31 open to the end of October

Commentary on key projects

The **Local Plan** remains on programme, with public consultation on the Publication draft closing on 6 October. The responses received to the consultation will be reviewed during October to determine whether modifications are required. On the **Community Infrastructure levy**, preparation for the examination has continued during September, with practical arrangements for the planned one day examination hearing confirmed for 22 October. This project is on track to adopt the Corporation's CIL charge by April 2015. Following dismissal of an application for a judicial review of the Corporation's decision to declare extensions to the conservation areas in Hackney Wick and Fish Island, a subsequent appeal for a substantive hearing into the decision has been agreed at the High Court. This hearing will take place before the end of November 2014.

The **Development Management** team is experiencing an increase in enforcement case work but progress continues to be made on complex enforcement casework (regularising) which will allow a number of enforcement cases to be closed before year end. Previously identified risks continue to be managed with Judicial Review permission granted for a one day substantive hearing. Planning Decisions Committee in September approved a number of planning applications including Hackney Wick Station, Mandeville Place, Autumn Street Studios and All-Through School Location report (Secondary School).

Key Planning Policy and Decisions Team risks:

Summary	Impact	Mitigation
There is a risk that there are delays to the programmes to develop the Local Plan and the Community Infrastructure Levy (CIL).	Negative financial and reputational impacts for the Legacy Corporation.	A programme of activities including evidence gathering, consultation and independent examination has been adopted for both the Local Plan and the CIL programme, to be monitored regularly by the LLDC Board.

4 Corporate

Work in this area includes functions to support the delivery of the Legacy Corporation's objectives through services including finance, human resources, IT and Information management, programme management, legal, procurement and communications.

This includes work to develop the Smart London Plan, which aims for the Park to become one of the world's leading digital environments, providing a unique opportunity to showcase how digital technology enhances urban living. The aim is to use the Park as a testing ground for the use of new digital technology in transport systems and energy services.

Corporate

Progress against milestones

Milestones for completion in 14/15	Estimated date and comment
Unqualified Audit Opinion	The Legacy Corporation received unqualified accounts. This result was presented to the Audit Committee and board in September 2014.

Commentary on key projects

The 10 year plan and budget was approved by the Legacy Corporation's Board at its 30 April 2014 meeting and received Mayoral approval in July 2014.

The Smart Park WiFi project is progressing well, the ITT has been published and site surveys were held with the 5 remaining bidders. The Smart phone app requirements have been approved by the steering group and the ITT and contract are due to be published on 17 October 2014.

Following Dennis Hone's resignation in May 2014, to take up a new role within Mace as Finance Director, David Goldstone was appointed in June 2014 and will take up his post on the 1 October 2014. A risk assessment has been undertaken in relation to managing the actual and perceived conflicts of interest relating to Dennis Hone's new role and protocols have been put into place to mitigate this risk.

Jonathan Dutton the Director of Finance and Corporate Services, will leave the Corporation in October 2014, after 5 years in the role, during which he has helped navigate LLDC through organisational change to a Mayoral Development Corporation and to establish it on a sound financial footing. The Legacy Corporation has appointed Gerry Murphy, currently Chief Operating Officer at the Olympic Delivery Authority, as the new Executive Director of Finance and Corporate Services, Gerry will take up her position in December 2014 subject to finalisation of the wind up arrangements for the Olympic Delivery Authority.

Key corporate support risks:

Summary	Impact	Mitigation
Amber risk relating to organisational change, particularly relating to the resignation of the Chief Executive.	Risk to stability of the organisation	Ensure good internal communications to keep staff updated on changes and future plans
Red risk of changed VAT recovery rate for the Legacy Corporation	Significant financial implications	Continue discussions with HMRC

TfL's quarterly finance, investment and operational performance reports

Quarter 2, 2014/15

Executive Summary

Quarter 2 (Periods 4-6), 22 June 2014 – 13 September 2014

- In Quarter 2, customer satisfaction was extremely high across most of our services. Both buses and the Docklands Light Railway (DLR) achieved the highest levels on record, while London Underground (LU) equalled its previous record from 2012/13
- Reliability levels remain high in Quarter 2. Underlying LU reliability was better than target, showing a 12 per cent improvement from the same quarter last year. TfL remains on track to reduce LU delays by 30 per cent¹ by 2015, further to the almost 40 per cent reduction achieved between 2007/08 and 2011/12
- Journey time reliability on London's roads continues to show signs of deterioration as economic growth, and resulting increases in traffic, returns to the capital. Traffic volumes have risen by almost three per cent over the past year. Despite this deterioration bus excess wait time has been maintained at our historically high target throughout the quarter
- TfL is investing £4bn on road improvements over 10 years to maintain roads reliability levels in the face of continuing economic and population growth. In the short term, reliability is also affected by improvement works undertaken by TfL - including the Hammersmith and Hogarth flyovers – although we expect to see benefits in future years
- Crime rates and total number of incidents on the LU, DLR and bus network show further reductions; since 2010/11 the crime rate has fallen by almost 29 per cent on buses and by 30 per cent on the LU and DLR network. Year-on-year crime levels in Quarter 2 are down by almost 17 per cent on the LU and DLR network and by over 16 per cent on London's buses
- The number of people killed and seriously injured (KSI) on London's roads has dropped by 3.5 index points since the same quarter last year and are at the lowest level recorded this quarter. TfL is on track to reduce KSIs by 40 per cent by 2020
- Cycling levels are the highest ever recorded for the quarter, eight per cent higher than target and 16 per cent higher than the same quarter last year; this is now the fourth consecutive quarter of record cycle flows
- Year-to-date fares income remains lower than Budget, largely due to lower than expected passenger demand in LU and the effects of industrial action in April and August 2014
- In January 2015, fares will once again be frozen in real terms
- TfL's total cash balances (including funds ring fenced for the Crossrail project) are forecast to be £380m higher than Budget by the end of the year, driven by:
 - Timing differences from: a £250m working capital upside due to higher than expected creditors, which is expected to reverse in the following quarter
 - Rephasing of £72m of Crossrail risk expenditure to future years
 - A group items upside of £52m, largely from the release of contingency, which is not required
 - Partly offset by a £34m reduction in fares income, largely from lower than expected passenger demand and industrial action on the Underground
- TfL's cash balance (beyond a prudent minimum) is committed to delivering the improvements outlined in TfL's latest Business Plan to 2020/21 which will be updated in December 2014.

¹ From the 2011 calendar year baseline

Delivery

Reliability

Reliability	Quarter 2	Variance to Target
LU: lost customer hours ²	5.1	0.3 ▲
LU: lost customer hours (excl. Industrial Action)	4.5	-0.3 ▼
LU: excess journey time ³	4.54	-0.13 ▼
LU: excess journey time (excl. industrial action)	4.45	-0.22 ▼
Buses: excess wait time ⁴	0.9	- ►
DLR departures ⁵	99.6	0.8 ▲
London Overground PPM ⁶	96.1	0.1 ▲
TLRN reliability ⁷	89.4	-0.7 ▼

Reliability continues to be high for most of our services. Last year saw improvements across most of the network, with underlying LU reliability showing a five per cent year-on-year improvement. Reliability remains strong in Quarter 2, with LU excess journey time, the Docklands Light Railway (DLR) and London Overground all better than target. LU reliability has been affected by industrial action on the Central Line in August 2014, adding approximately 0.6 million lost customer hours in the Quarter. Underlying reliability - which excludes the effect of industrial action - was significantly better than target and the same quarter last year. Reliability on London's roads remains lower than target and the same quarter last year, due to increases in traffic volumes from renewed economic growth and the effects of planned and unplanned serious and severe disruption. Planned disruption is expected to worsen, a short-term downside of our £4bn investment on roads over the next decade. To mitigate disruption, we are launching a roads modernisation campaign in November 2014, providing advance warning of closures and to provide alternative routes. Despite the drop in roads reliability, bus excess wait time has been maintained at its recent high levels, and bus customer satisfaction reached a historic high in Quarter 2.

Safety and security

Recorded crime ⁸	Quarter 2	Variance to Target
LU and DLR	7.1	-0.4 ▼
London Buses	6.8	-0.8 ▼

Crime has continued to fall on both the LU and DLR, and the bus network. Between 2010/11 and 2013/14, the crime rate has dropped by 29 per cent on buses and by 30 per cent on the LU and DLR network. This has continued into the first two quarters of this year, which show significant improvement on last year and against target. This is the result of additional measures put in place by the British Transport Police (BTP) to tackle crime on London Underground and DLR, and partnership working with TfL's

² Total additional journey time, measured in million hours, experienced by all customers as a result of delays that lasted two minutes or longer

³ The average extra time that it took to complete a journey, compared to the time it would have taken if there were no delays, measured in minutes

⁴ The number of minutes that a passenger has had to wait in excess of the time that they should expect to wait if buses ran as scheduled

⁵ Docklands Light Railway (DLR) departures: the percentage of actual train departures of the base service departures

⁶ The percentage of trains which arrive at their destination on time

⁷ Transport for London Road Network (TLRN) journey time reliability: the percentage of journeys completed within an allowable excess of 5 minutes for a standard 30 minute journey during the AM peak

⁸ Recorded crime per million passenger journeys

policing partners to further reduce crime on London Buses.

Safety	Quarter 2	Variance to Target
Cumulative reduction in killed and seriously injured ⁹	40.9	8.0 ▲

The number of people killed and seriously injured (KSI) on London’s roads has been further reduced, with provisional results for Quarter 2 showing a fall of 40.9 per cent from the baseline, the lowest level on record in any quarter. Over the full year, we now expect to reduce KSIs by almost 38.7 per cent, progressing to our long-term goal of reducing KSIs by 40 per cent by 2020.

Project and milestone progress

As part of TfL’s multi-billion investment programme, a number of projects were completed and significant milestones met in Quarter 2, including:

- Ground treatment works were completed at Victoria station enabling the start of tunnelling works. The completed project will alleviate congestion, make entry and exit quicker, reduce delays and provide step-free access
- Block closure of the Uxbridge branch of the Metropolitan and Piccadilly lines were completed ahead of schedule
- The station fit-out contract for Bank was awarded to Hochtief UK Ltd. By 2017 the new Waterloo & City line entrance will be complete, providing step-free access and enhanced capacity
- The main design and build contract for the Northern Line Extension (NLE) was awarded to Ferrovial Agroman Laing O’Rourke, with the project generating 25,000 jobs and 16,000 new homes

Budget milestone completion ¹⁰	Quarter 2 2014/15
Completed on time or early	91%
Late by less than 90 days	3%
Late by 90 days or more	6%

The investment programme is now forecast to achieve 91 per cent of its significant milestones early or on time.

Milestones that are expected to be completed late include:

- Bearing installation on the Hammersmith Flyover strengthening project is delayed due to asset condition. The programme has been rescheduled to mitigate delays to the finish on site milestone, which remains on target but will be challenging
- Mid-life refurbishment of the Jubilee line rolling stock is

⁹ Cumulative percentage reduction from a baseline of the 2005-2009 average. Full year refers to the 12 months from December 2013 – November 2014, due to lead times in obtaining KSI data from third parties

¹⁰ Automatic Train Control (ATC) milestones have been excluded from this following the cancellation of the ATC contract in December 2013

delayed due to a later than planned start on the Northern line refurbishment, with the work to be completed by the same team. No impact to the revenue service is anticipated at this time

- Automatic Train Monitoring System installation on S-stock trains is delayed due to rephased works on the Sub-Surface Rail upgrade programme

£m	Year to date actual	Year to date actual variance to Budget	Full-year forecast variance to Budget
Capital expenditure	(906)	47 ▲	(46) ▼
Revenue investment	(166)	28 ▲	43 ▲
Total investment	(1,072)	75 ▲	(3) ▼

Investment expenditure¹¹ – including all capital expenditure and over £500m of operating expenditure allocated to investment projects in 2014/15 - is £75m under Budget in the year to date. Over the full year, investment expenditure is now forecast to be almost exactly in-line with Budget, with a variance of £3m, after the release of £147m of overprogramming and contingency.

¹¹ A reconciliation between the investment programme financials and the OFR is provided in Appendix B, page 35

Value

Financial summary

£m	Year to date actual	Year to date actual variance to Budget	Full-year forecast variance to Budget
Fares income	1,902	(15) ▼	(34) ▼
Other income	310	2 ▲	(6) ▼
Operating expenditure	(2,725)	101 ▲	68 ▲
Group Items	(135)	20 ▲	52 ▲
Margin	(648)	108 ▲	81 ▲
Net capital expenditure	(880)	54 ▲	(37) ▼
Crossrail expenditure	(660)	121 ▲	72 ▲
Net service expenditure	(2,188)	284 ▲	116 ▲
DfT grants	818	5 ▲	12 ▲
GLA precept	2	0 ►	0 ►
Business rates retention	414	0 ►	0 ►
Other grants	70	(6) ▼	(24) ▼
Crossrail funding sources	834	8 ▲	8 ▲
Working capital	(48)	159 ▲	250 ▲
Net borrowing	633	(17) ▼	18 ▲
Cash movements	537	433 ▲	380 ▲

TfL fares income is £15m below Budget in the year to date, a variance of less than one per cent. This is due to a combination of lower passenger demand in LU and the impact of industrial action – in April 2014 and on the Central and Waterloo & City lines in August 2014. This fares downside has been partly offset by higher than expected bus fares income, which was £3m higher than Budget due to higher numbers of fare-paying journeys.

Operating expenditure is £101m – almost four per cent – under Budget in the year to date. This is driven primarily by £81m of rephasing to later this year and future years, including: £12m on Fit for the Future – Stations; £12m for LU infrastructure renewals; £7m of concession payments, capacity improvement and stations work in London Rail; and £16m across the Corporate directorates, including £10m for IM initiatives. In addition, we have made cost decreases of £38m, including £6m of lower staff costs in LU, £13m from lower than expected bus contract costs – due to lower than anticipated performance payments, lower average weekly earnings and lower diesel price indices, and £6m across the Corporate directorates including further staff savings. Rephasing and savings have been partly offset by accelerated expenditure and additional work, the latter including £9m of new expenditure on borough roads, which is funded by the Department for Transport (DfT).

Group items are £20m under Budget in the year to date, due to lower debt service charges of £9m – from the issuing of bonds at better rates than assumed in the Budget – and £10m for group contingency which has not been required.

Net capital expenditure (excluding Crossrail) is £54m lower than Budget in the year to date. This is mainly due to rephasing, including £24m on the SSR upgrade, pending the ATC contract re-let, £19m on infrastructure renewals, £14m of accelerated spend on the Northern Line Extension (NLE), £12m accelerated spend on SSR rolling stock – with trains delivered earlier than expected in March 2014 – and £20m for Crossrail rolling stock, which will now be paid later this year. Rephasing has been offset by the release of £79m of overprogramming.

Crossrail spend is £121m under Budget in the year to date.

Direct project costs are £102m under Budget, due to delayed access to Tottenham Court Road, unplanned tunnel boring stoppages at Whitechapel, unspent project risk on the Thames Tunnel project and lower than anticipated drawdown of programme risk. Indirect costs are £16m lower than Budget, due to delayed recruitment of Systemwide staff and later than expected consultancy costs in Land & Property. These variances have no material impact Crossrail's overall project costs, with the project delivered on time and to Budget.

The Quarter 2 full-year forecast shows a £116m net expenditure upside to the Budget, with the key changes including:

- A fares income reduction of £34m, from the combined effects of lower LU demand, the effects of industrial action in April and August 2014, lower inflation forecasts than previously assumed, and the real terms fares freeze to be introduced in January 2015
- A reduction in costs and rephasing totalling £48m in LU, the former from lower than expected inflation and staff vacancies
- £28m from lower bus contract costs – from lower than expected inflation, diesel and weekly earning indices, which determine the annual contract price adjustments – and performance incentive payments
- £62m of capital expenditure for the Earl's Court joint venture which has been brought forward from later years of the business plan. The Earl's Court joint venture was approved by the Board in February 2014 with £120m committed to the project
- Rephasing of capital projects, including £54m for the SSR upgrade pending contract re-let, £50m on the Northern Line Extension (NLE), £21m for the London Underground Capacity Improvement Programme (LOCIP) and £17m for Fit for the Future - Stations
- Rephasing of £72m of Crossrail risk expenditure into future years
- The release of £38m of contingency in group items, which is no longer required
- The release of £129m of overprogramming and contingency in London Underground to offset rephasing of capital programmes.

Cash balances

£m	Year to date actual	Year to date actual variance to Budget	Full-year forecast variance to Budget
Crossrail SFA	2,210	126 ▲	145 ▲
Other TfL	3,099	308 ▲	234 ▲
Closing cash	5,309	433 ▲	380 ▲

Cash movements

£m	Year to date actual variance to Budget
Investment rephasing	241 ▲
Acceleration	(34) ▼
Crossrail	121 ▲
Overprogramming	(100) ▼
Working capital	159 ▲
Net savings	41 ▲
Other	5 ▲
Cash movements	433 ▲

Cash balances excluding Crossrail are almost £3.1bn at the end of Quarter 2, £308m more than Budget. Cash balances including Crossrail now stand at just over £5.3bn, £433m higher than Budget, driven by:

- Timing differences in expenditure, funding, and in payments and receipts totalling £345m including a £159m working capital upside
- Other timing differences include £241m of investment rephasing (partly offset by the release of £100m overprogramming), Crossrail project costs of £121m and acceleration of £34m of works into late 2013/14 and earlier this year
- Additional net savings of £41m, partly due to the rephasing of implementation costs to later this year and future years

Over the course of the year, TfL's total cash balances are expected to reduce to just over £4.3bn, as improvements projects are completed. This is £380m more than expected, largely driven by:

- Timing differences from a £250m working capital upside, which is expected to reverse in the following year
- Rephasing of £72m of Crossrail risk expenditure to future years
- A group items upside of £52m, largely from the release of contingency, which is not required
- Partly offset by a £34m reduction in fares income

TfL's cash balances (beyond a prudent minimum) is committed to delivering the improvements outlined in TfL's latest Business Plan - which will be updated later this year - including:

- Over £1bn for the Sub-Surface Rail upgrade, delivering new rolling stock, increased train frequency, greater capacity and automated train control
- Over £1bn on new Crossrail trains, with the contract now awarded to Bombardier
- £800m for key cycling programmes, as part of the Mayor's overall £913m Cycling Vision commitment
- £175m for a further 500 New Routemasters by the end of April 2016, bringing the total to 800

Efficiencies

£m	Year to date	Year to date actual variance to Budget	Full-year forecast variance to Budget
Efficiencies	51	41 ▲	66 ▲

TfL is committed to saving £16bn of efficiencies up to 2020/21, allowing us to further invest in infrastructure improvements while holding down fares and managing with lower levels of government funding. We have secured £12bn of savings to date, with a further £4bn still to be secured over the business plan period. The savings programme will be achieved by reducing back-office expenditure and driving out inefficient activity to protect front-line services and our long-term investment programme, providing tangible benefits to our customers.

In 2014/15 we have already secured almost £1.4bn of savings. To meet our long-term savings target, our target is to secure a further £29m of savings this year. In the year to date, we have saved £41m more than target, largely due to lower than planned implementation costs for the Fit for the Future - Stations programme. These costs have now been rephased to later years and there is no net effect on our long-term efficiency programme.

Customer

Passenger journeys

Million	Quarter 2	Variance to Target
London Underground	292.9	-2.5 ▼
London Buses	536	-7 ▼
DLR	24.5	0.1 ▲
London Overground	32.3	-0.2 ▼
Tramlink	6.7	0.8 ▲
Emirates Air Line	0.5	-0.1 ▼

Passenger numbers show improvement from the previous quarter, although some services remain below target. LU passenger journeys are 2.5 million, less than one per cent, lower than target, but up seven million on the same quarter last year. Passenger demand is also lower than target on London's buses; this was mainly due to lower than expected numbers of 11-15 year old and 16+ journeys than previously expected and has, therefore, had no impact on bus fares income. Over the full year we expect all services except London Tramlink to show year-on-year increases, with LU journeys up by almost 4 per cent.

Cycling

Cycling index	Quarter 2	Variance to Target
Cycling levels on TLRN ¹²	369	28 ▲

Cycling levels continue to increase. In Quarter 2, levels were at the highest ever recorded for the quarter; eight per cent higher than target and 16 per cent higher than the same quarter last year. This is now the fourth consecutive quarter of record cycle flows.

£913m will be spent on cycling schemes up to 2021/22, to boost cycling levels, delivering a step-change in cycling provision to support the growing numbers of cyclists in the capital.

Customer satisfaction and complaints

CSS score	Quarter 2	Variance to Target
London Underground	84	1 ▲
London Buses	86	3 ▲
DLR	90	4 ▲
London Overground	84	3 ▲
Tramlink	90	1 ▲
Emirates Air Line	93	- ►

Customer satisfaction levels are higher or equal to target across all of services in Quarter 2. Customer satisfaction with buses is now at the highest recorded level, up four index points from the same quarter last year, with crowding and wait time showing improvements. DLR also recorded its highest ever score, four index points better than target and two points better than the same quarter last year. LU equalled its previous high – achieved in Quarters 2 and 3, 2012/13 – with a score of 84, one index point better than target and two index points higher than the same period last year.

¹² Cycling levels on the Transport for London Road Network (TLRN), indexed at 100 in March 2000

Complaints per 100,000 journeys	Quarter 2	Variance to last year
London Underground	1.01	-0.05 ▼
London Buses	2.61	0.25 ▲
DLR	2.25	-1.12 ▼
London Overground	2.53	0.09 ▲
Congestion Charge	7.52	-7.53 ▼
Barclays Cycle Hire	6.31	0.60 ▲
Dial-a-Ride ¹³	159.87	40.98 ▲

In parallel with the very high level of customer satisfaction, customer complaints are down across many TfL services, with the DLR, Emirates Air Line, and Congestion Charge all seeing significant reductions. Complaints on the DLR are down by a third from the same quarter last year and 20 per cent lower than the previous quarter. Emirates Air Line had 10 complaints across the whole quarter. Complaints for Dial-a-Ride remain high, with booking refusals the main source. Following focus groups with customers, we are reviewing customers' expectations of the service and how best we can respond to them.

¹³ Per 100,000 journey requests

People

Headcount

FTE	Quarter 2	Variance to Budget
London Underground	21,169	167 ▼
London Rail	253	(20) ▲
Surface Transport	3,415	27 ▼
Corporate	3,861	(258) ▲
Crossrail	911	75 ▼
Total TfL	29,609	8 ▲

TfL (including Crossrail) employed 29,609 FTE at the end of Quarter 2, eight more than Budget.

Staff numbers in LU are 167 below Budget, largely due to slower than planned recruitment and the holding of vacancies pending organisational review. Surface Transport are 27 FTE under Budget, mainly due to the transfer of Traffic Systems to IM – which is offset by an increase in Corporate directorates' headcount - and staff leaving at a higher rate than anticipated. The Corporate directorates are 258 FTE higher than Budget, due to 249 temporary project staff to work on IM, Finance, HR and Customer Experience and Marketing projects. Crossrail is 75 FTE under Budget, largely due to later than expected recruitment of staff across the project.

Operational and Financial Performance Report

Quarter 2, 2014/15

Operational and Financial Performance Report

Quarter 2 (Periods 4-6), 22 June 2014 – 13 September 2014

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Delivery

Reliability

Table 1: Reliability performance

Performance indicator	Unit	Quarter 2, 2014/15			Full year 2014/15			
		Actual	Variance to target	Variance to last year	Forecast	Variance to target	Variance to last year	2010/11 – 2014/15
▼ lower is better								
London Underground: total lost customer hours	Millions of hours	5.1	0.3 ▲	0.12	22.7	2.0 ▲	-1.5	
London Underground: total lost customer hours (excl. industrial action)	Millions of hours	4.5	-0.3 ▼	-0.46	18.9	-1.8 ▼	-1.8	
London Underground: excess journey time	Minutes	4.54	-0.13 ▼	-0.28	4.79	-0.11 ▼	-0.42	
London Underground: excess journey time (excl. industrial action)	Minutes	4.45	-0.22 ▼	-0.37	4.70	-0.20 ▼	-0.51	TBC
London Buses: excess wait time	Minutes	0.9	0.0 ►	0	1.0	0.0 ►	0.0	
TLRN: serious and severe disruption	Hours	796	-	373	3,660	1,665 ▲	1,397	
▲ higher is better								
DLR: Departures	%	99.6	0.8 ▲	NA	98.8	- ►	NA	NA
London Overground: public performance measure	%	96.1	0.1 ▲	-0.7	96.0	- ►	-0.1	
Emirates Air Line: availability	%	98.5	3.7 ▲	-1.0	94.8	- ►	-4.7	
TLRN: journey time reliability (AM peak)	%	89.4	-0.7 ▼	-1.0	88.0	-0.8 ▼	-1.0	
TLRN: carriageway in state of good repair	%	Annual measure			93.0	- ►	(1)	
Dial-a-Ride: trip requests scheduled	%	90	- ►	-1	90	- ►	-1	NA

1.1 Between 2007/08 and 2011/12, LU delays were reduced by 40 per cent. TfL is further targeting to reduce LU delays by 30 per cent by 2015, compared to the 2011 baseline. In 2013/14, underlying LU delays (i.e. excluding the impact of industrial action) were down five per cent from the previous year. Quarter 1 and 2 of 2014/15 have seen further improvements in underlying LU reliability: Quarter 2 Lost Customer Hours (LCH) – TfL’s measure for LU reliability – are down 0.3 million hours compared

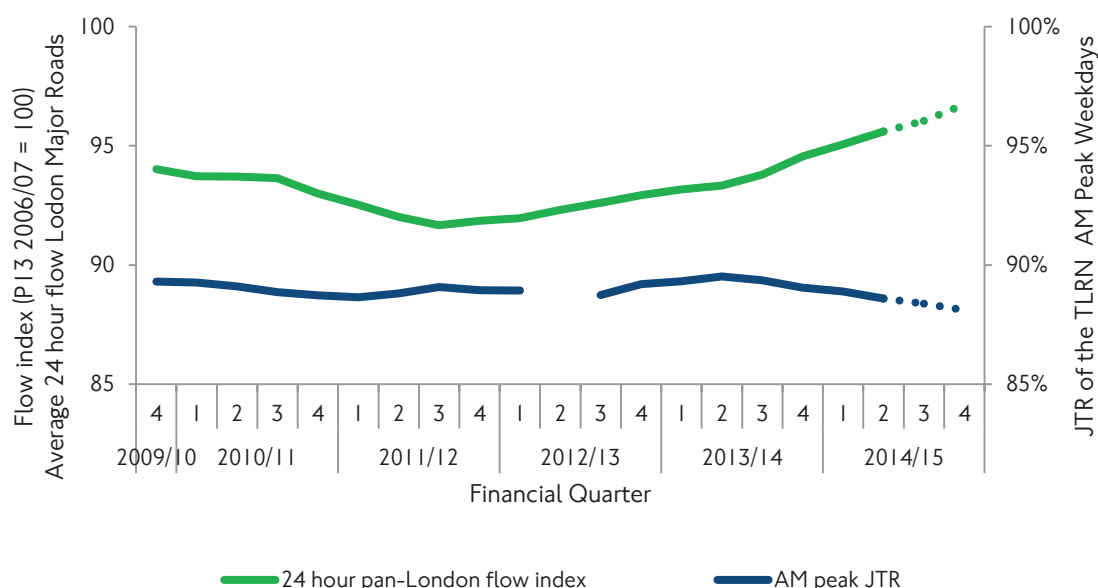
to target, 12 per cent better than the same quarter last year. After taking into account industrial action on the Central line in August 2014, reliability was 0.3 million hours over target.

- 1.2** Underlying excess journey time (EJT) was better than target and the same quarter last year, primarily due to a reduction in the impact of weekend engineering. Total EJT – including the affects of industrial action - was also affected by action on the Central line in August 2014. Nonetheless, EJT was 0.13 minutes better than the Quarter 2 target and 0.28 minutes better than the same quarter last year.
- 1.3** London Overground's Public Performance Measure remained above target in the quarter, although was down 0.7 index points from the same quarter last year, due to a number of significant infrastructure and third party events including possession overruns by other rail operators which particularly affected the East London Line. DLR has continued to perform exceptionally well in the quarter, with departures at 99.6 per cent, 0.8 index points better than target.

Journey times and disruption on London's roads

- 1.4** Reliability on London's roads has suffered from the impacts of renewed economic growth – and the consequential rise in traffic volumes – combined with increases in unplanned and planned disruption, the latter including highways improvements undertaken by TfL. Journey time reliability (JTR) in the morning peak on the Transport for London Road Network (TLRN) is worse than target and the same quarter last year; serious and severe disruption on the TLRN is also worse than the same quarter last year. TfL does not now expect to meet the Serious and Severe Disruption or journey time reliability full-year target in 2014/15. Despite the drop in reliability on London's roads, bus customer satisfaction is at the highest level on record, and bus excess wait time has been maintained at its historically high levels.
- 1.5** The journey time reliability (JTR) on the TLRN in the AM peak in all directions for Quarter 2 was 89.4 per cent; this is 1.0 percentage point lower than the same quarter in 2013/14. Traffic flows have increased since Quarter 3 2013/14, driven by economic growth and population increases: the Capital's Population is now expected to overtake its previous peak of 8.6 million in early 2015 (its highest since 1939). Quarter 2 average 24-hour weekday traffic flows across London were up 1.9 per cent compared to the same quarter last year.
- 1.6** Traffic accounts for nearly 80 per cent of journey time reliability; therefore, a significant increase in traffic volumes is expected to result in a worsening of JTR. TfL modelling indicates that for every 2 per cent annual increase in traffic flows, JTR will fall by approximately 0.5 index points. Increased traffic volumes on the road network translate to a more than proportional increase in the amount of unplanned serious and severe disruption we expect to see on the TLRN as more traffic overall is squeezed into the same road space across 24 hours.

Chart 1: Traffic flows and journey time reliability on the TLRN, 13-period rolling average¹



- 1.7 Across most of Quarter 2 there was a repeat pattern of disruption, mainly at pinch points close to key bridges (Hammersmith, Chiswick and Kew), from the knock on effects from the planned closures of Hogarth flyover and Putney Bridge. There was also significant disruption on the A11 and A13 due to a combination of significant numbers of breakdowns and other incidents that led to delays of between 15 to 20 minutes on many days during periods 5 and 6.
- 1.8 Overall in Quarter 2 there were 796 hours of TLRN serious and severe (S&S) disruption from unplanned and planned events spread across 322 separate incidents. This difference of 373 hours compared to Quarter 2 2013/14 is made up of an increase of 238 planned S&S disruption hours and an increase of 135 unplanned S&S disruption hours. This compares to 423 hours spread across 207 incidents in Quarter 2 of the previous year.
- 1.9 Planned disruption was up 238 hours compared to the same quarter last year which included works on the Hammersmith flyover, A406 North Circular, A3211 Lower Thames Street, the Hogarth Flyover. Unplanned S&S disruption was 135 hours worse than the same quarter last year. The main drivers include increased traffic collisions, breakdowns, hazards and traffic volumes.
- 1.10 Quarter 2 saw a number of collisions and breakdowns contributing to the total S&S hours including an overturned HGV on the A406 Lea Valley viaduct at Hall Lane on 9 September and a collision between a HGV and two cars on the A406 North Circular Road on the 28 August. Numerous hazards including a number of flooding incidents also contributed to the hours across Quarter 2. The amount of S&S disruption per event, a measure of effectiveness of the resolution of unplanned incidents, was at 1.9 hours, the same as Quarter 2 last year.
- 1.11 Because of the significant contribution of planned events in Quarter 2 it remains difficult to estimate the full year forecast for unplanned and planned events. Our best forecast at the moment is that unplanned S&S hours will be 2,660 hours and planned S&S hours will be 1,000 hours. Both of these




¹ Journey time reliability was not recorded during Quarter 2, 2012/13. During the 2012 Games, roads reliability was measured using specific Games period metrics

forecasts take into account the fact that significant new construction activities will occur through the remainder of the year.

1.12 Based on current trends to the end of Quarter 2, the full-year journey time reliability position has been re-forecast to 88.0 per cent, 0.8 index points lower than the original target.

Safety and security

Table 2: Safety and security

Performance indicator	Unit	Quarter 2, 2014/15			Full year 2014/15			
		Actual	Variance to target	Variance to last year	Forecast	Variance to target	Variance to last year	2010/11 – 2014/15
▼ lower is better								
LU and DLR recorded crime *	Million passenger journeys	7.1	-0.4 ▼	-1.7	7.4	0.0 ►	-0.6	
London Buses: recorded crime *	Million passenger journeys	6.8	-0.8 ▼	-1.3	7.4	0.0 ►	-0.1	
Rail & Underground significant injuries per million hours	Rate	0.45	-0.10 ▼	NA	0.55	- ►	NA	NA
▲ higher is better								
Cumulative reduction in KSI Londonwide ²	%	40.9	8.0 ▲	3.5	38.7	3.6 ▲	4.4	

1.13 Both the rate and levels of crime have significantly improved on the LU and DLR networks and on buses in recent years; from 2010/11 to the end of 2013/14, the crime rate fell by 29 per cent on buses and by 30 per cent on the LU and DLR network.

1.14 The level of crime on the LU and DLR network was 16.8 per cent lower in Quarter 2 than the same quarter last year, with 499 fewer offences. Notable reductions were seen in robbery (45.5 per cent, 10 fewer offences) and theft and handling (15.6 per cent, 202 fewer offences). These results build on the significant reductions in crime over recent years and reflect the work done by TfL with our policing partners. Sexual offences have seen a rise of 55.4 per cent - 67 additional reported offences - which is in line with the expectations of Project Guardian, which encourages victims to report sexual offences (see Section 1.16).

1.15 The level of crime on the bus network was 16.1 per cent lower in Quarter 2 than the same quarter last year, with 770 fewer offences. Notable reductions were seen in robbery (52.7 per cent, 238 fewer offences) and theft and handling (18.9 per cent, 452 fewer offences). These results build on the

* Quarter 2 refers to snapshot crime figures for June 2014 – August 2014. The information reported here may be different to other Quarter 2 crime information published by TfL

² Cumulative reduction from a baseline of the 2005–2009 average. Quarter 2 refers to March 2014 – May 2014; full-year 12 months from December 2013 to November 2014

significant reductions in bus-related crime over recent years and reflect the work done by TfL. Reported sexual offences have increased by 18.3% - 22 additional reported offences - which is line with the expectations of Project Guardian.

- 1.16** Project Guardian focuses on encouraging victims to report sexual offences – where these types of crimes have been historically significantly underreported - alongside more proactive police enforcement and engagement. Our approach has been widely supported by stakeholders such as Everyday Sexism, End Violence Against Women Coalition and HollaBack UK, and resulted in a 16 per cent increase in the reports of unwanted sexual behaviour on the transport network in 2013/14, and a 25 per cent increase in the detection of crimes of this nature. Project Guardian is set to continue throughout 2014 and beyond and is expected to report on its effectiveness by the end of 2014.
- 1.17** Rail & Underground significant injuries per million hours is a new measure for 2014/15. This measure includes death (excluding suicide) and RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable injuries to all customers, staff and contractors and is aligned with the revised Office of the Rail Regulator (ORR) standard. During Quarter 1, the rate was 0.48 injuries per million hours, and during Quarter 2 it further reduced to 0.45 injuries per million hours, 18% better than target.
- 1.18** The numbers of killed and seriously injured (KSI) casualties on London's roads continues its long-term trend of improvement, with provisional results for Quarter 2 at their lowest level on record. 2013 saw casualties on London's roads at the lowest level, with total KSIs reduced by 23 per cent and 36 per cent down from the 2005-09 baseline. Provisional data for Quarter 2 of 2014/15 shows that there were 527 KSIs on London's roads, a reduction of 41 per cent from the 2005-09 baseline and the lowest level of KSIs on record for Quarter 2.
- 1.19** Despite these positive trends, future increases in traffic on London's roads, the number of journeys cycled and walked, and increases in London's population mean that sustainable reductions in KSIs remain, but achievable, challenge. TfL will continue to deliver its road safety strategy - set out in Safe Streets for London - and the vulnerable road user action plans. This, in addition to increases in expenditure, will help to ensure that the promising reductions in KSI casualties are sustained over the longer term.

Value

The operating budget table below shows financial variances for actuals as of the end of Quarter 2 2014/15 against the TfL 2014/15 Budget, as well as the latest full-year forecast as of Quarter 2. The table highlights TfL's operating contribution to fund investment, after revenue grants, including DfT General Grant, Business Rates Retention and the Greater London Authority (GLA) precept. The operating contribution is used to help fund investment and is allocated to projects through the annual business planning process.

Table 3: TfL group finances – operating income, expenditure and funding

TfL group (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
Fares income	1,902	(15) ▼	4,297	(13)	(34) ▼ 1%
Other operating income	310	2 ▲	680	1	(6) ▼ 1%
Total income	2,212	(12) ▼	4,977	(12)	(40) ▼ 1%
Operating expenditure (net of third-party contributions)	(2,725)	101 ▲	(6,276)	10	68 ▲ 1%
Operating margin	(513)	89 ▲	(1,299)	(3)	28 ▲ 2%
Interest income ³	12	1 ▲	25	5	(0) ▼ 1%
Debt interest	(160)	9 ▲	(358)	(2)	14 ▲ 4%
Contingency and group items	12	10 ▲	27	38	39 ▲ 342%
Margin	(648)	108 ▲	(1,605)	38	81 ▲ 5%
Finance sources					
General grant	386	4 ▲	846	11	11 ▲ 1%
Overground grant	13	0 ►	28	0	0 ► 0%
GLA precept	2	(0) ▼	6	(0)	(0) ▼ 0%
Business Rates Retention	414	(0) ▼	828	(0)	(0) ▼ 0%
Other revenue grants	2	(4) ▼	3	(0)	(3) ▼ 48%
Total revenue grants	817	1 ▲	1,712	11	8 ▲ 0%
Operating contribution to fund investment	168	109 ▲	107	49	89 ▲ 515%

³ Includes interest on the Crossrail Sponsors' Fund Account

Table 4: TfL group finances – capital expenditure, income and funding

TfL group (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
Capital expenditure	(906)	47 ▲	(2,102)	5	(46) ▼ 2%
Third-party contributions – capital	15	(3) ▼	44	(0)	8 ▲ 21%
Sales of property and other assets	12	10 ▲	43	2	2 ▲ 4%
Net capital expenditure excl. Crossrail	(880)	54 ▲	(2,014)	7	(37) ▼ 2%
Crossrail capital expenditure	(660)	121 ▲	(1,617)	37	72 ▲ 4%
Net capital expenditure incl. Crossrail	(1,540)	175 ▲	(3,631)	43	35 ▲ 1%
Finance sources					
Surplus/ -deficit to fund investment	168	109 ▲	107	49	89 ▲ 515%
Investment grant	420	0 ▲	909	(0)	0 ▲ 0%
Crossrail funding sources	834	8 ▲	1,696	(7)	8 ▲ 0%
Other capital grants	68	(2) ▼	119	46	(22) ▼ 15%
Working capital	(48)	159 ▲	(303)	34	250 ▲ 45%
Net borrowing and reserve movements	97	(451) ▼	1,104	(166)	(362) ▼ 25%
Total	1,540	(175) ▼	3,631	(43)	(35) ▼ 1%

Fares income

- 2.1** TfL fares income continues to track close to Budget, with a small variance of less than one per cent in the year to date. The latest full-year forecast has been updated for the real terms fares freeze, which will be introduced in January 2015. This is now the second consecutive year fares levels have been frozen in real terms.
- 2.2** Over the full year, we expect fares income to be £34m lower than Budget, driven by a combination of lower than expected passenger demand in LU – six million fewer journeys than Budget, but almost 50 million up on last year - lower than previously assumed inflation (which in part determines the level of fares increases in January 2015), the real terms fares freeze, and industrial action in LU. Passenger journeys are also expected to be lower than Budget on buses, showing a slight downside of five million. Bus fares income is expected to benefit from a higher numbers of fare paying passengers as well as travelcard apportionment income.

Table 5: Fares income

Fares income (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
London Underground	1,057	(18) ▼	2,413	(7)	(35) ▼
London Rail	147	0 ▲	326	(6)	(8) ▼
London Buses	697	3 ▲	1,558	(1)	8 ▲
Total fares income	1,902	(15) ▼	4,297	(13)	(34) ▼

- 2.3** London Underground fares income was £18m - 1.7 per cent - lower than Budget year to date, with industrial action (April and August) of £6m, travelcard apportionment of £5m and lower than budgeted passenger demand of £14m partly offset by increases from yield and other factors of £7m.
- 2.4** Over the full year fares income in LU is expected to be £35m – or 1.4 per cent – lower than Budget. The main drivers were the January 2015 real terms fares freeze and lower than previously assumed RPI forecasts, reducing the forecast by £14m, £9m from lower than expected demand, travelcard apportionment of £6m, and £6m industrial action in April 2014 and August 2014, the latter on the Central and Waterloo & City lines only.
- 2.5** London Rail fares income (excluding EAL) has been reduced by £7m – or two per cent - for the full-year forecast due to travelcard apportionment, engineering closures and RPI changes.
- 2.6** EAL fares income was £1m lower than budget in the year to date and full year due to lower passenger demand. Nonetheless, we expect the EAL to make an operating profit over the full financial year.
- 2.7** Bus fares income in the year to date was £3m higher than budget primarily due to a more favourable Travelcard retrospective apportionment than anticipated, 1.0 million higher fare paying passenger journeys and a favourable ticket yield mix. The LU industrial action on 29 and 30 April accounted for 0.7 million of the increased passenger journeys, approximately £0.8m.

2.8 The full-year bus fares income is forecast to be £8m higher than budget reflecting economic and population growth assumptions which have offset by a lower fares increase in January 2015 based on lower RPI forecasts.

Other operating income

Table 6: Other operating income

Other operating income (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
London Underground	95	(1) ▼	211	(0)	0 ▲
London Rail	5	0 ▲	14	(3)	(5) ▼
Congestion Charge and LEZ and Road Network Compliance	136	(3) ▼	298	0	(9) ▼
Barclays Cycle Hire	9	1 ▲	16	0	2 ▲
Other Surface Transport	42	1 ▲	89	2	1 ▲
Corporate	20	4 ▲	45	1	4 ▲
Total other income	310	2 ▲	680	0	(6) ▼

2.9 London Underground other operating income is very close to Budget in both the year to date and over the full year. Over the full year, London Rail other operating income is now expected to be £5m below Budget, primarily due to rephasing of Network Rail funded works into future years.

2.10 Road User Charging, which includes Congestion Charge (CC), Low Emission Zone (LEZ) and Road Network Compliance (RNC), income in the year to date was £3m lower than Budget, mainly due to lower RNC Penalty Charge Notice (PCN) volumes. The full-year forecast has been reduced by £9m from the Budget to reflect the current trend in PCN volumes.

2.11 Barclays Cycle Hire income in the year to date was £1m higher than Budget, with daily access fee income from non-members substantially higher than included in the Budget, caused by sustained spells of excellent weather and targeted spring and summer marketing campaigns. The variance also includes additional sponsorship income that has been agreed with Barclays for the intensification of sites and an extension of the pre-existing zone to South West. The latest full-year forecast has been increased by £2m to reflect expected higher access fee income as well as the additional sponsorship income.

2.12 Across the Corporate directorates, operating income is £4m higher than Budget in the year to date. This is due to almost £1m of higher income from Oyster card schemes, £0.5m for work undertaken by TfL on behalf of the Greater London Authority, Network Rail and the London Legacy Development Corporation (LLDC), and a combination of other minor movements.

2.13 Over the full-year, operating income is forecast to be £4m higher than Budget across the Corporate directorates. This reflects £3m of work undertaken by TfL on behalf of the Greater London Authority, Network Rail and the LLDC; this income is fully offset by corresponding higher expenditure and has no net effect on TfL's finances. The latest full-year forecast also includes a £2m land remediation relief rebate for the cost of removing asbestos from TfL's stations and tunnels.

Operating expenditure

Table 7: Operating expenditure

Operating expenditure (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
London Underground	(1,027)	60 ▲	(2,331)	22	83 ▲
London Rail	(169)	14 ▲	(405)	2	5 ▲
Surface Transport	(1,246)	12 ▲	(2,826)	25	34 ▲
Corporate	(283)	14 ▲	(714)	(39)	(53) ▼
Total operating expenditure	(2,725)	101 ▲	(6,276)	10	69 ▲

2.14 TfL's operating expenditure is £101m under Budget in the year to date, a variance of less than four per cent. Over the full year, the variance is expected to reduce to £69m lower than Budget, a variance of just over one per cent.

2.15 London Underground operating expenditure was £60m lower than Budget in the year to date. The main drivers include: rephasing of £44m, including £12m for Fit for the Future-Stations (FftF-S) work which has been deferred to future years, a further £12m on the Infrastructure Renewals rail grinding project and £5m for Legacy Train Systems - which have both been rephased to later this year – and other minor movements; and cost decreases totalling £19m, with lower staff costs of £6m due to vacancies, higher employee attrition rates and industrial action, and other smaller movements.

2.16 London Underground operating expenditure for the full year is now forecast to be £83m – or 3.4 per cent – lower than Budget. The main variances are: £11m reduced costs due to lower than previously expected inflation assumptions; £15m of costs rephased to future years, including £9m on Legacy Train Systems and £6m on Stations; £12m cost decreases primarily due to staff vacancies; and £35m of operating costs that have been reclassified as capital expenditure following greater clarity on the nature of the works.

2.17 London Rail operating expenditure is £14m lower than Budget year to date. This is due to rephasing, with £7m for concession payments, capacity improvement and stations work on London Overground rephased to next year, and £7m of costs rephased to later this year, including station gateline and devolution works.

2.18 London Rail operating expenditure for the full year has been reduced by £5m predominantly due to cost decreases and net impact of rephasing into future years.

2.19 Surface Transport operating expenditure in the year to date was £12m below Budget primarily due to a £13m reduction in bus contract costs, a result of lower than anticipated incentive payments, and lower average weekly earnings and diesel price indices that determine the annual contract price adjustments. Other variances include £9m of additional work on borough roads and bridges - which was funded by a DfT grant in 2013/14 – offset by £4m of slippage on cycle Quietways detailed design as a result of delays in achieving stakeholder agreement, and £3m of favourable bad debt movement

largely due to improvements in Congestion Charge outstanding payments over the last nine months, where customers are settling PCNs earlier than expected.

- 2.20** The full-year Surface Transport operating expenditure is now forecast to be £34m lower than Budget, primarily due to expected £28m lower bus contract costs, and continuing favourable Congestion Charge bad debt movements. The variance against the Quarter 1 forecast of £25m is mainly due to bus contract cost reductions (see Section 2.19).
- 2.21** Across the Corporate directorates, operating expenditure is £14m lower than Budget in the year to date, mainly due to the rephasing of expenditure to later this year. In-year rephasing includes £10m on IM initiatives and almost £3m on Planning projects, including Tottenham Hale, Silvertown Tunnel and support for Garden Bridge. In addition, a further £3m of project costs - including work for the Future Ticketing project - have been rephased into next year. We have also made savings of almost £6m, driven by staff vacancies and lower than expected legal expenditure. Rephasing and savings have been partly offset by £4m of higher costs due to new project activity - including aviation and the Building a Better Finance (BBF) transformation project - and an increasing volume of HR activity. A further £4m of capital project expenditure was reclassified as operating expenditure.
- 2.22** In the full year, operating expenditure is forecast to be £53m higher than Budget across the Corporate directorates, an increase of £39m since the previous forecast. Almost £34m of expenditure has been brought forward from future years, including £26m for the Commercial Development Investment Programme (CDIP) and £8m on Customer Experience & Marketing and Communications (CE&MC) - including the Future Ticketing project - IM, Planning and commercial projects. The latest forecast also includes £10m for new activity, including Crossrail 2, the extension of London Overground, cyber security work and BBF. In addition, the Traffic System team has been transferred from Surface Transport to Corporate IM, along with the £4m costs; this has no net effect on TfL's financial position. As above (see Section 2.21), TfL has also completed work to the value of £3m on behalf of the GLA, Network Rail and the LLDC. These increases are partly offset by an insurance refund of almost £3m, which was originally expected to be received in 2013/14 and savings of £6m.

Interest income, debt service and other group items

2.23 Interest income is broadly in line with the Budget in the year to date and is now forecast to hit Budget over the full year.

2.24 In the year to date, debt service is £9m under Budget, due to TfL issuing a total of £500m of borrowing in two separate bond transactions at rates significantly below those expected when completing the Budget. The savings created from these bonds are reflected in the full-year forecast which is now expected to be £14m lower than Budget.

2.25 Contingency and other group items are £10m under Budget in the year to date. This is primarily due to contingency that has not been used. Over the full year, we are forecasting to be £39m under Budget, due to the release of contingency that is not expected to be used.

Table 8: Interest income, debt service and other group items

Interest income, debt service and other group items (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
Interest income	12	1 ▲	25	5	(0) ▼
Debt service	(160)	9 ▲	(358)	(2)	14 ▲
Contingency and other group items	12	10 ▲	27	38	39 ▲
Total interest, debt service and other group items	(136)	20 ▲	(306)	41	52 ▲

Capital expenditure

Table 9: Capital expenditure

Gross Capital expenditure (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
London Underground	(599)	13 ▲	(1,288)	45	25 ▲
London Rail	(87)	31 ▲	(232)	0	21 ▲
Surface Transport	(165)	1 ▲	(416)	(29)	(36) ▼
Corporate	(55)	2 ▲	(165)	(11)	(56) ▼
Gross capital expenditure	(906)	47 ▲	(2,102)	5	(46) ▼

2.26 In the year to date, capital expenditure is £47m lower than Budget, a variance of just under five per cent, with most business areas tracking close to Budget. This is expected to reverse over the subsequent two quarters; over the full-year we expect expenditure to £46m higher than Budget. This is due to acceleration of Fore Street Tunnel and Hogarth Flyover works accelerated into this year, higher than expected costs on the Hammersmith Flyover, and the Earl's Court joint venture payment of £62m, where payments have been brought forward from later years of our business plan.

2.27 London Underground capital expenditure is £13m – 2.2 per cent – lower than Budget in the year to date. This is predominantly due to project rephasing. Projects rephased in the year to date include: £14m on the Sub-Surface Rail (SSR) upgrade, with £12m from the earlier than expected delivery of new trains in March 2014; net rephasing of £19m on Infrastructure Renewals; £11m Information Communication Technology delays; partly offset by £14m accelerated expenditure on the Northern Line Extension, driven by earlier than expected recognition of property purchases. Expenditure reprofiled to future years includes: £24m on the SSR upgrade pending the ATC contract re-let; £11m of stations upgrades, primarily at Bank and Vauxhall Station; £15m on World Class Capacity largely due to reprofiled risk on the Northern Line Upgrade and delivery and scoping options for 36tph on the Jubilee Line. Rephased expenditure has been partly offset by the release of £66m overprogramming and contingency.

2.28 Over the full year, London Underground capital expenditure is now expected to be £25m lower than Budget, a variance of less than two per cent. This is due to £16m of rephased expenditure, including: £54m for the SSR upgrade, mainly due to the SSR ATC contract re-let and accelerated train delivery to 2013/14; £50m of Northern Line Extension costs, due to rescheduling of property acquisitions; the Stations and Infrastructure contract and risk; £17m of Fit for the Future – Stations costs are deferred to next year; offset by the release of £129m overprogramming and contingency. In addition, cost decreases totalling £47m are expected over the full year, primarily due to £26m of risk reduction within Capacity Optimisation and £18m from Infrastructure Renewals across a number of works, and the reclassification of £35m of operating expenditure as capital expenditure.

2.29 London Rail capital expenditure is £31m lower than Budget in the year to date. This is mainly due to rephasing of £20m of Crossrail rolling stock expenditure to later this year, £8m from rephasing of

London Overground Capacity Improvement Programme (LOCIP), £5m on the Wimbledon trams purchase, construction costs and power upgrades and other minor movements. This rephasing has been partly offset by the release of £13m of overprogramming.

- 2.30** London Rail capital expenditure is now forecast to be £21m lower than Budget over the full year, mainly due to rephasing of LOCIP works to next year.
- 2.31** Year-to-date Surface Transport capital expenditure was £1m lower than Budget. This was largely due to rephasing including £5m on capital renewals and £4m for SCOOT traffic signals, which was partly offset by £6m of accelerated spend on the Fore Street Tunnel and Hogarth Flyover works.
- 2.32** Surface Transport capital expenditure is now forecast to be £36m higher than Budget over the full year. This includes £12m of accelerated expenditure on the Fore Street Tunnel and Hogarth Flyover works where main works started early, and £3m of accelerated expenditure on Cycle Hire Transformation following a change in scope. In addition, Hammersmith Flyover works are £9m higher than Budget - due to the poor state of concrete in bearing pits – and traffic infrastructure signal enhancements, funded by third parties, are £4m higher than Budget due to revised project scope.
- 2.33** Capital expenditure across the Corporate directorates is almost in line with Budget in the year to date. Over the full year, this is now expected to be £56m higher than Budget. This is due to the acceleration of £62m for the Earl's Court joint venture which has been brought forward from later years of the Business Plan. The Earl's Court joint venture was approved by the Board in February 2014 and is progressing in line with approval. A further £24m has been accelerated into this year, including property purchases for Camden, along with projects including Payment Card Industry Data Security Standards, Future Ticketing and the Operating Support System in CE&MC. This has been offset by £12m of property development and IM project costs rephased into future years along with £19m of project contingency and other minor movements.

Capital third-party contributions

Table 10: Capital third-party contributions

Third-party contributions (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
London Underground	5	(6) ▼	19	(2)	(0) ▼
London Rail	3	2 ▲	4	(3)	(1) ▼
Surface Transport	6	3 ▲	20	4	12 ▲
Corporate	(0)	(2) ▼	1	(0)	(3) ▼
Capital third-party contributions	15	(3) ▼	44	(0)	8 ▲

- 2.34** London Underground third party contributions is £6m lower than budget year to date reflecting rephasing on Stations funded works.

2.35 Surface Transport capital third-party contributions in the full year were £12m higher than Budget, with £4m due to revised scope on traffic infrastructure signal enhancements (see Section 2.32) funded by third parties and £2m across various regional improvement programmes.

Sales of property and other assets

Table 11: Sales of property and other assets

Sales of property and other assets (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
Total sales of property and other assets	12	10 ▲	43	2	2 ▲

2.36 Property sales and other asset income was £10m higher than Budget in the year to date. This was due to timings of receipts, including £9m from the ground rent buy-out - previously expected in Quarter 3 this year - at Hammersmith Met and £2m from the sale of property at Inglis Road, which was originally planned for Quarter 4 2013/14. Property sales income is now expected to be £2m higher than Budget over the full year, which reflects the reprofiling of income following the strategic review of TfL assets as part of Project Skyline.

Crossrail

Table 12: Crossrail

Crossrail (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
Crossrail	(660)	121 ▲	(1,617)	37	72 ▲

2.37 In the year to date, Crossrail costs are £121m lower than Budget. Direct project costs are £102m lower than Budget, due to delayed access to Tottenham Court Road, unplanned tunnel boring stoppages at Whitechapel, unspent project risk on the Thames Tunnel project and lower than anticipated drawdown of programme risk. These were partly offset by costs increases including additional staff costs on the Western running tunnels and at Whitechapel from additional shifts, the expansion of utility works at Farringdon and additional costs at Paddington New Yard following the discovery of items of archaeological interest. Indirect costs are £16m lower than Budget, due to delayed recruitment whilst the Systemwide strategy and delivery organisation structure is considered by the Executive and Investment Committee, and later than expected consultancy costs for land and property. Crossrail is forecast to be £72m under Budget for the full year, due to a rephasing of risk profiles over the remaining years following completion of the latest quarterly QRA.

Working capital

2.38 At the end of Quarter 2, working capital was £159m higher than Budget. This was mainly driven by higher trade and capital creditors than assumed in the Budget, with later settlement of balances than expected. Additionally there have been lower than expected payments for Crossrail property, which is expected to catch up by year end. Finally, cash advances to Network Rail for works associated with the Crossrail project are £15m lower than Budget.

2.39 At the end of 2014/15, working capital is now forecast to be £250m higher than Budget. This is due to higher than expected net creditors of £228m, a £65m reduction in the loan to Network Rail for Crossrail works, which is partly offset by prepayments and other minor creditor movements across the Group.

Table 13: Working capital

Working capital (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
Working capital	(48)	159 ▲	(303)	34	250 ▲

Government grants and other funding

Table 14: Government grants and other funding

Government grants and funding (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
DfT General grant	386	4 ▲	846	11	11 ▲
DfT Investment grant	420	0 ►	909	(0)	0 ►
DfT Overground grant	13	0 ►	28	0	0 ►
GLA precept	2	(0) ▼	6	(0)	(0) ▼
Business Rates Retention (BRR)	414	(0) ▼	828	(0)	(0) ▼
Crossrail funding sources	834	8 ▲	1,696	(7)	8 ▲
Other capital grants	68	(2) ▼	119	6	(22) ▼
Other revenue grants	2	(4) ▼	3	141	(3) ▼
Total grants and funding	2,139	7 ▲	4,436	50	(4) ▼

2.40 In the year to date, grants are largely in line with Budget, with a total variance of less than one per cent. This is largely due to timing differences from Crossrail funding sources of £8m, which are slightly offset by minor changes from other revenue and capital grants.

2.41 Over the full year, grants and funding are forecast to be £4m – or 0.1 per cent - less than Budget. This is from a combination of: £22m of deferred funding from the GLA for the NLE, which is now forecast to be received in future years in line with the revised expenditure profile; offset by £8m from earlier than expected funding for Crossrail and an assumed £11m of additional grant from the DfT, as compensation for maintaining fares at RPI only in January 2015.

Borrowing and reserve movements

Table 15: Net borrowing and reserve movements

Borrowing, repayments and cash reserve movements (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
Borrowings Raised	633	(17) ▼	668	22	18 ▲
Borrowings Repaid	0	0 ►	(22)	0	0 ►
Net borrowing	633	(17) ▼	646	22	18 ▲
Reserve movements	(537)	(433) ▲	457	(188)	(380) ▲
Net borrowing and reserve movements	97	(451) ▼	1,104	(166)	(362) ▼

2.42 In the year to date, TfL has borrowed £633m, £17m less than expected at the time of the Budget.

This is a timing difference; TfL expects that the full level of borrowing will be completed by the end of the financial year.

Cash movements

2.43 TfL's closing cash (including Crossrail's cash balances) at the end of Quarter 2 is just over £5.3bn, £433m higher than expected, driven by:

- Timing differences in expenditure, funding, and in payments and receipts totalling £345m including a £159m working capital upside
- Other timing differences include £241m of investment rephasing (partly offset by the release of £100m overprogramming), Crossrail project costs of £121m and acceleration of £34m of works into late 2013/14 and earlier this year
- Additional net savings of £41m, partly due to the rephasing of implementation costs to later this year and future years

Table 16: Cash movements ⁴

Cash summary (£m)	Year to date		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
Crossrail Sponsors' Funding Account	2,210	126 ▲	2,085	(13) ▼	145 ▲
Other TfL cash balances	3,099	308 ▲	2,230	201 ▲	234 ▲
Closing cash	5,309	433 ▲	4,315	188 ▲	380 ▲

⁴ The Operating and Capital budget tables differ in approach to the Balance Sheet and the Cash Summary (Appendix C). These exclude London Transport Museum (LTM) activity; LTM cash balances as well as fair value adjustments for long-term investments.

2.44 TfL's cash balance (beyond a prudent minimum) is committed to delivering the improvements outlined in TfL's latest Business Plan to 2020/21 which will be updated in December 2014, including:

- Over £1bn for the Sub-Surface Rail upgrade, delivering new rolling stock, increased train frequency, greater capacity and automated train control
- Over £1bn on new Crossrail trains, with the contract now awarded to Bombardier
- £800m for key cycling programmes, as part of the Mayor's overall £913m Cycling Vision commitment
- £175m for a further 500 New Routemasters by the end of April 2016, bringing the total to 800

TfL's efficiency programme

Table 17: Efficiencies

Efficiencies Programme ⁵ (£m)	Year to date			Full year 2014/15		
	Actual	Target	Variance to target	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
Progress towards TfL's total efficiency programme	51	10	41 ▲	95	43	66 ▲

2.45 TfL is committed to saving £16bn of efficiencies up to 2020/21, allowing us to further invest in infrastructure improvements while holding down fares and managing with lower levels of government funding. We have already secured £12bn, with a further £4bn still to be secured. The savings programme will be achieved by reducing back-office expenditure and driving out inefficient activity, while protecting front-line services and our long-term investment programme, providing tangible benefits to our customers.

2.46 For 2014/15, TfL has already secured almost £1.4bn of savings. To meet its long-term savings target, a further £29m is targeted to be secured this year. At the end of Quarter 2 we have secured £51m of efficiencies, £41m higher than target. This mainly relates to the rephasing of implementation costs for the Fit for the Future - Stations programme, which is now forecast for next year.

2.47 We have so far saved £27m from the re-let of our ticketing contract. In addition, cash free buses went live on 6 July 2014, securing 17 per cent of our long-term cash free savings targets. Further savings will be secured through the on-going competitive tendering programme for bus routes.

2.48 Over the full year, we expect net savings to be £66m higher than target. This is mainly due to rephasing of Fit for the Future – Stations implementation costs to future years and the removal of efficiency risk at Quarter 2. This has no impact on our long-term efficiencies up to 2020/21.

⁵ Efficiencies are quoted net of implementation costs

Customer

Passenger journeys

Table 18: Passenger journeys

Millions	Quarter 2, 2014/15			Full year 2014/15			
	Actual	Variance to target	Variance to last year	Forecast	Variance to target	Variance to last year	2010/11 – 2014/15
▲ higher is better							
London Underground	292.9	(2.5) ▼	7	1,306	(6) ►	47	
London Buses	536	(7) ▼	6	2,420	(5) ▼	38	
DLR	24.5	0.1 ▲	1.8	107.0	- ►	5.3	
London Overground	32.3	(0.2) ▼	0	138.6	- ►	2.9	
London Tramlink	6.7	0.8 ▲	(0.1)	30.3	- ►	(0.9)	
Emirates Air Line	0.5	(0.1) ▼	0	1.5	- ►	0	
London River Services	3.5	0.9 ▲	0.7	8.5	- ►	0.1	-

- 3.1** In Quarter 2 passenger numbers are down against target in LU, buses, London Overground and EAL. LU passenger numbers remain up on the same quarter last year. Over the course of the year, passenger numbers are expected to pick up, with all services showing year-on-year improvement except Tramlink.
- 3.2** LU passenger journeys in the Quarter were 2.5 million lower than target, but 7 million higher than the same quarter last year. Industrial action on the Central line in August 2014 resulted in 0.3 million fewer journeys, which was compounded by a very wet Bank Holiday Monday, where journeys were down by a further 0.3 million.
- 3.3** In Quarter 2 bus passenger journeys were 7.4 million – 1.4 per cent – lower than target, with non-fare passenger journeys 5.9 million – or 3.3 per cent – below target. This was mainly due to lower numbers of 11-15 year old and 16+ passenger journeys than previously expected⁶. TfL's forecasts for these passenger groups were re-modelled and incorporated into the full-year forecast at Quarter 2. Fare paying passenger journeys were 1.5 million – or 0.4 per cent – lower than target. Underlying total passenger journey year to date growth (after adjusting for 11-15 year old and 16+ validation and seasonality) is 1.8 per cent comprised of fare paying and non-fare paying passenger journey growth of 2.0 per cent and 1.6 per cent respectively.


⁶ Prior years bus passenger journeys have been adjusted for consistency with TfL's new methodology for measuring journeys. The change in methodology in the Greater London Bus Passengers Survey (GLBPS) to oyster clicks for child journeys 11-15 year olds has been applied to prior year's data

- 3.4** DLR passenger journeys were 24.5 million in Quarter 2, almost eight per cent higher than the same quarter last year, and slightly above target.
- 3.5** London Overground passenger numbers in Quarter 2 were 0.2 million below target and at the same level as Quarter 2 of 2013/14. The number of journeys has been affected by a change to the way passengers are measured on one route, and by a large number of weekend engineering closures to undertake upgrade work, primarily for the London Overground Capacity Improvement Programme (LOCIP). This investment, introducing five-car trains by 2015/16, will increase Overground train capacity by 25 per cent.
- 3.6** Tramlink passenger numbers were above target in Quarter 2, but slightly down on the same quarter last year, due to engineering closures.
- 3.7** EAL passenger numbers were 0.5 million in Quarter 2, 0.1 million below target, but in line with the same quarter last year. Over the full year, EAL passenger numbers are expected to be in line with 2013/14.
- 3.8** Overall London River Service passenger journeys were 36 per cent higher than target in Quarter 2, which benefited from favourable weather and increased tourist activity during the Tall Ships Festival.

Cycling

- 3.9** More than 580,000 cycle journeys are made every day in London and cycling has more than doubled in the last decade. Cycling levels⁷ in Quarter 2 were 16 per cent - 52 index points - higher than the same quarter last year. This is the highest level of cycling seen in Quarter 2 since the index began and just over eight per cent - 28 index points - above target. This is now the fourth consecutive quarter we have seen the highest cycling levels.

Table 19: Cycling journeys on the Transport for London Road Network (TLRN)

Millions	Quarter 2, 2014/15			Full year 2014/15			2010/11 – 2014/15
	Actual	Variance to target	Variance to last year	Forecast	Variance to target	Variance to last year	
▲ higher is better							
Cycling levels on the TLRN ⁸	369	28 ▲	52	353	55 ▲	57	

- 3.10** The full-year index of cycle flows forecast on the TLRN for 2014/15 is 353, an increase of over 19 per cent - 57 index points - from last year and over 18 per cent - 55 index points - above this year's cycling target.
- 3.11** With the future growth of cycling expected to take place not only on the TLRN, but on all the capital's roads, TfL has developed a new methodology for recording cycling journeys that will currently run in parallel with the existing cycling index. Monitoring using this metric currently covers the central

⁷ Levels of cycling on the Transport for London Road Network (TLRN) are presented as an index of flow relative to a baseline of March 2000, which represents 100 on the index

London congestion area and shows that a daily average of 512,315 kilometres – or about 167,000 journeys - were cycled during Quarter 2, just over 27 per cent higher than the first quarter.

3.12 The Mayor published his Vision for Cycling in March 2013, outlining plans to spend £913m on cycling improvements over 10 years. We are now forecasting to spend £71m on cycling improvements this year, delivering a step-change in cycling provision to support the growing numbers of cyclists in London. As part of the current wave of investment, three London boroughs have been identified as part of the Mini Hollands programme, public consultations were launched for two substantially segregated Cycle Superhighways in September 2014, and work has commenced on the Quietways network of cycle routes.

Table 20: Mayor’s Vision for Cycling: expenditure, 2012/13 to 2021/22

Cycling vision £m	Year to date		Full year, 2014/15		2012/13 – 2021/22	
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Budget	Original budget	Variance to original budget
Gross Cycling Vision expenditure	(25)	19 ▲	(82)	25 ▲	(913)	- ►
Overprogramming adjustment ⁹	0	(10) ▼	12	(14) ▼	-	- ►
Net Cycling Vision expenditure	(25)	9 ▲	(71)	11 ▲	(913)	- ►

3.13 To date, £122m has been invested in cycling improvements, with £97m in earlier years and £25m so far this year. In the year to date, net Cycling Vision investment is £9m lower than Budget. £14m of this is due to rephasing (which was been largely offset by £10m of overprogramming), including £4m on Quietways and the Cycling Grid due to delays in agreement between relevant stakeholders on detailed design, £1m of rescheduling of Cycle Hire transformation feasibility, and £1m on the Cycle to School partnership programme while the scope is agreed. In addition, we have made savings of £3m, including: £2m from reductions on Cycle Hire Phase 2 and CHEI following a release of risk and reviews of road safety audits, design and construction work; a reduction in Cycle Hire operating costs of £1m from moving to a new variable pricing structure in the contact centre.








3.14 Over the full year, net cycling expenditure is now forecast to be £11m under Budget, after adjusting for overprogramming. This is due to £4m of savings in Cycle Hire costs (including contractual charges, back office savings including call centre and payroll, Cycle Hire Extension & Intensification (CHEI) and Cycle Hire Phase 2). These savings will be reinvested in cycling improvements and retained within the 10-year cycling budget. In addition, there was rephasing of expenditure on: Cycle Superhighways, as CS4, CS11 and the outer extension of CS5 have been rescheduled to later in the programme; Cycle Hire transformation feasibility costs; and cycle parking. However, this rephasing was largely offset by the overprogramming assumption.

3.15 The full 10-year budget of £913m remains unchanged.

⁹ As with TfL’s overall investment programme, a central overprogramming assumption is included in forecast expenditure to correct for optimism bias and levels of slippage that occur on complex investment programmes. This is held centrally and therefore does not act as a disincentive to the timely delivery of schemes.

Customer satisfaction

Table 2 | Customer satisfaction by service

Score (out of 100)	Quarter 2, 2014/15			Full year 2014/15			2010/11 – 2014/15
	Actual	Variance to target	Variance to last year	Forecast	Variance to target	Variance to last year	
▲ higher is better							
London Underground	84	1 ▲	2	83	- ▶	-	
London Buses	86	3 ▲	3	83	- ▶	-	
DLR	90	4 ▲	2	88	2 ▲	1	
London Overground	84	3 ▲	1	82	1 ▲	-	
London Tramlink	90	1 ▲	1	89	- ▶	-	
Emirates Air Line	93	0 ▶	0	93	- ▶	-	
TLRN	75	0 ▶	0	75	- ▶	-	

3.16 Customer satisfaction levels are higher or equal to target across all of services in Quarter 2. Customer satisfaction with buses is now at the highest recorded level, up four index points from the same quarter last year, with crowding and wait time showing improvements. DLR also recorded its highest ever score, four index points better than target and two points better than the same quarter last year. LU equalled its previous high – achieved in Quarters 2 and 3 of 2012/13 – with a score of 84, one index point better than target and two index points higher than the same period last year.

3.17 Higher reliability across most of our services, improved customer communications, coupled with a number of customer focused initiatives – including reducing card clash, contactless travel auto-capping, auto-refunds and the introduction of ‘One More Journey’ on buses – have all helped drive this improvement.

3.18 Overall satisfaction with bus services reached an all-time high score of 86 points in Quarter 2 2014/15, an unprecedented increase of three points from the previous quarter, and four points higher than the same quarter last year. Satisfaction with crowding levels on buses reached 84 points, four index points up from the previous quarter and three points higher than the same quarter last year. Satisfaction with time waited to catch the bus is two points higher than last quarter, and three points higher than last year.

Customer satisfaction – environment

3.19 TfL is committed to reducing the levels of NOx pollutants emitted from its bus fleet. We are retrofitting the older and most polluting buses, as well as retiring those buses where this is not possible. TfL is on track to retrofit all Euro 3 generation buses to make them equivalent to Euro 4 standards by December 2015 or replace them with new Euro 6 buses.

3.20 The proportion of the bus fleet services by low-carbon emission and quieter diesel-electric buses is now at 10 per cent. There are currently 920 hybrids in the fleet and TfL forecasts this will increase to 15 per cent by spring 2015, reaching 20 per cent by 2016 when 1,700 hybrids - including 800 New Routemasters - will have been introduced. Switching over to this cleaner technology has been supported by external funding from the Department for Transport. Complementing the introduction of hybrid buses, our bus fleet now has around 40 of the latest ultra-low emission Euro 6 engine vehicles in service.

Table 22: Environmental performance

Numbers	Quarter 2, 2014/15			Full year 2014/15		
	Actual	Variance to target	Variance to last year	Forecast	Variance to target	Variance to last year
▲ higher is better						
Euro 3 upgrade/ early retirement of buses	Annual measure			1,250	- ►	NA
Hybrid bus introduction	920	25 ▲	378	1,250	- ►	575

Customer complaints

Table 23: Customer complaints

No. complaints per 100,000 journeys	Quarter 2, 2014/15	
	Actual	Variance to Quarter 2, 2013/14
▼ <i>lower is better</i>		
London Underground	1.01	-0.05 ▼
Docklands Light Railway	2.25	-1.12 ▼
London Overground	2.53	0.09 ▲
Emirates Air Line	2.11	-1.19 ▼
London Buses	2.61	0.25 ▲
Congestion Charge	7.52	-7.53 ▼
Barclays Cycle Hire	6.31	0.60 ▲
Dial-a-Ride ¹⁰	159.87	40.98 ▲
Oyster	0.76	-0.33 ▼
Contactless payment cards	3.27	NA
River	TBC	TBC

3.21 In parallel to the very high level of customer satisfaction, customer complaints are down across many TfL services, with the DLR, EAL, Congestion Charge and Oyster all seeing significant reductions. As part of making it easier to do business with us, we have simplified how customers can claim a refund for a delayed journey.

3.22 LU recorded a lower complaints rate than both the same time last year and the previous quarter. Delayed journeys remain one of the major causes of complaint; we have been successful in improving underlying reliability in LU and are committed to reducing delays by a further 30 per cent by 2015.

3.23 On the DLR, the number of complaints is 20 per cent lower than in the previous quarter. The reduction is mainly due to the resolution of problems with ticket vending machines (TVMs), with complaints now on a downward trend following a range of upgrades to the equipment.

3.24 London Overground saw a slight increase in complaints in the quarter. Nonetheless, customer satisfaction is at the highest level recorded in Quarter 2. London Overground consistently achieves the lowest complaints rate of any train operating company in the ORR's rankings.

3.25 The EAL has seen its complaints rate drop by a third when compared to the same time last year. Quarter 2 saw only 10 complaints, six of which were regarding fares and tickets. Work has recently

¹⁰ Per 100,000 journey requests

been completed at the terminal and online to make it easier for customers to understand the EAL fares structure and how to purchase tickets.

- 3.26** Buses have also seen customer satisfaction reach unprecedented levels in Quarter 2. However, there has been a slight increase in the complaints rate, which is partly attributable to wider use of next-bus apps, some of which now include on-screen complaint forms. These are providing further valuable insight into a range of issues, particularly relating to reliability. As previously noted, we have carried out research into bus drivers not stopping, the main cause of customer complaint. We are now identifying actions required to reduce this type of behaviour.
- 3.27** Complaints about the Congestion Charge have fallen significantly, following work carried out to enhance the quality of responses to representations against PCNs. This quarter saw no complaints about enforcement activity escalated, with issues being dealt with correctly first time. We also continue to raise awareness of unofficial Congestion Charging websites to ensure drivers are charged the correct amount.
- 3.28** This quarter saw the best results for the Barclays Cycle Hire customer satisfaction survey since the scheme was launched. Our focus continues on ensuring the availability of cycles and docking point spaces to provide the best customer experience. Complaints about refunds are the highest proportion of complaints.
- 3.29** In Quarter 2, the Dial-a-Ride overall customer satisfaction score (CSS) was 94 out of 100, its best-ever rating and one of the highest of our services. Booking refusals are the main source of complaint, accounting for around 30 per cent of the total. Resource constraints, particularly at times of peak demand, mean DaR is unable to accommodate all booking requests received. The absolute number of complaints of this type averages around 5-6 complaints per day. Driver conduct was the second most common reason for complaint averaging around one per day. However, DaR customers are generally positive about the service they receive, rating drivers at 96 out of 100 for their helpfulness and courtesy. Following a series of focus groups, DaR is looking at customers' expectations of the service and how to respond to them.
- 3.30** Oyster is now recording less than one complaint per 100,000 journeys, with a rate lower than both the same time last year and the previous quarter. Charging issues still remain the most common reason for customer complaints. There has also been an increase in the number of customers contacting us about concessionary Oyster card issues, as it is close to the deadline for renewals at the start of the new academic year. This quarter has seen the slight downward trend in complaint volumes continue from last quarter.
- 3.31** The complaints rate for Contactless Payment Cards is at the level of the best performing TfL services, helped by an extensive public information campaign on how to use the new product. The next quarter is expected to see significantly increased volumes of transactions, as the new way to pay is extended across all of our rail-based services. We will continue to raise awareness of the benefits and how to prevent 'card clash'.

People

Headcount

Table 24: TfL full-time equivalent (FTE)

Cash summary (£m)	Quarter 2		Full year 2014/15		
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1 forecast	Variance to Budget
London Underground	21,169	167 ▼	21,251	(127)	(456) ▲
London Rail	253	(20) ▲	298	(10)	(50) ▲
Surface Transport	3,415	27 ▼	3,564	(123)	(107) ▲
Corporate	3,861	(258) ▲	4,099	(358)	(542) ▲
Crossrail	911	75 ▼	933	-	- ▶
Total FTE	29,609	(8) ▲	30,111	(584)	(1,120) ▲

4.1 At the end of Quarter 2 TfL employed 29,609 full-time equivalent staff, eight more than Budget. By the end of 2014/15 we expect to employ 30,111 FTEs, 1,120 more than expected in the Budget. This is due to a number of reasons, including:

- 349 more FTEs than expected in LU caused by the later than anticipated implementation of Fit for the Future – Stations programme
- 111 more FTEs in LU's Capital Programmes Directorate, reflecting revised headcounts requirements of the investment programme
- 23 more FTEs than expected for LOCIP and West Anglia Rail devolution
- A further 58 FTEs in Surface Transport's Strategy and Planning areas to work on the increased levels of investment
- 415 additional FTEs across the Corporate directorates to work on IM, Finance, CE&MC – including TfL's ticketing – and Planning projects, the latter including Crossrail 2 and River Crossings.

4.2 London Underground headcount at the end of Quarter 2 is 167 FTE lower than Budget. The operations directorate was 93 FTE lower, with the underlying variances primarily due to slower than planned recruitment and the holding of vacancies pending organisational reviews. The capital programmes directorate was 126 FTE lower with unfilled vacancies - mainly due to a strategy change in the engineering area resulting in lower than anticipated headcount requirement - the main cause. These variances have been partially offset by an additional 22 FTE across the support areas to support projects.

4.3 At the end of the year, London Underground now expects to be 456 FTE higher than the Budget. This is primarily due to an additional 349 FTE in the operations directorate caused by later than planned implementation of Fir for the Future – Stations programme, with staff now expected to leave the

organisation later than was assumed in the Budget. In addition, the capital programmes directorate is 111 FTE higher than Budget, reflecting the revised requirements on programmes.

- 4.4** London Rail headcount at the end of Quarter 2 was 20 FTE higher than Budget due to increased project resource requirements within London Overground and transitional roles within Trams.
- 4.5** London Rail is now forecast to be 50 FTE higher than Budget at the end of the year. This is largely due to 23 additional staff required for London Overground capacity and West Anglia devolution works whilst 16 additional staff are required by Trams due to work no longer outsourced to consultants.
- 4.6** Surface Transport was 27 FTE below Budget at the end of Quarter 2. This is due to a combination of: the transfer of 40 staff from Intelligent Traffic Systems to IM, 17 Revenue Protection Inspector vacancies - where the staff left at a higher rate than expected – 12 vacancies following a restructure of Technical Services, and a driver recruitment freeze in Dial-a-Ride pending the outcomes of the Social Needs Transport Review. These have been partly offset by higher than budgeted staff numbers in Taxi and Private Hire to address the current backlog of taxi licence applications.
- 4.7** Surface Transport is now forecast to be 107 FTE over Budget at the end of 2014/15. This is primarily due to a 58 FTE increase expected in Strategy and Planning due to the increase in investment plan delivery. Enforcement and On Street forecast an increase in Road Network and Taxi Compliance Officers. Asset Management forecast an increase in FTE due to the Brent Cross project. This is partly offset by vacancies in Dial a Ride due to the driver recruitment freeze.
- 4.8** The Corporate directorates' headcount was 258 higher than Budget at the end of Quarter 2. This was mainly due to 249 temporary project staff, including 198 funded by IM, CEM&C, Finance, HR and Planning projects. It also reflects 52 temporary staff for new activity including CEM&C project staff, mainly for FTP, and staff to meet increased demand in HR. 47 staff also transferred to the corporate directorates, mainly the Traffic system team from Surface Transport. These were partly offset by 48 vacancies and other minor variances.
- 4.9** The staff forecast increased by 358 at Quarter 2, to 542 higher than budget. This was mainly due to 232 funded project staff in IM, Finance Management and CEM&C (for End User Computing (EUC), Run Better, BBF, Electra and the Travel Information Centre at Paddington and Gatwick). It also reflects 69 staff for Planning Projects (mainly Crossrail 2 and River Crossings), Group Finance, Marketing Strategy Organisational Change, the new Commercial Development Strategy and the HR flexible project pool. Also, 32 IM staff were required to meet increasing demand, mainly for Cyber Security, and there were 17 JNP transfers to HR and other minor variances. At quarter one, the forecast increased by 183, mainly due to temporary project staff required for, and funded by, IM, CEM&C, Commercial and business change projects.
- 4.10** Crossrail is 75 FTE under Budget at Quarter 2, largely due to later than expected recruitment for new staff in key delivery positions. Crossrail is nearing its peak point in works, with headcount increasing since last year. Crossrail is reaching a change in phase from tunnelling to Systemwide implementation – where recruitment is now underway - with existing tunnelling roles coming to an end over the next year.

Appendix A: Business Unit financial tables

Rail and Underground

London Underground & London Rail (£m)	Quarter 2, 2014/15		Full year, 2014/15			Section
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1	Variance to Budget	
London Underground	1,057	(18) ▼	2,413	(6)	(35) ▼	2.3 and 2.4
London Rail	144	1 ▲	320	(5)	7 ▲	2.5
Emirates Air Line	3	(1) ▼	6	(1)	(1) ▼	2.6
Total fares income	1,204	(18) ▼	2,738	(13)	(42) ▼	
Other operating income	100	(1) ▼	225	(3)	(5) ▼	2.9
Total operating income	1,305	(19) ▼	2,963	(16)	(47) ▼	
Chief Operating Officer	(733)	8 ▲	(1,639)	(2)	18 ▲	
Capital programmes directorates operating costs	(25)	(8) ▼	(44)	(8)	(10) ▼	
Other Operational Expenses	(161)	24 ▲	(395)	37	37 ▲	2.15 and 2.16
London Rail Operations	(169)	14 ▲	(405)	2	5 ▲	
Renewals and reliability Projects	(108)	36 ▲	(254)	(5)	38 ▲	
Total operating expenditure	(1,196)	75 ▲	(2,736)	24	88 ▲	
Capital expenditure						
London Underground	(599)	13 ▲	(1,288)	45	25 ▲	2.27 and 2.28
LU third-party contributions	5	(6) ▼	19	(2)	- ►	2.34
London Rail	(87)	31 ▲	(232)	0	21 ▲	
London Rail third-party contributions	3	2 ▲	4	(3)	(1) ▼	2.29 and 2.30
Net capital expenditure	(678)	40 ▲	(1,498)	41	45 ▲	
Net Service Expenditure	(570)	96 ▲	(1,271)	49	86 ▲	

Surface Transport

Surface Transport (£m)	Quarter 2, 2014/15		Full year, 2014/15			Section
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1	Variance to Budget	
Bus fares income	697	3 ▲	1,558	(1)	8 ▲	2.7 and 2.8
Bus contract costs & ticket commission	(896)	10 ▲	(1,969)	20	17 ▲	2.19 and 2.20
Direct Bus Subsidy	(199)	14 ▲	(410)	19	25 ▲	
Other Bus Income	12	- ►	26	0	- ►	
Bus operating Expenditure (net of third-party contributions)	(39)	2 ▲	(86)	1	4 ▲	2.19, 2.20 and 2.35
Bus Capital Expenditure (net of third-party contributions)	(42)	1 ▲	(108)	0	2 ▲	2.31 and 2.32
Net Bus Service Expenditure	(268)	17 ▲	(579)	20	30 ▲	
Other Surface Transport						
Other Operating Income	171	(1) ▼	369	2	(7) ▼	2.10 and 2.11
Other Operating Expenditure (net of third-party contributions)	(307)	1 ▲	(763)	5	14 ▲	2.19, 2.20 and 2.35
Other Capital Expenditure (net of third-party contributions)	(117)	3 ▲	(287)	(25)	(26) ▼	2.31 and 2.32
Net Service Expenditure	(520)	19 ▲	(1,260)	2	11 ▲	

Corporate directorates

Corporate (£m)	Quarter 2, 2014/15		Full year, 2014/15			Section
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1	Variance to Budget	
Other Operating Income	20	- ►	45	1	4 ▲	2.12 and 2.13
Operating Expenditure (net of third-party contributions)	(278)	14 ▲	(703)	(39)	(53) ▼	2.21 and 2.22
Net Capital Expenditure	(43)	12 ▲	(122)	(9)	(58) ▼	2.33 and 2.36
Net Service Expenditure	(302)	26 ▲	(780)	(47)	(106) ▼	

Appendix B: Reconciliation to the Investment Programme Report (IPR)

TfL group (£m)	Quarter 2, 2014/15		Full year, 2014/15			Section
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 1	Variance to Budget	
TfL gross capital expenditure						
London Underground	(599)	13 ▲	(1,288)	45	25 ▲	2.27 and 2.28
London Rail	(87)	31 ▲	(232)	0	21 ▲	2.29 and 2.30
Surface Transport	(165)	1 ▲	(416)	(29)	(36) ▼	2.31 and 2.32
Corporate directorates	(55)	2 ▲	(165)	(11)	(56) ▼	2.33 and
Total gross capital expenditure	(906)	47 ▲	(2,101)	5	(46) ▼	
Plus revenue investment (included in operating expenditure):						
London Underground	(108)	36 ▲	(254)	43	38 ▲	2.15 and 2.16
Surface Transport	(58)	(9) ▼	(208)	(0)	5 ▲	2.19 and 2.20
TfL revenue investment	(166)	28 ▲	(1,477)	43	43 ▲	
TfL gross investment programme						
London Underground	(707)	50 ▲	(1,542)	88	63 ▲	
London Rail	(87)	31 ▲	(232)	0	21 ▲	See page 61, Investment Programme Report (IPR)
Surface Transport	(223)	(8) ▼	(624)	(29)	(31) ▼	
Corporate	(55)	2 ▲	(165)	(11)	(56) ▼	
TfL gross investment programme	(1,072)	75 ▲	(2,563)	49	(3) ▼	

Appendix C: Balance Sheet ¹¹

TfL Group Balance Sheet at Quarter 1	Full year 2014/15			
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Budget
Non-current assets (-higher / lower than budget)	32,031	87	33,432	139
Current assets (exc. cash & investments) (-higher / lower than budget)	634	(17)	632	(57)
Cash & investments (-higher / lower than budget)	5,017	(345)	4,315	(379)
Creditors (higher / -lower than budget)	(3,024)	126	(3,017)	271
Derivative liabilities (higher / -lower than budget)	(78)	10	(79)	11
Borrowings (higher / -lower than budget)	(8,500)	(18)	(8,513)	17
Provisions (higher / -lower than budget)	(2,809)	36	(2,729)	(7)
Total Net Assets – (higher) / lower than budget	23,271	(121)	24,041	(5)

Non-current assets

5.0 Non-current assets stood at £32,031m at the end of Quarter 2, £87m lower than Budget. This variance was the net of lower fixed assets of £161m and lower long-term debtors of £15m, offset by higher long-term investments of £89m. The fixed asset variance was driven primarily by lower additions of £168m (of which £120m was for the Crossrail project and £48m for the rest of TfL) offset by £7m of depreciation and disposal changes. TfL has benefitted from higher cash than expected, which has been left on long term deposit to optimise interest income (£292m against £203m). The long-term debtor variance reflects a lower than Budget cash advance to Network Rail as part of the Crossrail project. The full-year forecast for non-current assets is £139m below Budget, with lower fixed assets of £98m (all of which is for lower additions), and lower long-term debtors of £41m, being the net of £65m lower cash advance to Network Rail offset by £24m higher prepayments.

Current assets

5.1 Current assets were £17m higher than Budget at the end of Quarter 2, with higher grant debtors of £34m (due to later than expected receipt of NLE grant) offset by lower trade debtors mainly in R&U, for example East London Line works contributions being received earlier than budgeted.

Cash and investments

5.2 A breakdown of the cash variances to date and the latest forecast against Budget are shown in the table at the foot of Appendix C and in Appendix D. At the end of the quarter, total cash and investments (long and short term) was £5,309m, £434m higher than budget. Activity underspends of £284m allied to higher net working capital balances of £161m (including advances to Network Rail) and increased grant of £6m were partially offset by lower borrowings of £17m arising from a decision not to renew a tranche of Commercial Paper before the period end. Cash at the year end is forecast to be £379m above budget, due to activity underspends of £116m, higher net creditors of £157m, lower cash advances to Network Rail of £66m, and higher grant and borrowings of £40m.

¹¹ The Balance Sheet and the Cash Summary (Appendix C) show the full consolidated accounts for TfL. This includes London Transport Museum (LTM) activity; cash balances as well fair value adjustments for long-term investments.

Creditors

- 5.3** Total creditor balances for the year to date position were £126m higher than budget. This was driven by higher balances in R&U where trade creditors (£85m), receipts in advance (£23m) and capital creditors (£72m) were all above budget. Much of this was due to timing differences where liabilities are being settled later than had been anticipated in the budget. The receipt in advance variance is due to a change in profile of the release of non-fares income to the profit and loss and the capital creditor balance reflects a longer than budgeted lead time in capital accruals crystallising into invoices, together with delays in negotiations on land compensation payments and delays in settling payments in respect of East London Line works, due to ongoing negotiations. These are offset by lower creditor and accrual balances elsewhere in the group, notably lower capital creditors in Crossrail.
- 5.4** The forecast position at Quarter 2 shows creditors at £271m above budget. As per the year to date, R&U accounts for a large portion of this (£228m) once again due to prudent budgeting combined with the effect of capital spend now being weighted more toward the year end. In addition, Crossrail capital creditors are forecast to be £36m above budget due to unbudgeted commercial liabilities.

Derivatives

- 5.5** The derivatives position at Quarter 2 is based on market values. TfL is obliged to record the fair value of its derivatives on the balance sheet. However, as TfL only enters into such contracts to fix interest rates on its future borrowings, hedge accounting applies and any movement in the fair value of the derivative liability is recognised directly in reserves. The fair value liability is expected to reverse by maturity in future years.

Borrowings

- 5.6** External borrowings at Quarter 2 were £18m below budget, as a result £13m of commercial paper not being renewed before period end and £5m of fees and discounts incurred not included in the budget. These fees and discounts have been included in the full year forecast, which now also includes the re-borrowing of the £22m repayments during the year. The refinancing of scheduled debt repayments is permitted by TfL's funding settlement with Government and has already been factored into the operational boundary for prudential indicators.

Provisions

- 5.7** Provisions at the end of Quarter 2 were £36m higher than budget, primarily due to lower payments for property claims against the Crossrail project. Provisions are forecast to be close to budget at year end across the group.

Balance Sheet (£m)	Year to date			Full year, 2014/15	
	Actual	Budget	Variance to Budget	Quarter 2 Forecast	Variance to Budget
Intangible assets	113	135	22	167	(41)
Property, plant & equipment	30,405	30,544	139	31,838	139
Investment properties	593	593	-	593	-
Long term investments	292	203	(89)	-	-
Long term debtors	628	643	15	834	41
Non Current Assets	32,031	32,118	87	33,432	139
Stocks	50	48	(2)	50	(2)
Short term debtors	584	569	(15)	582	(55)
Cash and Investments	5,017	4,672	(345)	4,315	(379)
Current Assets	5,651	5,289	(362)	4,947	(436)
Short term creditors	(2,160)	(2,039)	121	(2,186)	255
Short term derivatives	(1)	-	1	-	-
Short term borrowings	(746)	(709)	37	(746)	37
Short term lease liabilities	(52)	(60)	(8)	(86)	42
Short term provisions	(212)	(160)	52	(175)	13
Current Liabilities	(3,171)	(2,968)	203	(3,193)	347
Long term creditors	(77)	(73)	4	(80)	7
Long term borrowings	(7,754)	(7,809)	(55)	(7,767)	(20)
Long term lease liabilities	(735)	(726)	9	(665)	(33)
Long term derivatives	(77)	(68)	9	(79)	11
Other provisions	(122)	(137)	(15)	(86)	(19)
Pension provision	(2,475)	(2,476)	(1)	(2,468)	(1)
Long Term Liabilities	(11,240)	(11,289)	(49)	(11,145)	(55)
Total Net Assets	23,271	23,150	(121)	24,041	(5)
Capital and Reserves					
Usable reserves	5,246	4,821	(425)	4,440	(488)
Unusable reserves	18,025	18,329	304	19,601	483
Total Capital Employed	23,271	23,150	(121)	24,041	(5)
Cash and Investments					
CRL Sponsor funding account	2,210	2,084	(126)	2,085	(145)
Other cash and investments	3,099	2,791	(308)	2,230	(234)
Total as above ¹²	5,309	4,875	(434)	4,315	(379)

¹² Includes Cash and Investments, and long-term investments

Appendix D: Cash summary

Cash Summary In / (Out) Flow (£m)	Year to date			Full year, 2014/15	
	Actual	Budget	Variance to Budget	Quarter 2 Forecast	Variance to Budget
£m					
Margin	(649)	(758)	(109)	(1,606)	(80)
Working Capital Movements	77	(34)	(111)	81	(143)
Cash Spend on Operating Activities	(572)	(792)	(220)	(1,525)	(223)
Net Capital Expenditure	(880)	(934)	(54)	(2,014)	36
Crossrail	(660)	(781)	(121)	(1,617)	(72)
Working Capital Movements	(15)	(49)	(34)	(123)	(40)
Cash Spend on Capital Activities	(1,555)	(1,764)	(209)	(3,754)	(76)
Cash Settlement of derivatives	-	-	-	-	-
Non-cash items included in activity	31	31	-	65	-
Fair value adjustment for long term investments	-	-	-	-	-
Loans to third parties (paid) / repaid	(139)	(154)	(15)	(325)	(66)
Non-Activity Cash Movements	(108)	(123)	(15)	(260)	(66)
Grants, Precept & other contributions	2,139	2,132	(7)	4,436	4
Borrowings Raised	633	650	17	668	(18)
Borrowings Repaid	-	-	-	(22)	-
Total Funding	2,772	2,782	10	5,082	(14)
Net Movement in Cash	537	103	(434)	(457)	(379)

Appendix E: Financial comparison with 2013/14

TfL group finances – operating income, expenditure and funding

TfL group (£m)	Quarter 2			
	Year to date, 2013/14	Year to date, 2014/15	Year on year change	
Fares income	1,835	1,902	67	4%
Other operating income	292	310	18	6%
Total income	2,127	2,212	85	4%
Operating expenditure (net of third-party contributions)	(2,579)	(2,725)	(146)	6%
Operating margin	(452)	(513)	(61)	14%
Interest income	9	12	3	33%
Debt interest	(167)	(160)	7	4%
Contingency and group items	6	12	6	100%
Margin	(604)	(648)	(45)	8%
Finances sources				
General grant	505	386	(119)	246%
Overground grant	13	13	-	0%
GLA precept	2	2	-	0%
Business Rates Retention	387	414	27	7%
Other revenue grants	11	2	(9)	90%
Total revenue grants	918	817	(101)	11%
Operating contribution to fund investment	314	168	(146)	47%

Full-year				
Full-year actuals, 2013/14	Quarter 2 forecast, 2014/15	Year on year change		
4,095	4,297	202	5%	
646	680	34	5%	
4,740	4,977	237	5%	
(5,875)	(6,276)	(401)	7%	
(1,135)	(1,299)	(164)	14%	
21	25	4	19%	
(344)	(358)	(14)	4%	
16	27	11	69%	
(1,442)	(1,605)	(163)	11%	
1,094	846	(248)	23%	
29	28	(1)	3%	
6	6	-	0%	
803	828	25	3%	
43	3	(40)	93%	
1,974	1,711	(263)	13%	
532	107	(426)	80%	

TfL group finances – capital expenditure, income and funding

TfL group (£m)	Quarter 2				Full-year			
	Year to date, 2013/14	Year to date, 2014/15	Year on year change		Full-year actuals, 2013/14	Quarter 2 forecast, 2014/15	Year on year change	
Capital expenditure	(687)	(906)	(219)	32%	(1,638)	(2,102)	(464)	28%
Third-party contributions – capital	45	15	(30)	67%	67	44	(23)	34%
Sales of property and other assets	11	12	1	9%	41	43	2	5%
Net capital expenditure excl. Crossrail	(631)	(880)	(249)	40%	(1,531)	(2,014)	(483)	32%
Crossrail capital expenditure	(806)	(660)	146	18%	(1,576)	(1,617)	(41)	3%
Net capital expenditure incl. Crossrail	(1,436)	(1,540)	(104)	7%	(3,108)	(3,631)	(523)	17%
Finance sources								
Surplus/ -deficit to fund investment	314	168	(146)	47%	532	107	(426)	80%
Crossrail funding sources	978	834	(144)	15%	2,066	1,696	(370)	18%
Investment grant	413	420	7	2%	895	909	14	2%
Metronet grant	-	-	-	0%	184	-	(184)	100%
Other capital grants	-	68	68	0%	110	119	9	8%
Working capital	(115)	(48)	67	58%	(138)	(303)	(164)	119%
Net borrowing and reserve movements	(153)	97	250	164%	(543)	1,104	1,646	303%
Total	1,436	1,540	104	7%	3,108	3,631	523	17%

Glossary

Measure	Unit	Description
London Underground: total lost customer hours	Hours	The total additional journey time, measured in hours, experienced by all customers as a result of delays that lasted two minutes or longer. A delay at a busy location or during peak hours results in more 'lost customer hours' because more customers are affected.
London Underground: excess journey time	Perceived minutes	<p>The average extra time that it took to complete a journey, compared to the time it would have taken if there were no delays. This can be affected by many things, such as queues to buy tickets or board trains, escalators being out of service, delays to trains, longer walking routes within stations, or planned weekend closures. A lower EJ' figure means customers experience less delay whether planned or unplanned.</p> <p>TfL weight the figures according to when and where the delay occurred. For example, we know that for customers, waiting on a train that is delayed in the tunnel feels longer than waiting on a platform for a delayed train to arrive, even if the total length of delay is the same. This means that the 'minutes' used in the measure are not actual minutes, but reflect customers' perception of the delay they experience.</p>
London buses: excess wait time	Minutes	<p>Excess wait time (EWT) represents the amount of time that a passenger has had to wait in excess of the time that they should expect to wait if buses ran as scheduled.</p> <p>EWT is the key measure of reliability of high frequency bus services as experienced by passengers and is also used to calculate operator performance bonuses or penalties.</p>
Transport for London Road Network (TLRN): serious and severe disruption	Hours	The KPI measures the numbers of hours of serious and severe disruption on the Transport for London Road Network (TLRN) as a result of planned and unplanned interventions.

Docklands Light Railway: on-time performance	%	The number of valid train departures expressed as a percentage of the base service departures: valid departures must have a minimum dwell of 5 seconds, the correct number of carriages and complete the whole of the scheduled route.
London Overground: public performance measure	%	<p>The Public Performance Measure (PPM) shows the percentage of trains which arrive at their destination on time.</p> <p>The PPM combines figures for punctuality and reliability into a single performance measure. It is the rail industry standard measurement of performance.</p> <p>PPM measures the performance of individual trains advertised as passenger services against their planned timetable as agreed between the operator and Network Rail at 22:00 the night before. PPM is therefore the percentage of trains 'on time' compared to the total number of trains planned.</p> <p>In London and the South East, a train is defined as on time if it arrives at the destination within five minutes (ie 4 minutes 59 seconds or less) of the planned arrival time. Where a train fails to run its entire planned route calling at all timetabled stations it will count as a PPM failure.</p>
Emirates Air Line: availability	%	Operating availability is the ratio of actual operating hours / planned operating hours. Planned operating hours are not necessarily the same as scheduled due to instances when the EAL is open outside of schedule in support of local events – particularly those at the O ₂ .
TLRN: journey time reliability (am peak)	%	The key measure for monitoring smoothing traffic flow is journey time reliability (JTR). It is defined as the percentage of journeys completed within an allowable excess of 5 minutes for a standard 30 minute journey during the AM peak.

Scheduled services operated	%	The amount of service that TfL actually operated, compared to what we planned beforehand – comparing peak and off-peak times. (Peak times are 07.00 – 10.00 and 16.00 – 19.00 Monday – Friday.) This helps us check whether the service we operate at the busiest times of day is as good as during quieter periods.
Recorded crime	Per million passenger journeys	The number of recorded (or notifiable) crimes per million passenger journeys on the appropriate network.
LU and LR major injury frequency rate	Major injuries/million hours	<p>The KPI records the number of serious injuries to customers, employees and contractors using or working on London Underground and London Rail as a measure of customer and employee safety.</p> <p>A major injury is one classified as ‘major’ under schedule 1 of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). Injuries arising from criminal acts, alleged suicide attempts, and medical conditions are excluded.</p>
Cumulative reduction in killed and seriously injured (KSI) Londonwide	%	The percentage reduction in Killed or Seriously injured (KSI) KPI relates to personal injury road traffic collisions occurring on the public highway, and reported to the police, in accordance with the Stats 19 national reporting system. The KPI measures the percentage change in KSI casualties on London's roads compared to the baseline average number of KSI casualties between 2005 and 2009. The Safe Streets for London (SSfL) Road Safety Action Plan published on 6 June 2013 sets out the target of a 40 per cent reduction in KSI casualties by 2020 against the 2005-09 baseline.
Vehicles operated by FORS accredited companies	Number	The KPI measures the cumulative total of vehicles operated by Fleet Operators’ Recognition Scheme (FORS) accredited companies. The numbers of vehicles recognises those from at all levels (bronze, silver & gold) of accreditation. The cumulative total starts from 2008.
Passenger journeys	Millions	It’s important to know how much people are travelling on TfL services. We use this information to plan for the future.

Cycling levels on the TLRN

Index

The purpose of this indicator is to assess the level of cycle use on the TLRN. The overall ambition is to increase cycling levels by 400% such that by 2025 cycling will equate to a 5% mode share of all journey trips. This indicator does not represent cycling across London as a whole; It only represents cycling on the 5% of London's roads that are the TLRN. The indicator is presented as an indexed flow relative to a baseline of March 2000 (a flow level that is represented as 100 on the index). Sixty automatic cycle counters on the TLRN provide sample counts of cyclists using the network. The indicator converts these counts into an index that is used to represent increases in cycle flows on the TLRN over time. It does not represent the total number of cyclists in London. Automatic cycling counters are pieces of monitoring equipment that emit a magnetic field that detects the presence of a moving cycle.

Customer satisfaction

%

One of our most important performance measures is customer satisfaction; this helps us understand what the people who use our services really think.

An independent research company interviews around 10,000 customers every year, as they complete their trip. They are asked to make an 'overall evaluation' of their journey experience, by giving a score out of 10. We take the average of everybody's scores and multiply it by 10, to give a final result out of 100



Victoria station upgrade, showing excavation below existing concourse

Investment Programme Report

Quarter Two

July - September 2014/15

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TfL Investment Programmes

Transport for London's purpose is to keep London working and growing and to make life in London better.

Our multi-billion pound capital programme, covering public transport and road networks, is a core element in maintaining London's position as a world-leading city, driving economic growth, jobs and apprenticeships across the country.

London is growing faster than any other European city. Its population is projected to rise from 8.4 million today to 10 million by 2030. This rate of growth is equivalent to six new residents every hour, two buses full of people every day or a Tube train full of people every week. The future of London is dependent on its transport system – we must keep pace with rapidly increasing demand, providing more services at better value, at the same time as we offer an improved experience to our customers.

The Investment Programme described in this report – one of the largest in Europe – contains a range of projects that will deliver world-class transport services to London. This report covers the larger projects, defined as those with an estimated final cost of over £50m.

The report includes:

- Group Summary of progress
- Programme Update
- Financial Variance
- Milestone and Project variance



Aerial view of the Tottenham Court Road site

Q2 2014/15 Plan Milestone Analysis



■ On Time or Early ■ Late - up to 89 days ■ Late - 90 days or more

Investment Programme highlights

Achieving value for money for our customers is at the heart of the Investment Programme as we work to improve services and deliver a better infrastructure. This requires TfL to be innovative in how we work and the technologies that are implemented, whether this be: new hybrid buses that reduce our operational cost and reliance on fossil fuels; replacing old wet film cameras with new digital equivalents that require less maintenance and monitor for longer, helping to enforce regulations and improve safety on the Capital's roads; or changing the way we deliver our projects by utilising best practice from across the industry such as mobile flash butt welding on our track programmes. Also, instead of utilising conventional weekend closures on the Uxbridge branch of the Metropolitan and Piccadilly lines we saved around £3m by opting for a block closure.

Delivery performance on our projects remains high with 91 per cent of our budget milestones forecast to be delivered on time or early. Contracts were awarded to Hochtief UK Ltd to deliver the new station entrance at Bank Bloomberg, as well as to Ferrovial Agroman Laing O'Rourke to deliver the extension to the Northern line from Kennington. The sidings at Silwood opened to enable the stabling of the London Overground trains overnight and the concept design for the Elephant & Castle north roundabout was completed ahead of target.

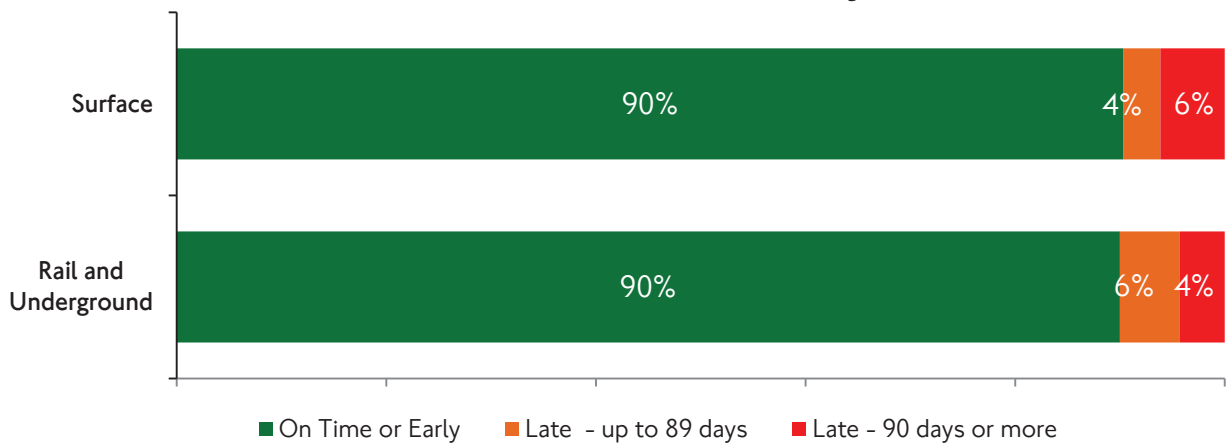
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Q2 2014/15 Plan Milestone Analysis



London Underground and London Rail

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* For variance definitions please go to page 64

London Underground



S-Stock train in the upgraded Ealing Common depot shed

The Sub-surface Railway (SSR) covers 40 per cent of the Underground network. The upgrade programme includes the replacement of trains, signalling and supporting systems, improved journey times and capacity. The programme will deliver a 33 per cent increase in peak hour capacity.

Milestone variance	TBA
Financial variance	■

Sub-Surface Railway (SSR) Upgrade

S Stock

The new S stock trains have now been fully rolled out on the Metropolitan, Circle and Hammersmith and City lines. Roll-out has started on the District line and will complete by 2016, ahead of the DfT target milestone.

Performance of the S stock trains continues to improve above the predicted reliability growth path, with further enhancements being made to the One Person Operation system to maintain this growth. The eight-car S Stock (S8) has now achieved its highest ever integrated train mean distant between failures. Further reliability improvements are also being made to the train air compressors to replace worn components and the braking system to reduce the build-up of damaging brake dust, which has historically been a cause of failure.

S Stock Infrastructure

Work to modify the legacy signalling on the east end of District line to enable the roll-out of the remaining S stock trains on the line has made good progress in the quarter, and is planned to complete by the end of 2014. The first stage of modifications to Ealing Common Depot to allow the maintenance of the new trains has been completed, and work continues on the depot at Upminster to enable train maintenance to be undertaken there by the end of 2014. The overall programme for delivery of the full depot works remains challenging with associated cost increases due to previous design issues and legacy asset condition. Further required safety work has been identified to the platform–train interface that is associated with the introduction of a level access train. The proposed works are being evaluated, but will create an additional cost pressure.

ATC Signalling & Infrastructure

Thales' contract price and technical details have now been received and are undergoing detailed analysis.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
3,188.4	*	4,259.1	*	A revision of the programme authority is due to be requested later following the re-tendering of the ATC contract.

All financials exclude the impact of the ATC contract re-let

RAG	Description
▲	Variance is understood and does not impact delivery
▲	Variance is understood and mitigation plans are in place to reduce the impact to delivery
▲	Variance is understood and decisions need to be made regarding delivery

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Roll-out of new air-conditioned trains on the Circle, Hammersmith & City Lines complete	31-Dec-14	02-Jun-14	-	Complete	
Modification Workbank Package Complete	28-Feb-14	15-Apr-14	-	Complete	
Roll-out of new air-conditioned trains on the District Line complete	31-Dec-16	31-Dec-16	-	●	
Full signalling upgrade across the Sub-Surface network complete.(Annex B:2018)	31-Dec-18	TBA	-	TBA	
Sub-Surface Upgrade complete delivering 33% capacity increase	31-Dec-18	TBA	-	TBA	

All future ATC milestones and any impact have been removed from this section as they are to be subject to a programme re-scheduling exercise once the contract for these works is re-let.

Significantly late milestones

Milestone Description	Target Date	Milestone Bud Var (Days)	Variance Commentary
Neasden Depot Winterisation Works Complete	31-Oct-13	-274	Delay was due to issues at the concept design stage (identified in period 6 2013/14); Works were re-scheduled for summer 2014 to be ready for the 2014/15 winter and were completed on 1 August 2014.

EFC exceeds authority (more than 2.5 per cent)

Project Name	RAG	% over	£m	Variance Commentary
SSR Upgrade - Depots	■	14	47	EFC is in excess of authority due to asset condition, prolongation issues, and risk regarding the commercial settlement with contractor.
SSR Upgrade - Signal Immunisation	■	5	10	The scope and costs of remaining works have now been established with the contractor following resolution of technical issues. Additional project authority will be sought as part of the SUP re-authorised in Q4.

Year end spend forecast v budget (+/- £5m)

Project Name	Year end Forecast (£m)	Year Budget (£m)	Variance £	Variance %	Variance Commentary
SSR Upgrade - Rolling Stock	294	303	-9	3	Due to the acceleration of train acceptance into 2013/14 which reduced the planned expenditure in 2014/15. No overall impact to the programme or cost.
SSR Upgrade - Signal Immunisation	14	4	9	-229	Delays in immunisation work led to less being completed in 2013/14 than was assumed when the Budget for 2014/15 was set. This delay will be recovered in 2014.
SSR Upgrade - Depots	46	35	10	-29	Re-planning of the Neasden Depot winterisation works in 2014 following delays, and acceleration of works at Ealing Common and Upminster depots increased the forecast cost in 2014/15 with the majority of the change being a cost increase.



New rails at a site near Ickenham during Uxbridge block closure

A well-managed infrastructure portfolio is the bedrock of our network. Maintaining asset condition not only safeguards reliability, it also enables our capacity improvements. We're carrying out this work in ever more efficient ways. The programme is renewing assets and restoring their residual life, including over 1,000km of track.

Milestone variance	●
Financial variance	●

Track Programme

A highly successful block closure on the Uxbridge branch of the Metropolitan and Piccadilly lines was completed ahead of schedule, allowing us to achieve in three weeks what would have taken place over 14 separate weekend closures. This also achieved significant savings of around three million pounds in the cost of construction. During the closure, 18,000 tonnes of new ballast, 10,000 new 'fast clip' sleepers and 5,000 conductor rail pots were installed, with over 1,000 operatives on site at peak times. Despite the scale of these works, residents complaints were below what would normally be expected, reflecting the effort put in before and during the works to keep the local community informed of the importance and essential nature of the works. Constant updates were given during the closure using social media channels like Twitter to keep the public informed.

Elsewhere on the network the programme delivered over 9km of ballasted track renewal, 3km of drainage works, 1.4km of deep tube renewals, renewed nine point and crossing units, and ground over 75km of rail to reduce defects. These figures were impacted by the power control room industrial action which had the effect of limiting access to the railway for all but essential activities.

We continue to reduce costs and improve efficiency by deploying innovative technology. This quarter we began using the new Delkor baseplate which attaches the rail to the sleeper. These baseplates allow for a greater range of movement than older designs so will reduce vibration, noise, maintenance costs and extend asset life. Tracked Rail Transporters were used for the first time providing a safer and more efficient method of moving heavy materials such as rail and drainage channels, replacing the use of older equipment which has manual handling risks and is very labour intensive. It reduces the reliance on Road Rail Vehicles which are cumbersome and have a tendency to damage rails. Good progress continues with the mid-week Ballasted Track Renewals programme that aims to achieve further weekend closures in central areas through innovation and interim use of overnight engineering hours.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
118.5	263.3	264.7	1.4 ▼ 0.5%	The EFC is less than authority due to the impact of the power control room strikes, resulting in works being rephased into 2015/16 reducing the forecast for 2014/15. This reduction is partially offset by the inclusion of additional scope to carry out priority re-railing for the Rolling Contact Fatigue project.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Renew Points & Crossing units Achieve 18 units	10-Oct-14	10-Sep-14	30	Complete	
Ballasted Track Renewal & Re-ballast Metres - Achieve 13,260 metres	10-Oct-14	10-Sep-14	30	Complete	
Track Drainage Renewal Achieve 7,100 metres	10-Oct-14	10-Sep-14	30	Complete	
25,344m of Track replaced (total 13% replaced)	31-Mar-15	31-Mar-15	-	●	
Ballasted Track Renewal & Re-ballast Metres Achieve 18,600 metres	31-Mar-15	31-Mar-15	-	●	
Track Drainage - Renewal 9990 metres	31-Mar-15	31-Mar-15	-	●	
Deep Tube Renewal - Achieve 6,852 metres P13	31-Mar-15	31-Mar-15	-	●	
Rail Defect Programme Project works complete.	31-Mar-15	31-Mar-15	-	●	



Two 2.5MW Transformer Rectifiers at Hornchurch

To meet the increased energy demands created by the SSR upgrade, we are upgrading the associated power systems. Project work includes construction of substations, bulk supply points and transformer rectifiers, and installation of distribution cabling.

Milestone variance ●
Financial variance ●

SSR Major Power Works (Traction)

The Hornchurch substation on the District line was substantially completed ahead of schedule, delivering a major milestone for this work package. This substation will improve resilience of the power supply in its vicinity. A further eight substations are due to be delivered on this section of the District line to help support the extra services that are being introduced to meet rapidly growing passenger demand.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
402.4	497.3	521.4	24.1 ▼ 4.8%	EFC reduced due to efficiency savings, which are forecast to be realised in future years.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Package 3A - First Substation Substantial Completion	18-Aug-14	18-Jul-14	-	Complete	
Package 3B - Structural Works Substantially Completed at Farringdon	30-Oct-14	02-Oct-14	-	●	Milestone achieved post quarter.
Package 3B - External Building Works Completed at Cromwell Curve	07-Nov-14	10-Oct-14	-	●	Milestone achieved post quarter.
SSR2 Section 2 Substantial Completion	07-Nov-14	17-Oct-14	-25	●	Movement is due to operational constraints requiring work to now be carried out at the weekend.
Package 7B - 132kV Cable Factory Acceptance Test	31-Oct-14	31-Oct-14	-	●	Milestone achieved post quarter.
Package 3A - First Substation Full Completion	26-Jan-15	11-Dec-14	-71	●	Fire alarm installation activities delayed due to issues with the contractor. Forecast still to achieve ahead of target.
Package 7 - Complete Trenching from Hendon to Neasden Playing Field	05-Mar-15	09-Feb-15	17	●	



London Bridge station

The World Class Capacity programme will provide additional capacity beyond that delivered by the first wave of upgrades on the Victoria, Jubilee and Northern lines, with an aspiration to provide up to 36 trains per hour at peak times.

Milestone variance ●
Financial variance ●

World Class Capacity

The upgraded Jubilee and Victoria lines running with Transmission Based Train Control continue to operate at expected levels of reliability with the Victoria line trains achieving over 100,000km mean distance between failures. The solution for the Jubilee line to increase the capacity to 36 trains per hour has been agreed and the request for additional authority will be presented to the TfL Board on 5 November for approval.

The first stage of the feasibility on the Northern line is also on schedule to complete in November. The team is co-ordinating a 10-year look-ahead of all works planned on the Northern line and engaging with all stakeholders to develop the programme of works. The availability of key resources from Thales continues to be a concern but is being managed in close collaboration with the SUP project team.

Concept design for the Power & Cooling scope elements of the Victoria line upgrade have been finalised and the relocation of the teams to a single location has improved the sharing of knowledge and resources across the programme.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
4.8	1,004.1	10.0	-994.1 ▲ -99.0%	The current authority is only for the initial stage of the programme and further authority will be applied for as required. The next tranche of funding is due to be applied for in December.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Issue Final Feasibility Study report to sponsor	31-May-14	30-Apr-14	-	Complete	
Issue Pre - Feasibility Study report "Stage 0" to sponsor	30-May-14	16-May-14	-	Complete	
Issue OJEU notice for supply of Rolling Stock	10-Nov-14	18-Aug-14	30	Complete	
Issue an interim feasibility study report "Stage 1" to sponsor	31-Dec-14	31-Dec-14	-16	●	The original target date was set prior to commencement of the pre-feasibility study and scoping of the feasibility study.

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Concept Phase Complete	30-Jan-15	08-Jan-15	-20	●	
Issue Invitation to Tender (ITT) for supply of Rolling Stock	28-Feb-15	09-Feb-15	-35	●	The Programme Board agreed a different approach to determining the range of vehicles required from the market.

Significant changes in EFC this quarter (more than two per cent)

Project Name	Project EFC (£m at Q2)	% change since Q1 2014/15	Variance Commentary
World Class Capacity	1,004	14	Changes to scope following completion of the Jubilee line Cooling design and the Northern line feasibility have increased the EFC.

Year end spend forecast v budget (+/- £5m)

Project Name	Year end Forecast (£m)	Year Budget (£m)	Variance £	Variance %	Variance Commentary
World Class Capacity	15	28	-12	45	Following the selection of the single option on the Jubilee line the forecast has been amended to reflect the approval at the board, deferring spend to later years.



Battery loco undergoing works

This programme is responsible for all renewals projects associated with legacy fleets and associated line signalling and communication systems. The aim is to ensure that the existing asset base is kept in a safe and reliable condition until planned upgrades commence.

Milestone variance ■
 Financial variance ●

Legacy Train Systems

Work continues on upgrades and improvements to existing train stock not covered in the scope of the larger upgrade programmes. This portfolio has many dependencies with other programmes across the network and delays will have an impact on delivery. For example the SUP programme is re-phased as part of the negotiations of the ATC contract and delivery of the ATMS system to the S-stock trains will be delayed as Bombardier Transportation re-prioritise their work. Mitigations are being explored.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
133.1	796.8	320.4	-476.4 ▲-59.8%	The EFC variance is due to the inclusion of an unapproved provision for extension of life works on the Central & Bakerloo line rolling stock.

Programme milestones forecast

Milestone	Current Plan Date	Actual/ Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Battery Loco Life Extension 750v Upgrade 5th Loco Complete	11-Sep-14	11-Aug-14	1	Complete	
92 TS Gearboxes 1000 Gearbox Overhauls Complete	03-Oct-14	14-Aug-14	4	Complete	
Battery Loco Life Extension Loco 12 - Complete	03-Mar-15	14-Jan-15	-	●	
Battery Loco Life Extension 750v Upgrade 10th Loco Complete	24-Apr-15	26-Feb-15	-	●	

Significantly late milestones

Milestone Description	Target Date	Milestone Bud Var (Days)	Variance Commentary
ATMS Installed on 3rd S Stock	28-Oct-14	-119	Installation of ATMS on S Stock is reliant on the production facilities at Bombardier Transportation. Previously agreed access has been delayed until completion of rephased SUP modifications.

Significant quarterly milestones movement

Milestone Description	Target Date	Q2 Forecast Date	Movement since last Qtr (Days)	Movement Commentary
ATMS Installed on 3rd S Stock	28/10/2014 ■	24-Feb-15	-147	As above.

Significant changes in EFC this quarter (more than two per cent)

Project Name	Project EFC (£m at Q2)	% change since Q1 2014/15	Variance Commentary
Legacy Train Systems	797	20	Increase in forecast of the DC Traction Upgrade cost due to scope complications and emerging works.

Year end spend forecast v budget (+/- £5m)

Project Name	Year end Forecast (£m)	Year Budget (£m)	Variance £	Variance %	Variance Commentary
Legacy Train Systems	26	40	-15	36	Rephasing on projects including Waterloo & City 92TS Bearing Replacement which has been delayed due to lack of train availability, Northumberland Park depot signalling and various unapproved works have been re-phased into future years.



Inverter transformer delivered to Cloudesley Road Substation

The New Tube for London programme will include the next generation of line upgrades. The programme aims to transform the customer experience and operating and maintenance model on the Piccadilly, Bakerloo, Central and Waterloo & City lines.

Milestone variance ●
Financial variance ●

New Tube for London

Work to down-select to a shortlist of rolling stock suppliers to deliver the new train design for the deep level tube network on the Piccadilly, Bakerloo, Central and Waterloo & City lines continues.

An announcement was made on 9 October post Quarter two by the Mayor and Mike Brown publicly launching the programme. The suppliers that have been shortlisted as part of the pre-qualification questionnaires to supply the new rolling stock, were named. Next quarter work will commence to gauge the market of railway control system suppliers, exploring initial technical issues and opportunities to support the Invitation To Tender (ITT) of the rolling stock.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
25.5	55.3	59.1	3.8 ▼ 6.9%	EFC covers design and specification until March 2016. The variance represents potential savings across the various work-streams.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
PMM Piccadilly Line Rolling Stock PQQ Issued	17-Jun-14	31-Mar-14	-	Complete	
PMM NTfL Saloon Air Cooling Stage 2 (Hybrid) Report Complete	02-Jul-14	21-May-14	14	Complete	
PMM RS PQQ Shortlist Recommendation	19-Nov-14	01-Oct-14	-55	●	Now aligned with NTFL launch event and completed post quarter two.
Issue ITT for New Tube for London (NTFL) Rolling Stock	29-Dec-15	25-Feb-15	-	●	

Significant changes in EFC this quarter (more than two per cent)

Project Name	Project EFC (£m at Q2)	% change since Q1 2014/15	Variance Commentary
New Tube for London	55	-5	Following the recent reorganisation by the Chief Operations Officer, the programme is now expected to be supported by existing line management, supplementing the operational upgrades.



Unistrut bracket installation at Vauxhall station

The Vauxhall station upgrade will reduce congestion and queuing, increasing station capacity, reducing the risk of unplanned station closures. The project will deliver additional gate line and ticket hall capacity and step-free access from ticket hall to platform level.

Milestone variance ▲

Financial variance ●

Vauxhall Station Upgrade

With ownership of the bus station lift and subways being transferred from the London Borough of Lambeth to TfL, upgrade works have commenced on these areas. Vauxhall station is a major interchange with the bus network, National Rail, river services, and walkers and cyclists. This modernisation, in a key regeneration area, will increase capacity, add step-free access, reduce congestion and deliver a new control facility to manage additional gate lines and a larger ticket hall.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
11.1	34.3	35.1	0.8 ▼ 2.3%	

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Vauxhall Station Capacity & SFA - Bring Into Use (SFA Lift and Stairs)	23-Oct-15	18-Nov-15	-5	▲	Minor impact to end date as the programme is optimised - the project is working to recover to target



Completion of mid-concourse floor and wall tiling at Chancery Lane

The Station stabilisation programme (SSP) undertakes station-wide asset stabilisation for more than 70 stations across the network. This scope is currently being changed to better support Crossrail and other capacity upgrades.

Milestone variance ●
Financial variance ●

Station Stabilisation Programme (SSP)

A new network-wide stations strategy is being implemented to take advantage of a variety of opportunities including commercial development initiatives, capacity upgrades and integration with Crossrail. Both the remit and prioritisation of the SSP programme is changing to support this strategy. Between 30 and 35 stations will receive an enhanced scope, with the remaining stations being deferred until after 2018.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
66.8	440.8	163.6	-277.2 ▲-62.9%	The programme is only partially authorised with authority being granted on an annual basis so that a three year forward cover is authorised.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Population of Workbank Complete Liverpool Street	18-Jul-14	20-Jun-14	-	Complete	
Start On Site - Harrow on the Hill	18-Aug-14	02-Jun-14	-	Complete	
Finish On site - Chancery Lane	28-Nov-14	07-Nov-14	-11	●	Minor delay due to re-prioritisation of works but the project remains ahead of target.
Finish On site - Baker Street	31-Mar-15	03-Mar-15	10	●	
MAID Mandatory Asset Information Deliverable Approved - Baker Street	09-Oct-15	09-Apr-15	12	●	
Finish On Site - Farringdon	31-Aug-15	10-Nov-14	-4	●	Minor delay in clearing site - but still substantially ahead of plan with no impact asset performance.
Practical Completion Embankment Station	02-Feb-15	01-Dec-14	0	●	

Year end spend forecast v budget (+/- £5m)

Project Name	Year end Forecast (£m)	Year Budget (£m)	Variance £	Variance %	Variance Commentary
Stations Stabilisation Programme	59	51	8	-16	Re-profiling since the Business Plan prioritisation and a cost increase on Embankment and Earl's Court projects have reduced the in-year forecast spend.

Significant changes in EFC this quarter (more than two per cent)

Project Name	Project EFC (£m at Q2)	% change since Q1 2014/15	Variance Commentary
Stations Stabilisation Programme	441	-3	The Farringdon Train Shed Roof works is now reported separately and the EFC changed to align.



Canada Water escalator installation

The lift and escalator portfolio delivers the cyclical renewal of lifts and escalators to ensure safety critical systems are functional and compliant with standards and legislation, as well as preventing the degradation of assets through whole life asset management decisions /modelling.

Milestone variance ▲

Financial variance ●

LU Lifts and Escalators

Work on eight escalators and the lift at Waterloo station were completed on time or early, bringing them back into use for customers. Work has commenced on a further eight escalators and three lifts with the lift at Canary Wharf being brought back into service post Quarter two ahead of target.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
25.0	56.2	59.4	3.2 ▼ 5.7%	Due to the annualised nature of the programme rephasing of South Kensington Escalators 1-5 by two periods and Angel Escalator 4 being deferred into 2015/16 has meant EFC is lower than the current authority.

Programme milestones forecast

Milestone	Current Plan Date	Actual/ Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Kilburn Park E2 Return To Service	18-Aug-14	02-Jun-14	25	Complete	
Waterloo E24 - Bring into Use (BIU)	27-Oct-14	29-Sep-14	-	●	
Euston E3 - BIU	26-Nov-14	15-Oct-14	14	●	
BIU - Embankment Esc 5-8	29-Nov-14	01-Nov-14	-	●	
Hyde Park Corner E1 - BIU	01-Dec-14	03-Nov-14	-	●	
Elephant & Castle - BIU L6	31-Oct-14	13-Nov-14	-44	▲	Start of lift 6 has been impacted by delays to lift 5. There is a requirement to commence replacement of lifts 3&4 in November. The plan is now to refurbish lift 6 while the replacement of lift 1 takes place. This would save the station from the potential of having three lifts out at one time and drastically minimise disruption to the public.
Bond St E3 & 5 BIU	25-Jan-15	20-Nov-14	9	●	



Tottenham Court Road station's Central line interchange tunnel

The Tottenham Court Road station upgrade includes construction of a new larger ticket hall and new entrances. Five new lifts will provide step-free access from the street to all platforms and eight new escalators will serve both the Northern line and Crossrail services.

Milestone variance ●

Financial variance ●

Tottenham Court Road Station Upgrade

The overhaul to this major interchange station and gateway to one of the UK's largest retail areas, while challenging, remains on target. The new ticket hall will be partially opened in January 2015, which will allow major structural works to start on the Central line platforms. Once complete, the station will be fully accessible and far more spacious. It will also be an interchange station for Crossrail from 2018.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
362.2	485.0	538.0	53.0 ▼ 10.9%	EFC lower than authority due to efficiency savings made on the project.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Section 3 Completion (Consolidated Piling)	19-Sep-14	06-Aug-14	20	Complete	
Completion of Phase I (Partial Opening of Ticket Hall)	31-Mar-15	12-Jan-15	-	●	
TCR - New Passenger Facilities Open - (Annex B: 2016)	20-Nov-16	09-Sep-16	-	●	



Bond Street station shaft | excavation works

The Bond Street station upgrade includes a new station entrance on Marylebone Lane, step-free access to all platforms, a connection with Crossrail and new escalators serving the north end Jubilee line.

Milestone variance ●
Financial variance ●

Bond Street Station Upgrade

The Jubilee line platform strengthening works are progressing well and due to be returned to passenger service in December 2014. Once complete the works at Bond Street will relieve congestion and prepare it for the forecasted increased growth as Crossrail becomes operational in 2018 and more customers use the station for commuting and leisure travel.

Excavation for the new northern escalators and the northern tunnels concourse enlargement has been completed. This will provide the Jubilee line with new lifts and escalators improving accessibility providing step-free access from street to platform.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority		Commentary
207.6	307.8	307.6	-0.2 ▲	-0.1%	

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Close escalators 1 & 2 for tunnelling	28-Apr-14	01-Feb-14	-	Complete	
Early hand back Jubilee Line Platforms, Escs 6,7,& 8, 3,4 ,& 5, into public use	02-May-15	24-Dec-14	-2	●	
Over Site Development Frame to be handover to Developer	28-Apr-17	06-Oct-16	-8	●	
Bond St Station Upgrade - Practical completion (Annex B:2017)	28-Apr-17	30-Mar-17	-6	●	

Significantly late milestones

Milestone Description	Target Date	Milestone Bud Var (Days)	Variance Commentary
Tunnelling Set Up Decommissioned	28-Sep-15	-248	The tunnelling construction methodology was revised to maintain the overall project programme but end date remains unaffected.

Year end spend forecast v budget (+/- £5m)

Project Name	Year end Forecast (£m)	Year Budget (£m)	Variance £	Variance %	Variance Commentary
Bond Street	43	30	13	-42	Variance is due to the rephasing of risk to cover contractors (Costain Laing O'Rourke) incentivisation contract renegotiation.



Temporary propping of the LU box at Bank station

The Bank Waterloo & City project will deliver a new station entrance at Walbrook Square, connecting the redevelopment which will be known as Bloomberg Place to the existing Waterloo and City concourse.

Milestone variance ■

Financial variance ●

Bank Waterloo & City

In August the contract for the design and build for the station fit-out was awarded to Hochtief UK Ltd and design work has now commenced to provide direct access to the Waterloo & City line and step-free access to Bank station.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
20.4	57.4	58.0	0.6 ▼ 1.0%	

Significantly late milestones

Milestone Description	Target Date	Milestone Bud Var (Days)	Variance Commentary
Bank Stn (W&C) - Bring Into Use (Stage 5) (Annex B:2015)	31-Dec-15	-573	Developer's programme has now stabilised with no further delay and currently intends to hand over to LU early in August 2015. LU is now revising its programme to establish a new forecast date.
Contract Award for Implementation Works	03-Feb-14	-182	Milestone has now been achieved.



Victoria station north ticketing hall lifting operations

The Victoria station upgrade will provide a new underground ticket hall and entrance at Bressenden Place and Victoria Street. The existing ticket hall will be enlarged. Work also includes nine new escalators, the provision of step-free access to the station and improved connections with National Rail services.

Milestone variance ▲

Financial variance ●

Victoria Station Upgrade

Work at Victoria Underground station, which sees more passengers each year pass through its gates than Heathrow, continues to plan.

The ground stabilisation jet grouting was successfully completed with almost 2,200 jet grout columns constructed to stabilise the poor ground ahead of tunnelling. This is the first large-scale use of jet grouting for tunnel construction in the UK and the project has been shortlisted for the New Civil Engineer International tunnelling awards.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
351.3	604.6	677.4	72.8 ▼ 12.0%	Efficiency savings have resulted in forecast EFC significantly below authority. Following TfL Board approval for District & Circle platform works, power supply upgrades and ventilation works are included in the EFC.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Shaft 29 (Allington Street) complete	13-May-14	21-Oct-13	-	Complete	
Ground Treatment Complete	11-Nov-14	11-Sep-14	195	Complete	
North Ticket Hall Civils Complete	13-Mar-15	28-Nov-14	12	●	
North Ticket Hall, access to Vic Line, LFEP A Shaft (Sectional Completion S1) - DIS (Annex B:2016)	23-Oct-16	09-Jan-17	-9	▲	Development of mitigation actions and schedule re-sequencing to recover to target is underway.
South Ticket Hall and remainder of VSU works (Sectional completion S4) - DIS (Annex B:2018)	04-Jun-18	17-Oct-17	29	●	



Bank station capacity project delivers additional platform stairs and concourse capacity for Northern line platforms through the provision of a new southbound running tunnel, additional interchange capacity between lines and a new entrance on Cannon Street.

Milestone variance ●
Financial variance ●

Bank Station Capacity

A redevelopment of this critical interchange serving the financial centre of London is required to reduce congestion and improve journey times through the station. Step-free access to the Northern line is one of the large-scale improvements being delivered as part of this work.

The application for the Transport and Works Act Order (TWAO) for the scheme was successfully submitted to the Secretary of State for Transport on 9 September 2014, who will consider whether a public inquiry is to be held. To avoid any delay to the scheme, the detailed design is progressing together with other enabling works that do not require TWAO powers.

Programme financial forecast

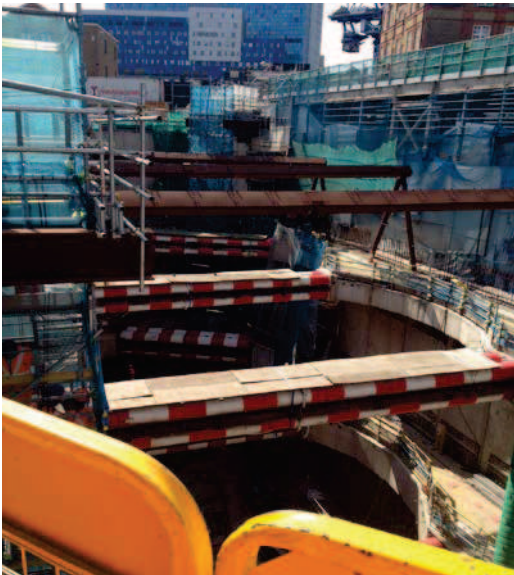
Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
105.5	562.9	177.5	-385.4 ▲-68.5%	Project is currently only partially authorised but EFC covers the whole project.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Submit for Transport & Works Act Order (TWAO)	27-Aug-14	14-Aug-14	26	Complete	
Completion of all designs to Compliance to specifications	23-Feb-16	23-Feb-16	-	●	
TWAO Grant of Powers	15-Jun-16	21-Apr-16	-	●	
Start on Site - Bank	16-Jun-16	21-Apr-16	-	●	
New Ticket Hall Open to Public	14-Sep-21	25-Aug-21	-	●	
Works to relieve station congestion on the Northern Line at Bank Complete (Annex B:2021)	31-Dec-21	31-Dec-21	-	●	

Year end spend forecast v budget (+/- £5m)

Project Name	Year end Forecast (£m)	Year budget (£m)	Variance £	Variance %	Variance Commentary
Bank Station Capacity	46	34	11	-33	Re-profiling of the contractor's (Dragados) costs as the Transport and Works Act Order works are brought forward.



Whitechapel Station, Durward Street shaft under construction.

This project provides LU support and infrastructure protection to the Crossrail Programme delivered by Crossrail Limited (CRL). The vast majority of the expenditure is reimbursed by CRL.

Milestone variance	●
Financial variance	●

Crossrail London Underground Works

The first Crossrail services between Liverpool Street and Shenfield will start in 2015, and will be managed by the MTR Corporation (Crossrail) Limited. Trains will begin running through the new core tunnel in 2018, and the whole network will be up and running in 2019, adding 10 per cent to London's rail-based public transport capacity. The LU delivered works include general enabling works as well as integrating Crossrail operations into existing facilities.

The temporary Station Supervisor's Office was bought into use at Liverpool Street. The technical design for the Stations Operations Room was approved by Crossrail and the ITT was issued for the test facility.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
218.5	301.0	249.3	-51.7 ▲-17.2%	The EFC exceeds current authority due to the inclusion of future uncommitted expenditure not yet instructed by a Crossrail purchase order. This includes business plan items of £13.9m (unapproved)

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
LU Support Complete for Crossrail Trial Running Stations (Central Section)	28-Feb-19	31-Dec-18	-	●	

Significant changes in EFC this quarter (more than two per cent)

Project Name	Project EFC (£m at Q2)	% change since Q1 2014/15	Variance Commentary
Crossrail (LU)	301	6	New scope for the Crossrail Ticketing machines and tackling Tidemark issues between Crossrail and LU stations £13.9m arising from Business Plan prioritisation.



Baker Street to Bond Street tunnel lining works

The Baker Street to Bond Street tunnel lining project will remediate 215 meters of the concrete tunnel lining rings that are showing signs of deterioration on this section of the Jubilee line.

Milestone variance ●
 Financial variance ▲

Baker Street to Bond Street Tunnel Lining

Since physical works commenced, a total of 137 rings have been successfully installed out of the 359 rings that need to be replaced. 40 were replaced in Quarter two.

To further improve on the current safe systems of work in place, a bespoke Proximity Alert System was effectively trialled on the Segment Handling Plant to give an audible alarm when people enter the exclusion zone around the Plant. Full implementation of this system is planned during Quarter three.

The project has also been shortlisted in four categories of the International Tunnelling & Underground Space Awards 2014 which take place in December.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
23.1	35.7	34.4	-1.3 ▲-3.6%	Project is seeking savings to align EFC back to Authority

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Replace 100 No of Baker Street to Bond Street Tunnel Rings	28-Nov-14	28-Jun-14	125	Complete	This milestone was achieved ahead of schedule as the team has sought to improve productivity by negotiating additional closures and engineering trains. The Project is also improving productivity by incorporating an independent ring-build, a two stage ring-build and negotiating later return paths to increase access time during engineering hours.
Replace 150 No of Baker Street to Bond Street Tunnel rings	31-Mar-15	10-Oct-14	172	●	The 150 ring milestone is likely to be achieved early because of the continuing efforts to improve productivity by using the independent ring-builds and negotiation of additional closures. Milestone completed post quarter.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Complete tender evaluation with recommendation to Rail and Underground Board	27-Jun-14	21-May-14	-	Complete	
Award Main Design & Build contract	11-Aug-14	08-Aug-14	3	Complete	
Commence baseline monitoring	15-Sep-14	15-Sep-14	-	●	Milestone achieved post quarter.
Commence Detailed Design & Build Design	01-Dec-14	03-Nov-14	-	●	
Commence defect surveys	08-Dec-14	10-Nov-14	-	●	
Programme Manager accepts Construction Phase Plan	15-Dec-14	17-Nov-14	-	●	
Award Tunnel Boring machine contract	30-Jan-15	05-Dec-14	-	●	

Significant quarterly milestones movement

Milestone Description	Target Date	Q2 Forecast Date	Movement since last Qtr (Days)	Movement Commentary
Commence utility diversions (gas and electric) at Nine Elms	06/02/2015 ●	09-Aug-14	118	Completed ahead of schedule to meet the Land and Works Agreement to install a new gas supply for Covent Garden Market Association at Nine Elms.

Year end spend forecast v budget (+/- £5m)

Project Name	Year end Forecast (£m)	Year budget (£m)	Variance £	Variance %	Variance Commentary
Northern Line Extension	94	144	-50	35	EFC rephased to future years while contract negotiations were ongoing prior to contract award on 4 September.

Significant changes in EFC this quarter (more than two per cent)

Project Name	Project EFC (£m at Q2)	% change since Q1 2014/15	Variance Commentary
Northern Line Extension	983	-4	Savings on main Design & Build contract offset by target efficiency for the increased risk provision.



The Northern line upgrade programme involves the replacement of life-expired signalling assets that date back to the 1960s, with a brand new Automatic Train Control (ATC) signalling system. The programme also includes the replacement of some conductor rail and track.

Milestone variance ●
Financial variance ●

Northern Line Upgrade

Following the introduction of the new timetable which has provided an additional two trains per hour on the central branches during peak hours and three trains per hour during off peak services throughout the line, the programme continues working to achieve the 20 per cent uplift to capacity ahead of the December 2014 milestone.

Work includes track related activities such as rail grinding to remove defects, as well as software upgrades for the signalling systems and improvements to the axle-counters to enable the speed increase on key parts of the line to support the capacity improvement.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
274.8	383.2	464.4	81.2 ▼21.2%	An increase in the Gain Share on the Thales Target Price has further reduced the EFC.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
All Northern Migration Area (NMA) dirt clearance signed off for commissioning	10-Apr-14	07-Apr-14	-	Complete	
Ready for Operational Proving NMA6 (Edgware to Belsize Park)	09-Aug-14	30-May-14	-	Complete	
In Revenue Service NMA6 (Edgware to Belsize Park)	25-Aug-14	02-Jun-14	-	Complete	
Re-railing completed (All NMAs)	14-Dec-14	14-Dec-14	-	●	
Grinding work completed all NMAs	14-Dec-14	14-Dec-14	-	●	
Northern Line Upgrade complete, delivering 20% increase in capacity	31-Dec-14	31-Dec-14	-	●	



Northern line train before and after refurbishment

The programme will deliver mid life refurbishment of the 63 trains on the Jubilee line and 106 trains on the Northern line. The refurbishment will improve ambience and preserve fleet saloon condition to meet residual life and accessibility requirements.

Milestone variance ▲
Financial variance ●

Jubilee and Northern Line mid life Refurbishment

64 of 106 Northern line trains have now been refurbished, improving ambience, increasing accessibility and preserving performance of the fleet.

There are a further 63 trains on the Jubilee line that will also be refurbished, with the contract to carry out this work due to be let in February 2015.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
17.7	56.7	67	10.3 ▼18.2%	

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Complete fitment of 50 Northern line trains	30-Jul-14	27-Jun-14	3	Complete	
Northern line Complete fitment of 80 trains	30-Nov-14	30-Nov-14	-	●	
Award "key" contracts for Jubilee line rolling stock midlife fit out	28-Feb-15	28-Feb-15	-	●	
Close out of the Jubilee line rolling stock Transmission Based Train Control fit out project	30-Mar-15	30-Mar-15	-	●	
Northern line Complete fitment of 106 trains	28-Feb-15	03-Apr-15	-	▲	The current date predicting completion of 106 trains is early April 2015 and this does not impact revenue service. No mitigation is planned at this stage as further efficiencies are expected from the refurbishment of 80 to 90 trains.
Commencement of midlife fit out on Jubilee line trains	31-Mar-15	31-Jul-15	-123	■	Due to the later commencement of Northern line refurbishment there is an impact on commencing the fit out of Jubilee line trains. There is no impact on the revenue service anticipated at this time.

London Rail



Twin tracking works

This programme of works will address congestion on services between Therapia Lane and Wimbledon. Single track sections between Beddington Lane and Mitcham Junction will be twin tracked. An additional platform and new tram infrastructure at Wimbledon will be delivered, and four new trams will increase capacity.

Milestone variance ●
Financial variance ●

London Tramlink Wimbledon Line Enhancement

The twin tracking works between Beddington Lane and Mitcham Junction have commenced and are progressing well and the works planned for the weekend closure in September 2014 were successfully completed; focus is now on preparing for the nine day blockade at the end of October 2014.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
10.4	30.0	30.0	0.0 – 0.0%	

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Commencement of site works	22-Feb-15	22-Feb-15	-	●	

Year end spend forecast v budget (+/- £5m)

Project Name	Year end Forecast (£m)	Year budget (£m)	Variance £	Variance %	Variance Commentary
Wimbledon Line Enhancements	13	21	-8	39	The Project was re-baselined due to the late handover of the cleared site. The Power upgrade was reprogrammed as further scoping was required together with financial rephasing of milestone payments.



Aerial view of Silwood sidings

This project will upgrade the existing London Overground rolling stock to five carriages capable of selective door opening. The upgrade will include a number of infrastructure changes to depots and stabling, platforms, signalling and electrification.

Milestone variance ●

Financial variance ●

London Overground Capacity Improvement

The new sidings at Silwood opened in early September 2014 and are in full operation with 10 four car units being stabled overnight. Work also continues to prepare the facilities at the New Cross Gate and Willesden Depots for a five car train configuration. Along with adding a fifth carriage to increase space by 25 per cent, these improvements should ease congestion on our London Overground network

The platform extension at Canada Water station was completed and work started on a further eight stations along the North London line.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
96.2	174.7	174.7	0.0 – 0.0%	

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
First East London line 5 car unit in operation on the East London line	31-Dec-14	05-Nov-14	56	●	

Year end spend forecast v budget (+/- £5m)

Project Name	Year end Forecast (£m)	Year budget (£m)	Variance £	Variance %	Variance Commentary
Overground Capacity Improvement	77	97	-20	21	The forecast spend for 2014/15 has been reduced to reflect the movement of both power and risk budgets back into 2015/16.



Kensal Rise station site set up

The London Overground Stations Capacity Programme will expand capacity and relieve congestion during peak periods, by improving station access points, accessibility for passengers with reduced mobility, station ambience and reduce dwell times. Priority stations include; Kensal Rise, South Tottenham, Hackney and Crystal Palace.

Milestone variance ●

Financial variance ●

London Overground Stations Capacity Programme (LOSTAT)

As one of the stations identified for improvement, the old station building at South Tottenham has been demolished opening the site for construction of the new station entrance which should help relieve congestion, improve accessibility and enhance the customer experience. The Finchley Road and Frognal concept design package has been submitted to Network Rail for approval; modifications to these stations include the installation of lifts and footbridges to reduce dwell time and ease over crowding.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
4.1	33.5	29.3	-4.2 ▲ -12.5%	Approval not yet sought for remaining budget on the LOSTAT project.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Submit concept design package for Finchley Road & Frognal to Network Rail	15-Sep-14	15-Sep-14	-	Complete	

Crossrail



Bombardier class 345 rolling stock

The Crossrail route will pass through 40 stations from Reading and Heathrow in the west, through new twin-bore 21 km (13 miles) tunnels to Shenfield and Abbey Wood in the east.

When Crossrail opens it will increase London's rail-based transport network capacity by 10%, supporting regeneration and cutting journey times across the city. Crossrail services are due to commence through central London in 2018.

Milestone variance ●

Financial variance ■

CRL

At the end of Quarter two Crossrail remains on time and within the funding envelope of £14.8bn with cost performance and schedule performance holding steady over the quarter.

At the end of July TfL awarded the £1.4bn contract to operate Crossrail services to MTR Corporation (Crossrail) Limited. The contract will be for eight years with an option to extend to 10 years. MTR will start running the services between Liverpool and Shenfield from 31 May 2015, taking over the existing stopping services and initially using the current trains.

On 9 September, CRL announced that it will award the contract for the fit-out of Woolwich station to Balfour Beatty Group Limited. The £70m contract also covers the fit-out of the two portals at North Woolwich and Plumstead at either end of the Thames Tunnel where Crossrail trains will surface. Work will begin later in September and the new station will open in 2018, when up to 12 trains an hour will link Woolwich with Canary Wharf, central London and Heathrow.



On 23 September, CRL announced that the c. £28m contract for the provision of platform screen doors has been awarded to Knorr-Bremse Rail Systems (UK) Limited. The contract covers the installation of full-height platform screen doors at Paddington, Bond Street, Tottenham Court Road, Farringdon, Liverpool Street, Whitechapel, Canary Wharf and Woolwich Crossrail stations.

Crossrail anchor milestones forecast

Anchor Milestones 2014/2015	MCSO6 Baseline Early Date	MCSO6 Baseline Late Date	Actual / Forecast	RAG	Commentary
Achieved					
C350 – Pudding Mill Lane - Handover of DLR station after Easter possession to DLR	23-Apr-14	23-Apr-14	18-Apr-14	Complete	
C435-Farringdon Eastern Ticket Hall top down construction to Level -4	31-May-14	22-Jun-14	06-Jun-14	Complete	
Network Rail – Stockley Flyover 50% complete	31-Dec-14	31-Dec-14	30-Jun-14	Complete	
C300 - Handover both eastbound and westbound running tunnels in Paddington Box zone	15-Jul-14	16-Jul-14	01-Jul-14	Complete	
C310 - Thames Tunnel – dismantle and remove eastbound TBM	25-Jul-14	05-Dec-14	11-Jul-14	Complete	
C405 - Paddington station - complete concourse slab	06-Oct-14	27-Oct-14	14-Jul-14	Complete	
TfL - Crossrail Train Operating Concession contract award	28-Nov-14	20-Apr-15	30-Jul-14	Complete	
C512 – Whitechapel – handover Durward Street Shaft to C510 station tunnels	14-Aug-14	14-Aug-14	12-Aug-14	Complete	
C631 - Execute contract for Platform Screen Doors	01-Aug-14	21-Nov-14	23-Sep-14	Complete	
Scheduled					
C620 - Complete ERTMS level 3 migration plan	29-Sep-14	30-Dec-14	29-Sep-14	●	Achieved post quarter.
C310 – Enable access for C610 systemwide contractors at Plumstead	29-Sep-14	28-Aug-15	10-Oct-14	●	Achieved post quarter.
Network Rail - Stage B1 Abbey Wood Interim Station Complete	04-Jan-15	25-Jan-15	27-Oct-14	●	
C501 - Liverpool Street - Moorgate Shaft excavation complete and provide access to C510 station tunnels	28-Nov-14	30-Nov-14	28-Nov-14	●	
C512 – Whitechapel - Complete Phase I Durward Street Shaft / Handover to C510 station tunnels for escalator installation	06-Jan-15	31-Mar-15	20-Jan-15	●	
ENG - Complete all Interim Design Overviews	30-Jan-15	31-Mar-15	11-Mar-15	▲	
TBM tunnels 100% complete	31-Mar-15	14-Apr-15	29-Mar-15	●	

MCSO6 – Crossrail Master Control Schedule version 6 RAG Key

Less than 30% of float remaining	●
Less than 70% of float remaining	▲
Greater than or equal to 70% of float remaining	■

*Float is calculated as the difference between the Baseline Early Date and the Baseline Late Date

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Surface Transport

Investing in assets

This £1.8bn portfolio will bring our assets up to a good state of repair. This will help maintain and in some cases improve network performance, increase customer satisfaction and minimise whole life costs. The key programmes it contains are the Structures and Tunnels Investment Programme, which includes Hammersmith Flyover strengthening and Transport for London Road Network (TLRN) capital renewals.



Installation of a concrete anchor block onto the flyover

The A4 Hammersmith Flyover Phase 2 works involve strengthening the whole structure, renewal of the deck waterproofing, modification and renewal of the drainage system and replacement of the bearings and expansion joints.

Milestone variance ■

Financial variance ▲

Hammersmith Flyover Strengthening

Project costs have increased significantly due to realisation of a number of key risks and issues.

The additional strengthening of the bearing pit walls and bases to rectify the poor condition of the existing concrete has continued. This is required before the structure can be lifted to replace the life expired bearings, which are located at the base of the 15 piers. The main post tensioning works have started, with the installation of 43 of the 192 anchor blocks from which the strengthening cables will be tensioned.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
43.7	93.0	76.8	-16.2▲ -17.4%	Due to the realisation of a number of key foreseen project risks and unforeseen issues, an increase in EFC of £16.2m (to a total of £93.0m) is required. A request to fund this from the transfer of centrally held management contingency will be made at a forthcoming F&PC meeting.

Programme milestones forecast

Milestone	Current Plan Date	Actual/ Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Central reservation works completed	10-Jul-14	10-Jun-14	-	Complete	
Bearing installation completed	31-Dec-14	30-Jul-15	-211	■	Due to risks being realised, this milestone has been substantially delayed. The bearing replacement works have been resequenced to mitigate delays to the finish on site milestone, which remains on target though will be challenging.*
Finish on site completed	30-Aug-15	30-Aug-15	-	●	
Project close completed	27-Nov-16	27-Nov-16	-	●	

Significantly late milestones

Milestone Description	Target Date	Milestone Bud Var (Days)	Variance Commentary
Bearing installation completed	31-Dec-14	-211	*As above.

EFC exceeds authority (more than 2.5 per cent)

Project Name	RAG	% over	£m	Variance Commentary
Hammersmith Flyover Strengthening	▲	21	16	As per programme financial forecast commentary.

Significant changes in EFC this quarter (more than two per cent)

Project Name	Project EFC (£m at Q2)	% change since Q1 2014/15	Variance Commentary
Hammersmith Flyover Strengthening	93	21	As per programme financial forecast commentary.

Year end spend forecast v budget (+/- £5m)

Project Name	Year end Forecast (£m)	Year budget (£m)	Variance £	Variance %	Variance Commentary
Hammersmith Flyover Strengthening	58	46	12	-26	*As above.



A406 five lanes Eastbound at High Road Bridge

Capital Renewals maintain the physical infrastructure of the TLRN in a state of good repair, including carriageways, footways, structures, tunnels, lighting, drainage, green estate and street furniture. The programme consists of activities that lengthen the life of an asset either by repair or renewal.

Milestone variance ●
 Financial variance ●

Transport for London Road Network (TLRN) Capital Renewal Programme

Delivery in Quarter two was ramped-up to deal with below forecast delivery in quarter one. Good progress has been made on carriageway, lighting and structures, with carriageway resurfacing almost back to forecast after being 70,000m² down in quarter one. Quarter two included 36,000m² of resurfacing on the A406, shown above. Footway delivery is behind forecast due to slower than anticipated turnaround of designs and more stringent network access requirements – the programme has been re-profiled and targets will be achieved.

A number of factors, including slower than forecast contractor delivery and road space availability, have contributed to a more back-ended programme than intended, or indeed last year. In 2013/14 quarter four circa £2m of carriageway works that were ready-to-go in 2014/15 quarter one were brought forward to 2013/14 quarter four to make use of additional DfT funding and the necessary re-profiling was slow. Caution is advised on the certainty of achievement of full year targets given the road space required to deliver the remaining works.

As this is a rolling programme, it is being reprofiled over a two to three year horizon and process improvements are in place to reduce lead in time.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
16.4	57.7	58.8	1.1 ▼ 1.9%	

Programme volume delivery

Output	Unit	Annual Target	YTD Actual	YTD Forecast	Commentary
Carriageway resurfacing	m2	560,000	181,380	207,054	32% of annual target achieved.
Footway resurfacing	m2	55,370	10,702	33,540	19% of annual target achieved. A slower than anticipated turnaround of designs and more stringent lane rental, permitting, and environmental requirements have impacted delivery. Full year target will be achieved.
Lighting columns	Nr.	1,000	323	927	32% of annual target achieved.
Luminaires renewed	Nr.	1,900	1,039	1,649	55% of annual target achieved.
Vehicle restraint barriers	km	13	3	7	23% of annual target achieved.
Bridges repaired	Nr.	37	9	0	24% of annual target achieved
Pumping station upgrades	Nr.	12	5	1	42% of annual target achieved.

Major Highways Enhancements

This is a £600m portfolio to transform London's streets and deliver recommendations from the Mayor's Roads Task Force. It will deliver major projects to improve the road network for all road users and support developments in key opportunity areas. In addition to Elephant & Castle Northern Roundabout, projects include Wandsworth Gyrotory removal and Vauxhall Cross, which are at early stages of development.



Elephant and Castle final artist's impression of the proposed northern roundabout

Elephant & Castle Northern Roundabout project is part of the Roads Task Force initiative to improve the poor performance of the roundabout. It will address safety issues, provide enhanced pedestrian and cycle facilities along with high quality urban realm, making Elephant & Castle a place not a traffic island.

Milestone variance ●

Financial variance ●

Elephant & Castle Northern Roundabout

Concept design has been completed reflecting changes from consultation responses and traffic modelling. Urban realm consultation has commenced with stakeholder workshops and a full public consultation will commence in November 2014. A London Highways Alliance Contract (LoHAC) contractor has been appointed to carry out advanced works and a preliminary design which will progress to detailed design.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC (£m)	Authority (£m)	Variance to Authority	Commentary
0.7	24.4	1.0	-23.4 ▲ -95.9%	Further authority will be sought in December 2014 to allow the award of the main construction contract.

Significant changes in EFC this quarter (more than two per cent)

Project Name	Project EFC (£m at Q2)	% change since Q1 2014/15	Variance Commentary
Elephant and Castle Northern Roundabout	24	-6	Utility diversion costs have been agreed at a significantly lower cost. The project delivery phase has been brought forward, reducing the EFC by £1.5m.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Public consultation on urban realm proposals	07-Jul-14	07-Jul-14	-	Complete	
Completion of concept design	30-Sep-14	23-Sep-14	7	Complete	
Completion of detailed design	17-Mar-15	17-Mar-15	0	●	
Commencement of main works	11-Apr-16	13-Apr-15	364	●	Delivery brought forward following meeting with LU regarding advance work for the Northern Line ticket hall upgrade, which will no longer significantly impact the highway works.
Completion of main works	02-Jun-17	01-Apr-16	427	●	
Completion of construction stage	26-Sep-17	22-Jul-16	431	●	
Project close	18-Jan-18	18-Jan-18	0	●	

Significant quarterly milestones movement

Milestone Description	Target Date	Q2 Forecast Date	Movement since last Qtr (Days)	Movement Commentary
Commencement of main works	11/04/2016 ●	13-Apr-15	364	Delivery brought forward following meeting with LU regarding advance work for the Northern Line ticket hall upgrade, which will no longer significantly impact the highway works.
Completion of main works	02/06/2017 ●	01-Apr-16	427	
Completion of construction stage	26/09/2017 ●	22-Jul-16	431	

Cycling

This £913m portfolio is delivering the Mayor's 'Vision for Cycling' which will transform conditions for cyclists and enable a 400 per cent increase in cycling compared to 2001 levels. It contains a balanced portfolio of TfL delivered infrastructure enhancements on the TLRN, such as Cycle Superhighways and Better Junctions, infrastructure delivered by the London Boroughs such as the Central London Grid and Quietways, and non-infrastructure measures such as the continued operation of the Barclays Cycle Hire scheme.



Better Junctions will provide better cycling and walking facilities, and urban realm improvements at 33 high-profile junctions. Outdated gyratory junctions will be removed and new traffic control technology introduced to improve safety for vulnerable road users facilitating a modal shift to cycling.

Milestone variance ●
Financial variance ●

Better Junctions core programme

There are 33 Better Junctions locations which will be significantly improved to make them safer and less threatening for cyclists. Where these locations are on planned Cycle Superhighways, these improvements will be delivered through the Cycle Superhighways programme. Where locations coincide with other major projects or provide opportunity for wider transformational change, these improvements will be delivered as part of standalone major projects (eg Elephant & Castle Northern Roundabout). Therefore, the Better Junctions core programme covers the 16 locations which will not be improved by Cycle Superhighways or standalone major projects.

Public consultation on the Oval Scheme has completed and construction will start in December 2014. Concept designs for Old Street, Stockwell and Archway are progressing with public consultation planned to commence in quarter three. A feasibility design is being carried out for improvements at Westminster Bridge southern roundabout which will link to Cycle Superhighways East-West. Options to improve cycling routes at Tower Gateway are also being investigated.

Feasibility work completed to date at Marble Arch, Old Street and Nags Head gyratories has indicated the potential to also deliver wider transformational changes. If confirmed, these will be separated into standalone major projects and the budgets transferred accordingly.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
13.7	95.0	28.4	-66.6 ▲ -70.1%	Further project authority will be sought as each project progresses.

Programme milestones forecast

Milestone	Current Plan Date	Actual/ Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Start on site commenced – Oval	15-Dec-14	08-Dec-14	-	●	
Consultation and concept design complete – Archway	15-Dec-14	15-Dec-14	16	●	
Complete reviews of 8 original Better Junctions	31-Dec-14	31-Dec-14	-	●	
Complete reviews of 9 original Better Junctions	31-Dec-15	31-Dec-15	-	●	



Proposed Cycle Superhighways East-West at Parliament Square

Cycle Superhighways will deliver cycle routes 1, 2, 4, 5, 11, East-West, North-South; extensions to Routes 2 & 5 and upgrades to Routes 2, 3, 7 & 8. This will provide a safe, fast, direct, continuous and comfortable way of getting into and across central London by bicycle.

Milestone variance ■

Financial variance ●

Cycle Superhighways

Work continues to deliver radial cycle commuter routes from outer to central London.

Delays to the start and extensions to the close of public consultations are compressing the construction schedule for key routes due for delivery by May 2016.

Public consultation for Cycle Superhighway Route 5 Inner completed on 14 September, with construction planned to start in April 2015. Public consultation on the Cycle Superhighways East-West and North-South started on 3 September 2014 and will close on 9 November 2014, consultation on Cycle Superhighway Route 2 Upgrade started on 23 September and closes on 2 November 2014; subject to the outcome of the consultation, construction is planned to start in early 2015 on these routes. Public consultation on Cycle Superhighway Route 1 is due to start in December 2014.

The detailed design on Cycle Superhighways East-West, North-South, Route 1, Route 5 Inner and Route 2 Upgrade continues, and will take full account of the findings of the public consultation, when each consultation closes. Construction workshops are planned with key stakeholders to inform the costs, schedule and phasing of the works in 2015 and 2016, subject to consultation findings.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
44.1	121.3	66.6	-145.7▲ -68.6%	The current authority reflects works underway and being designed. Further authority will be sought to enable construction.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
CS2 (Ext.) Completion of construction	01-Jul-14	13-Jul-14	-	Complete	
NS Start of detailed design	01-Sep-14	01-May-14	-	Complete	Detailed design process will be ongoing to take full account of findings from public consultations.
EW Start of detailed design	01-Sep-14	30-May-14	-	Complete	
CS2U Start of detailed design	01-Sep-14	30-Jun-14	-	Complete	
CS1 Start of detailed design	01-Sep-14	25-Jul-14	-	Complete	
CS4 Start of detailed design	01-Sep-14	01-Dec-15	-	■	The programme has been rebaselined following agreement with the sponsor and Cycling Commissioner.
CS11 Start of detailed design	02-Mar-15	02-Mar-15	-56	●	
CS3, 7 & 8 Upgrades - start of detailed design	02-Mar-15	02-Mar-15	-182	●	
CS5 (Ext.) Start of detailed design	01-Mar-17	01-Mar-17	-	●	

Significant quarterly milestones movement

Milestone Description	Target Date	Q2 Forecast Date	Movement since last Qtr (Days)	Movement Commentary
CS3, 7 & 8 Upgrades - start of detailed design	02-Mar-15	02-Mar-15	-182	The programme has been rebaselined following agreement with the sponsor and Cycling Commissioner.



Computer generated image of a potential Mini-Holland scheme

Three Boroughs – Enfield, Kingston and Waltham Forest – have been selected for full mini-Holland status. The aim is to move significant numbers of suburban car journeys, which are often short and highly cyclable, on to the bike.

Milestone variance ●
Financial variance ●

Cycling Mini Hollands

Business cases have now been received from Kingston and Waltham Forest. LB Enfield officers have requested a four week extension. A TfL PMO review of the Mini-Holland programme is currently underway and a programme-level business case is being prepared.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
0.8	100.0	2.4	-97.6▲ -97.6%	An authority paper will be submitted to the November Surface Board to request additional project authority for design and delivery of the first tranche of schemes in each Borough.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Delivery programme confirmed	30-Jun-14	13-Jun-14	-	Complete	
Business cases submitted to Surface Board for each borough	31-Oct-14	18-Nov-14	-	▲	Due to a four week extension requested by LB Enfield officers.



2016 Central London Grid

The Grid will deliver a network of well connected, safe cycle routes across central London. The routes are predominately on quieter, low-trafficked roads with limited infrastructure which link to the major routes, such as the East-West and North-South Cycle Superhighways.

Milestone variance ●
Financial variance ●

Central London Cycling Grid

The Grid network will be made up of Cycle Superhighways and “Quietway” routes. Cycle Superhighways are characterised by heavier infrastructure and tend to be high capacity cycle routes on major roads. The Quietway elements of the Grid typically feature more limited infrastructure on specially selected quiet, low-trafficked streets. These links will be delivered by the relevant managing authorities: the inner London Boroughs, the Royal Parks and Canal River Trust, plus TfL where Quietways intersect with TLRN. These new routes will build on the existing cycle network shown on the TfL London Cycle Guides.

Of the c.200km Grid network consulted on in December 2013, 85km has been prioritised for delivery by 2016. The prioritised routes are those which best support demand, provide a good network density, meet the key principles of level of service and directness, and deliverability criteria. Project authority has been secured for the first wave of delivery, and TfL is working closely with the eleven Delivery Partners to agree scope, and monitor and control progress against quality and cost parameters.

Scheme specifications and cost estimates will be reviewed by TfL when preliminary designs are complete, to allow benchmarking and value engineering. Construction will be undertaken using the LoHAC framework contractors or by the Delivery Partner’s own selected contractors. Whilst each scheme within the Grid will be unique and appropriate to the location in question, steps are being taken to ensure a consistent and integrated approach to the design and signage across the Grid. TfL has a key coordinating role to ensure the network is cohesive throughout on-highway and off-highway sections, and through borough boundaries. A branding and wayfinding strategy is being developed and will be applied across the Grid. This will provide cyclists with uniform and consistent information via new road markings and signposts, ensuring routes are clearly visible and intuitive.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
1.3	54.5	16.7	-37.8▲ -69.4%	Authority approved to begin Phase 2 design and construction and the design for Phase 3 future works. Further authority will be sought as the programme progresses.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Construction started of Phase 1 quick win schemes	01-Jul-14	01-Apr-14	-	Complete	
Phase 1 delivery completion	31-Dec-14	31-Dec-14		●	
Phase 2 first designs complete	01-Oct-14	01-Oct-14		●	(Achieved post quarter two.)
Phase 2 approval to commence construction	01-Oct-14	01-Oct-14		●	(Achieved post quarter two on 24 September.)
Phase 2 delivery completion	01-Dec-15	01-Dec-15		●	
Phase 3 design completion	15-Jun-15	15-Jun-15		●	
Phase 3 approval to commence construction	30-May-15	30-May-15		●	
Phase 3 delivery commencement	15-Oct-15	15-Oct-15		●	
Phase 3 delivery completion	31-Dec-16	31-Dec-16		●	



Example of Quietways type intervention in the London Borough of Enfield

The Quietways programme will deliver a pan-London network of high-quality, well-signed cycle routes on low-traffic back streets and off-street sections designed to overcome the most important barriers to cycling and targeted at less confident cyclists and those who prefer a more relaxed journey.

Milestone variance ●

Financial variance ●

Cycling Quietways

Route Delivery Plans for the first two Quietways (Waterloo to Greenwich and Bloomsbury to Walthamstow) are complete and design is in progress. Designs have been received and reviewed from the London Boroughs of Hackney, Lambeth, Camden and Islington, Southwark, Lewisham, Greenwich and Waltham Forest. These routes are due to launch in spring 2015. The Quietways wayfinding system, toolkit and design guidance is in development and TfL is due to share proposals with Delivery Partners in October and November 2014. Route Delivery Plans for the next five routes have been completed for delivery by May 2016. An authority paper was submitted to the September Surface Board for an additional £13.76m of project authority to deliver the first two routes, design the next five routes, and prepare Route Delivery Plans for the next tranche. This will include delivery of a further 15 Quietways and five discrete major interventions to break down the barriers to cycling (This authority paper was approved post Quarter two).

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC (£m)	Authority (£m)	Variance to Authority	Commentary
0.7	121.7	0.9	-120.8 ▲-99.3%	An authority paper was submitted to the September Surface Board for an additional £13.76m (and approved post quarter end).

Significant changes in EFC this quarter (more than two per cent)

Project Name	Project EFC (£m at Q2)	% change since Q1 2014/15	Variance Commentary
Cycling Quietways	122	6	Increase of £7m EFC due to transfer of the infrastructure component of Cycle to School Partnerships into Quietways. Consistency across both outcome and activity supports a combined delivery programme.

Programme milestones forecast

Milestone	Current Plan Date	Actual/ Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Construction started of first Quietway Route	01-Sep-14	17-Nov-14	-	▲	Delayed following consultation with the Boroughs. The schedule for delivery has been refined as the route alignment took longer than planned to agree, which in turn delayed the start the detailed design of the route and resources constraints within the boroughs needed to be taken into account.
Detailed design of QW Waterloo to Greenwich completed	01-Jun-14	31-Oct-14	-	■	Delayed following consultation with the Boroughs. The schedule for delivery has been refined as the route alignment took longer than planned to agree, which in turn delayed the start the detailed design of the routes.
Detailed design of QW Bloomsbury to Walthamstow completed	01-Jul-14	31-Oct-14	-	■	
Completion of the 8 Route Delivery Plans	30-Sep-14	30-Sep-14	-	●	The Project Authority paper sought to clarify that when the milestone was set between 6 and 8 Routes were under consideration, it is now confirmed as 7.
OJEU contract awarded	01-Oct-14	15-Oct-14	-14	▲	Additional financial clarifications were requested as required by OJEU process.

Significantly late milestones

Milestone Description	Target Date	Milestone Bud Var (Days)	Variance Commentary
Detailed design of QW Waterloo to Greenwich completed	01-Jun-14	-152	The schedule for delivery has been refined following agreement of the route alignment. Programme to be re base lined as part of next authority submission. The schedule for delivery has been refined following agreement of the route alignment. Programme to be re base lined as part of next authority submission.
Detailed design of QW Bloomsbury to Walthamstow completed	01-Jul-14	-122	

Road Safety Investment

This £260m portfolio will improve the safety of London’s roads and achieve the Mayor’s target of a 40 per cent reduction in the number of people killed and seriously injured by 2020 (from a 2005-09 baseline). This includes the safety camera replacement programme, road safety engineering schemes on the TLRN and educational campaigns.



New digital safety cameras on the A41 in Barnet

The Safety Camera Replacement programme will replace existing wet film speed and red light safety cameras with digital cameras. This will improve efficiency and enhance the safety benefits they have provided to date.

Milestone variance ▲
 Financial variance ●

Safety Camera Replacement Programme

The main objective of this programme is to maintain the existing road safety benefits currently realised by wet film cameras. Research shows that cameras can help to reduce the number of people killed or seriously injured (KSI) by as much as 58 per cent. These new cameras can also enforce against vehicles breaking the speed limit while going through green traffic lights, helping to further improve safety at junctions. By the end of quarter two, 50 of 248 red light cameras have been replaced, with a plan to replace the remaining cameras by October 2016.

Next quarter will see the start of upgrades to the Capital’s 349 wet film speed cameras with spot speed digital cameras. These new digital cameras can monitor speed in both directions when located on the central reserve, providing a wider enforcement area. In addition, there are four trial locations of average speed cameras on the A40, A406, A316 and A2. These cameras should help to further reduce the number of KSIs on these roads.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
4.0	36.6	36.6	0.0 – 0.0%	

Programme milestones forecast

Milestone	Current Plan Date	Actual/ Forecast Date	Movement since last quarter (Days)	RAG	Commentary
All installation contracts awarded	26-Jun-13	15-Jul-14	0	Complete	
Red light speed camera installation started	16-Jun-14	19-May-14	28	Complete	
Average speed camera installation started	15-Oct-14	15-Oct-14	-	●	(Completed post quarter two.)
Spot speed camera installation started	15-Oct-14	15-Oct-14	-	●	
Project close approved at Surface Board	31-Mar-17	31-Mar-17		●	

Significant quarterly milestones movement

Milestone Description	Target Date	Q2 Forecast Date	Movement since last Qtr (Days)	Movement Commentary
Project close approved at Surface Board	31-Mar-17 ■	31-Mar-17	-101	Extension of lots 1 and 3 standstill period followed a request for information from an unsuccessful bidder in relation to a possible legal challenge over the contract award decision, which delayed issuing the contract for signature by 5 weeks. In addition, the original project close milestone target has been realigned to include a more realistic timetable to complete the necessary governance process following the physical completion milestone.

Keeping London moving

This £400m portfolio is designed to maximise the performance of the road network, mitigate the impacts of road space reallocation and accommodate London's growth. This will be delivered through an expansion of SCOOT traffic signal technology as well as bus priority and intelligent traffic systems programmes which are at earlier stages of development.



Magnetometer used as part of SCOOT installation

The Road Space Management Split Cycle Offset Optimisation Technique (SCOOT) programme is enabling new technology on London's traffic signals. At completion, 75% of London's traffic signals will be upgraded with this technology.

Milestone variance ▲

Financial variance ●

Road Space Management SCOOT

The overall programme to deliver SCOOT technology to 1,500 traffic signal sites is on track following the delivery of 200 enabled sites 6 days ahead of the milestone of 30 September 2014.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
7.4	57.1	21.1	-36.0 ▲ -63.0%	Authority is less than EFC as the authority is being released in tranches. Full authority will be sought in January 2015 ready for the next tranche of work to begin in financial year 2015/16.

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
200 sites commissioned	31-Mar-14	11-Jul-14		Complete	
Enabling completed for 200 sites	30-Sep-14	30-Sep-14		Complete	(Completed post quarter two.)
Designs completed for 600 sites (cumulative)	31-Dec-14	31-Dec-14		●	
Snagging and paperwork completed for 80% of sites commissioned	31-Mar-15	31-Mar-15		●	
600 sites commissioned (cumulative)	31-Mar-15	28-Jun-15	-89	▲	Interim milestone of 537 sites commissioned by 31/03/15 has been agreed by Surface Directors.*
Enabling completed for 1500 sites (cumulative) (Annex B: 2018)	30-Sep-18	30-Sep-18		●	

Significant quarterly milestones movement

Milestone Description	Target Date	Q2 Forecast Date	Movement since last Qtr (Days)	Movement Commentary
600 sites commissioned (cumulative)	31 Mar-15 ▲	28-Jun-15	-89	*As above.

Significantly late milestones

Milestone Description	Target Date	Milestone Bud Var (Days)	Variance Commentary
600 sites commissioned (cumulative)	31 Mar-15	-89	*As above.

Service operations & environment

This portfolio directly supports Surface Transport service delivery through contract re-lets, business transformation and delivery of operational infrastructure. It also delivers improvements to air quality and the natural environment, reducing CO2 and noxious emissions and the impacts of noise.



Congestion Charging signage

The London Road User Charging (LRUC) and Traffic Enforcement Notice Processing project will re-let the LRUC contracts consolidating and simplifying the services after the expiry of current contracts as well as extend the current contract to enable alignment of the service contracts.

Milestone variance ●

Financial variance ●

London Road User Charging (LRUC) and Traffic Enforcement Notice Processing (TENP) Contract re-let Project

System development is progressing and system integration testing is due to commence in November 2014. However, the contractor Capita has reported concerns about its ability to meet one of the key 'Development Complete' milestones in March 2015. TfL is working with Capita to determine the extent of the slippage and agree action to be taken to mitigate the impact.* The successful delivery of service transition remains on track, with the TENP services due to go-live on 22 June 2015, and the LRUC services on 1 November 2015. In the interim, Capita has realised an opportunity to novate the existing contract with IBM to themselves which occurred on 6 September 2014. This now allows Capita early access to LRUC data, staff, systems and processes ahead of the planned service transition on 1 November 2015. It is anticipated that this opportunity will help Capita de-risk key LRUC transition activities such as data migration, staff training and cut-over planning.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
21.7	72.2	77.0	4.8 ▼ 6.6%	

Programme milestones forecast

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
System design complete - CC & Low Emission Zone (LEZ) (Lot 1)	30-Jun-14	12-Jun-14	18	Complete	
Application deployed in system test environment	15-Aug-14	15-Aug-14	-	●	(Completed post quarter two.)

Milestone	Current Plan Date	Actual/Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Service system in pre-production	15-Nov-14	15-Nov-14	-	●	
Traffic Enforcement Notice Processing system development complete	30-Mar-15	30-Mar-15	-	●	
Traffic Enforcement Notice Processing go-live	22-Jun-15	22-Jun-15	-	●	
LRUC service proving complete	30-Sep-15	30-Sep-15	-	●	*At risk (see commentary above).
Business Operations service go-live	01-Nov-15	01-Nov-15	-	●	
Enforcement Operations service go-live	01-Nov-15	01-Nov-15	-	●	



New Routemaster beside Tower Bridge

New Routemaster (NRM) will deliver 600 New Routemaster buses by the end of April 2016. They will be built by Wrightbus in Ballymena to the same generic design as the prototypes that were introduced onto route 38 in February 2012.

Milestone variance ●
Financial variance ●

New Routemaster

Route 8, the eighth route launched successfully on 28 June. There are currently 260 NRMs vehicles deployed in Central London following the conversions of routes 8, 9, 10, 11, 24, 38, 148 and 390. By the end of 2014, TfL expects 45 NRMs will have the new ultra-low-emission Euro VI engine, which is expected to cut oxides of nitrogen.

TfL has awarded the new contract for route 55/N55, which starts in February 2015, to Stagecoach. The number of NRM buses rolled out for service will pass the 300 mark by mid-point of the programme when Route 453 from Marylebone Station to Deptford Bridge converts in October 2014. The tenth route is on course for conversion in December 2014.

A request to increase programme scope by 200 NRMs as part of the existing contract has been requested by the Commissioner. This change to the original scope was approved post Quarter two at the TfL Board in November.

Programme financial forecast

Spend to end Quarter 2, 2014/15 (£m)	EFC £m	Authority £m	Variance to Authority	Commentary
110.3	285.5	219.9	-65.6 ▲-23.0%	EFC has increased from £220.0m at Q1 for 200 additional NRMs.

Programme milestones forecast

Milestone	Current Plan Date	Actual/ Forecast Date	Movement since last quarter (Days)	RAG	Commentary
Conversion of tenth route	31-Dec-14	31-Dec-14	-	●	
Build completion of vehicle no. 450	30-Jun-15	30-Jun-15	-	●	The dates for the deliveries of buses will be revised if request to F&PC for £70.9m is granted.
Delivery of 600 buses into service	30-Apr-16	30-Apr-16	-	●	

EFC exceeds authority (more than 2.5 per cent)

Project Name	RAG	% over	£m	Variance Commentary
New Routemaster	■	30	66	EFC has increased from £220.0m at Q1 for 200 additional NRMs. A request for £70.9m additional project authority is being submitted to F&PC in October and TfL Board in November.

Significant changes in EFC this quarter (more than two per cent)

Project Name	Project EFC (£m at Q2)	% change since Q1 2014/15	Variance Commentary
New Routemaster	286	30	EFC increased by £70.9m in Q2 forecast for 200 additional NRM's. Risk of £4.1m released at Q2. Route 137 (40 buses) will be Euro V, not Euro VI engines.



Financial Performance

Photo: Tottenham Court Road station ticket hall concourse flooring installation

Financial performance

1.1 TfL's investment programme continues to perform well. Year-to-date investment expenditure is £75m under Budget, a variance of less than eight per cent. Over the full year, expenditure is now forecast to be almost exactly inline with Budget, with a variance of less than £3m.

Table 1: Investment programme financials as of Quarter 2, 2014/15

TfL group (£m)	Year to date		Full year 2014/15			
	Actual	Variance to Budget	Quarter 2 forecast	Variance to Quarter 2 forecast	Variance to Budget	
London Underground	(707)	50 ▲	(1,542)	88	63 ▲	4%
London Rail	(87)	31 ▲	(232)	0	21 ▲	8%
Surface Transport	(223)	(8) ▼	(624)	(29)	(31) ▼	5%
Corporate directorates	(55)	2 ▲	(165)	(11)	(56) ▼	51%
Total TfL investment	(1,072)	75 ▲	(2,563)	49	(3) ▼	0%

1.2 In the year to date, TfL is £75m under Budget due to a combination of: acceleration of £34m expenditure, where work has been brought forward from later this year and future years; net change in project scope of £46m; £241m of rephasing to later this year and future years – this represents a timing difference in expenditure – and the release of £100m of overprogramming to partly offset project rephasing.

Table 2: Investment programme causal analysis, Year to date variance to Budget, 2014/15

TfL group (£m)	Year to date variance to Budget
Acceleration	(34) ▼
Change in scope	(46) ▼
Inflation	2 ▲
Rephasing	241 ▲
Savings and efficiencies	2 ▲
Release of overprogramming and contingency	(100) ▼
Other	10 ▲
Total	75 ▲

1.3 London Underground investment expenditure is £50m lower than Budget in the year to date, due to:

- £30m under Budget on the Sub-Surface Rail upgrades (SUP) due to a combination of slippage on the ATC programme pending the contract re-let and accelerated delivery of new trains into the 2013/14 financial year, Offset slightly by increased costs on Depots.
- Infrastructure renewals are £24m lower than Budget, mainly due to £24m of rephasing of the rail grinding project and Deep Track Renewal (DTR) Renewals. £14m of Civils and Earth Structure and JNP Track works have been re-phased, and the latter being due to a combination of Ballasted Track Renewal (BTR) rephasing and the removal of Point & Crossing Renewals and drainage works from the delivery plan. Additionally £2m of Backup Control centre works have been rephased due to the impact of ATC re-let. This was partially offset by £17m for additional project scope – which was approved following the 2014/15 Budget – including the Rolling Contact Fatigue project, a new plant management strategy
- Station upgrades, Crossrail and third-party works are £17m lower than Budget due to £11m of rephasing of the Bank congestion relief project, £5m of re-phasing into next year on the Victoria station upgrade due to Jet Grouting delays and the Power Control Room strike, and £4m of tunnelling contractor design delays at Vauxhall station which are anticipated to recover this financial year. This was partly offset by £11m higher than expected expenditure on Bond Street mainly due to £8m rephasing resulting from contract renegotiation
- Legacy Train Systems are £9m lower than Budget, a result of rephasing of Automated Track Monitoring, 72TS Life Extension works following project approval and slippage on W&C 92TS Bearing Replacement project as the ramp up from 4 to 8 units a week has been delayed due lack of train availability
- World Class Capacity costs are £12m lower than Budget, mainly due to the re-profiling of risk for the Northern Line Upgrade 1
- Northern Line Extension costs are £11m higher than Budget, due the earlier than expected accounting recognition of property purchases
- Non-capital investment works are £34m lower than Budget, due to a combination of rephased works including Fit for the Future – Stations, Reliability and Value, and Sustainability projects into future years
- Project rephasing has been offset by the release of £93m contingency and project overprogramming

1.4 London Rail are £31m under Budget in the year to date. This is mainly due to rephasing of £20m of Crossrail rolling stock expenditure to later this year, £8m from rephasing of London Overground Capacity Improvement Programme (LOCIP) and £5m on the Wimbledon trams purchase, construction costs and power upgrades and other minor movements. This rephasing has been partly offset by the release of £13m of overprogramming.

- 1.5** Surface Transport investment expenditure is £8m higher than Budget in the year to date, primarily due to £9m of additional works on Borough roads and bridges. Slippages included £5m for capital renewals, £4m on the SCOOT traffic signals programme and £4m on Quietways detailed design, were offset by overprogramming.
- 1.6** Investment expenditure across the Corporate directorates is almost in line with Budget in the year to date.
- 1.7** Over the full-year, TfL's total investment expenditure is forecast to be in line with Budget, with a variance of less than £3m from a total programme of over £2bn.

Table 3: Investment programme causal analysis, Quarter 2 full –year forecast variance to Budget, 2014/15

TfL group (£m)	Full-year Quarter 2 forecast variance to Budget
Acceleration	(92) ▼
Change in scope	(18) ▼
Inflation	5 ▲
Rephasing	216 ▲
Savings and efficiencies	32 ▲
Release of overprogramming and contingency	(147) ▼
Other	1 ▲
Total	(3) ▼

- 1.8** London Underground investment expenditure is now forecast to be £63m lower than Budget at the year end, with the key changes including:
- £60m lower than Budget on the SSR upgrade expenditure, due to slippage on the ATC programme pending contract re-let
 - £50m lower than expected costs on the Northern Line Extension, due to rephasing of expenditure to future years following the stations and infrastructure contract award
 - £40m lower than Budget on non-capital investment, including the rephasing of Fit for the Future Stations, Reliability and Value, and Sustainability projects into future years
 - £28m less than Budget for World Class Capacity costs, mainly on the Northern Line Upgrade 1, from the rephasing of £17m of risk and £13m of Jubilee line upgrade works

- £17m under Budget on Infrastructure Renewals due to savings on four Civils worksites and reduction of Earth structure works, re-phasing of JNP Track works and the impact of the Power Control Room (PCR) strike, and re-profiling of Backup Control centre works due to revised SUP Programme. Additionally Track is (£10m) over Budget comprising of additional scope for the Rolling Contact Fatigue project, approved since budget, and increased volumes on BTR Renewals and Drainage works, offset by re-phasing of DTR Renewals and unapproved works into next year
- £13m under Budget on Legacy Train Systems due to rephasing of 72TS Life Extension and W&C 92TS Bearing Replacement works
- £11m under Budget on Delivery Partner due to rephasing of risk
- £11m over Budget on Stations Upgrades, Crossrail & 3rd Party mainly due to £13m over on Bond Street from re-profiling of risk and contract renegotiation offering greater delivery incentives
- Release of £174m of investment overprogramming and £28m of contingency in London Underground

1.9 London Rail capital expenditure is now forecast to be £21m lower than Budget over the full year, mainly due to rephasing of LOCIP works to next year.

1.10 Surface Transport are forecast to be £31m higher than Budget, due to £17m of accelerated expenditure, including Fore Street Tunnel and Hogarth Flyover, where main works started earlier than expected, and a change in scope on the Cycle Hire Transformation. Hammersmith Flyover costs have increased by £9m due to the due to poor state of concrete in bearing pits.

1.11 Corporate directorates investment is forecast to be £56m higher than Budget over the full year, due to the acceleration of £66m for the Earl's Court joint venture which has been brought forward from later years of the Business Plan. The Earl's Court joint venture was approved by the Board in February 2014 and is progressing in line with approval. A further £24m has been accelerated into this year, including property purchases for Camden, along with projects including Payment Card Industry Data Security Standards, Future Ticketing and the Operating Support System in CEM&C. This has been offset by £12m of property development and IM project costs rephased into future years and £19m rephasing of project contingency and other minor movements.

Variance Definitions and Key

Programme financial forecast

This report shows variance the between authority and EFC. A negative value indicates that the EFC is greater than authority while a positive value that the authority is greater than EFC. The direction of the triangle indicates whether the EFC is greater or lower than authority value. Where there is commercial confidentiality variances are removed and marked *.

RAG	Description
▲	Variance is understood and does not impact delivery
▲	Variance is understood and mitigation plans are in place to reduce the impact to delivery
▲	Variance is understood and decisions need to be made regarding delivery

Programme Milestones

This report details the level of movement against the milestone in days since the previous quarterly report. A negative value indicates slippage while a positive value indicates acceleration to the programme. The RAG indicates delivery forecast against the planned date in accordance with the below key.

Discrete projects	Status
On time or early	●
-90 days late	▲
>90 days late	■

Significant late milestones

This report details milestones that are forecast to deliver more than 90 days late against their planned completion date. Where there is commercial confidentiality variances are removed and marked *. A negative value indicates slippage while a positive acceleration to the programme.

Significant quarterly milestone movements

This report shows where milestones have moved by more than 2 periods within the quarter. Where there is commercial confidentiality variances are removed and marked *. A negative value indicates slippage while a positive acceleration to the programme.

Overall milestone variance RAG

These indicators (shown under the scope description for each programme) summarises the overall performance of the project or programme. It is not an average of all milestone RAGs but rather an indication of in year performance, particularly for Budget milestones as well as based on the information contained in the tables within this report.

EFC exceeds authority (more than 2.5 per cent)

This is where projects are fully authorised but the EFC exceeds authority by more than 2.5 per cent. Projects that are only partially authorised are not classified as being in excess of authority and will not be shown. For example, those only in the feasibility stage, or where EFC has increased with authorised additional scope.

Significant changes in EFC this quarter (more than two per cent)

This report indicates where the project EFC has changed by more than two per cent in the quarter. A negative per cent indicates a reduction in EFC.

Year end Spend Forecast v Budget

This report identifies projects where the variance between Budget and the annual forecast is greater than £5m (+/-). Budget is the agreed level of annual expenditure for specified works. This forms part of the TfL Group budget which is established around period 9 of the previous financial year.



Report title

Financial Position as at the end of September 2014 (Quarter 2)

Meeting	Date
Resources Committee	13 November 2014

Report by	Document Number
Director of Finance and Contractual Services	FEP 2338

Public

Summary

This report presents the financial position as at the end of September 2014 (quarter 2). It provides information on financial performance against revenue and capital budgets.

Recommendations

That the Committee agrees to:

1. Note the content of the report;
2. Extend the Commissioner's delegation for contingency arrangements to increase the limit on expenditure to £25m in connection with the industrial action being taken by the Fire Brigades Union (FBU) nationally in relation to its dispute on pensions with the Government, subject to the agreement of the Director of Finance and Contractual Services where the expenditure on any one item exceeds £20k; and
3. Decide which option of those set out in paragraph 23 of the report it wishes to adopt for authorising additional expenditure in respect of potential legal proceedings relating to Lakanal.

Introduction / Background

1. This report considers the financial position as at the end of September 2014, including a forecast of outturn at the financial year end. The financial position is reported regularly to Resources Committee and the GLA.
2. All departments review their actual income and expenditure on a regular basis, and provide an updated forecast of outturn and explanation of variances, against all their budgets, to the Finance Department on a monthly basis. These returns then form the basis of monthly reporting to the Corporate Management Board and from there on to the Resources Committee on a quarterly basis.

Summary financial position

3. The 2014/15 budget was agreed by the Authority at its meeting on 27 March. The Authority's net revenue budget of £398,271k, included payments into the general reserve of £3,940k, funding from earmarked reserves of £852k, and total savings of £34,545k.
4. The forecast outturn for 2014/15, based on actual income and expenditure to 30 September 2014, is for an overspend of £1,666k. This shows a reduction of £2,079k from the forecast overspend reported to Resources Committee in September (FEP 2310) which reflects the work undertaken to challenge areas of spend across the organisation. It also reflects the fact that this forecast includes the financial impact of the latest period of strike action (from 31 October to 4 November) which shows an anticipated net saving of £410k after accounting for deductions from pay. This occurred outside of the period under review in this report but is included here for completeness.
5. The overspend is planned to be met from reserves. Officers are also looking to see if there are any further areas of spend that could be stopped or reduced and what the implications of this might be. This is to potentially mitigate against the overspend increasing as a result of further industrial action. It should be noted that these opportunities diminish as the year progresses.
6. As previously reported to the Resources Committee, the main cause of the forecast overspend is the expenditure on business continuity arrangements, to provide cover during periods of strike action. This is notwithstanding the underspend forecast as a result of the latest round of strikes.
7. There have been a number of updates to the forecast of outturn in addition to that related to strike action that have reduced the overall overspend position. The main ones are included below:
 - additional income of £1,185k relating to the Metropolitan Fire Brigade Act 1865 charges following the completion of work with insurers;
 - a decrease in forecast spend on FRS staff of £225k due to continuing vacancies;
 - the release of £241k from the central contingency in light of the pay awards made this year, actual inflation requirements and actual salary progression increases;
 - a decrease in forecast spend on interest payable of £150k as borrowing in year was secured at a lower rate than was anticipated and for a shorter term in anticipation of capital receipts;
 - a decrease in forecast spend on compensation of £137k due to the costs of the Lakanal House civil claims now being met by insurers and;
 - a further additional variances on income budgets of £196k.
8. The movements above are partly offset by an increase of £413k on operational staff pay costs due to the cost of staff above establishment, following a revision of the profile of leavers to achieve the LSP5 reductions.

9. These forecasts are discussed in more detail from paragraph 12 of this report.

Capital

10. The capital programme for 2014/15, reported to Resources Committee in July (FEP2282), has a budget of £61,922k, which includes a contingency of £1,360k and the finance lease liability for the PFI property schemes of £24,542k, leaving a net capital programme of £36,020k. The current forecast net capital outturn as at 30 September 2014 is £33,302k, which is £2,718k less than budget. The financial position on the capital programme is considered in more detail from paragraph 42 of this report.

Tables and Appendices to this report

11. A summary of the financial position for the revenue budget is provided in Table 1. The latest position on reserves is set out in Table 2. Appendix 1 contains additional detail on the financial position and sets out the actuals and forecasts against all budgets based on actuals to the end of September 2014. Appendix 2 reports on the progress against the capital programme for 2014/15. Appendix 3 provides an analysis of outstanding debt relating to charges for Shut in Lift and Automatic Fire Alarm attendances.

Table 1. Summary Financial Position

	30-Sept-14			31-Mar-15			Forecast Outturn Variance at June 2014	Movement between variance figures
	Current Budget	Current Spend	Current Variance	Revised Budget	Forecast Outturn	Forecast Outturn Variance		
	£000s	£000s	£000s	£000s	£000s	£000s	%	£000s
Operational staff	122,431	124,878	2,447	241,780	247,721	5,941	5,528	413
Deductions for Strike Action	0	(2,328)	(2,328)	0	(4,243)	(4,243)	(2,337)	(1,906)
Funding for additional staff	3,282	0	(3,282)	6,135	0	(6,135)	(6,135)	0
Other staff	23,822	24,370	548	48,747	48,589	(158)	47	(205)
Employee related	20,877	20,889	12	22,816	23,016	200	316	(117)
Pensions	11,120	10,864	(256)	21,701	21,201	(500)	(500)	0
Premises	17,965	17,518	(448)	30,343	30,319	(24)	(12)	(12)
Transport	12,606	12,393	(213)	20,037	19,499	(538)	(390)	(148)
Supplies and services	14,749	13,635	(1,114)	23,529	23,507	(23)	18	(41)
Third party payments	1,219	1,153	(66)	1,608	1,571	(37)	(24)	(13)
Capital financing costs	1,725	1,451	(274)	10,633	10,483	(150)	0	(150)
Central contingency against inflation	0	0	0	918	237	(682)	(440)	(241)
Business Continuity	0	6,603	6,603	0	8,994	8,994	7,438	1,556
Total revenue expenditure	229,796	231,427	1,630	428,248	430,894	2,645	3,510	(864)
Income	(26,127)	(26,529)	(402)	(30,108)	(31,087)	(979)	236	(1,215)
Net revenue expenditure	203,669	204,897	1,228	398,140	399,807	1,666	3,746	(2,079)
Use of general reserves	0	0	0	3,940	3,940	0	0	0
Use of earmarked reserves	0	0	0	(3,573)	(3,573)	0	0	0
Financing Requirement	203,669	204,897	1,228	398,508	400,174	1,666	3,746	(2,079)
Financed by:								
Specific grants	(3,564)	(3,651)	(88)	(9,333)	(9,333)	0	0	0
GLA funding	0	0	0	(389,175)	(389,175)	0	0	0
Net Financial Position	200,105	201,246	1,141	0	1,666	1,666	3,746	(2,079)

Reasons for the Revenue Position

Staff

12. The budget for operational staff is forecast to overspend by £5,941k. The main factor in this overspend is due to implementing the majority of the staff reductions in LSP5 through natural wastage. The cost of this is forecast at £6,615k against an original estimate of £6,177k, based on there being an average of 130 staff over establishment during the year (original estimate 104 staff). The GLA has provided additional funding in 2014/15 to cover the estimated cost of retaining staff over the establishment of £6,135k. The overspend on being over establishment is partly offset by deductions made from operational staff pay following the strikes held in 2014/15 (£4,243k) (and currently reflected in the net cost of those strikes in paragraph 14), and lower average employer pension contribution rates for operational staff (£770k). There are also forecast overspends of £96k on allowances and overtime budgets.
13. The Fire and Rescue Service (FRS) staff budget is forecast to underspend by £91k (0.2% of the FRS staff budget) due to vacancies. As a result, the FRS vacancy margin of £585k is now forecast to be contained within existing FRS budgets. The control staff budget is forecast to underspend by £67k, due to vacancies.

Business Continuity

14. There is a forecast overspend of £8,994k on spend on business continuity for industrial action in 2014/15. The forecast outturn includes expenditure of £7,366k on industrial action and spend on preparation costs of £1,628k. Deductions made from operational staff pay to the end of September from strikes held in 2014/15 total £2,328k, with additional deductions from the strike action from 31 October to 4 November forecast at £1,915k. Including the latest strike action the net cost of strike action in 2014/15 is forecast at £4,751k.
15. Weekly briefing notes have been issued to leading Members by the Commissioner on the estimated expenditure commitments being made whilst taking action in preparation for the national strike action by the Fire Brigade Union (FBU). The total cost of industrial action since September 2013 is now forecast at £12,953k, and any further strike action may take costs up to, or beyond, the Commissioner's delegated limit.
16. The Authority continues to incur significant costs in managing strike action by FBU members in the dispute with Government on changes to firefighter pension from April 2015. The Commissioner has been granted delegated authority to manage these costs up to £15m (FEP 2269). There is however no budget allocation against these costs. The limit of this delegation was increased from £10m (FEP 2246) to £15m by the Appointments and Urgency Committee at its meeting on 16 July (FEP 2269). Whilst the latest period of strike action has resulted in a forecast net saving to the Authority the gross costs of the strike were significant due to its greater length compared to previous action during this dispute. Further strikes of this type and duration will very quickly use up the Commissioner's current delegated authority which is based upon this gross cost. Member approval is therefore required to increase the delegation by £10m to £25m in order to provide cover for this. The actual spend incurred will continue to be the subject of weekly briefing notes to leading members with an update on its impact on the overall financial position provided in these regular reports.
17. The Authority is not being asked to approve a permanent change to the delegation, but that this increase should apply only in connection with the industrial action being taken by the FBU nationally in

relation to its dispute on pensions with the Government, for as long as the current dispute continues. The requirement to obtain the agreement of the Director of Finance and Contractual Services where the expenditure on any one item exceeds £20,000 will continue.

Firefighter Pensions

18. As previously reported, there is a forecast underspend of £500k on firefighter injury pensions due to pensions inflation being lower than anticipated. A revised inflationary pressure for this budget is included in the 2015/16 Budget in the Budget Update report also on today's agenda (FEP 2337).

Employee Related

19. There is a forecast overspend of £130k on severance. This forecast includes current spend to date, as well as departure costs relating to proposed post deletions to deliver budget savings in 2015/16. More detail on these proposals is included in the 2015/16 Budget report also on today's agenda (FEP 2337). It is proposed that the Pension Early Release Costs reserve be increased by £400k in 2014/15 and a further £400k in 2015/16, with a transfer from the general reserve, as a result of the savings proposals to reduce the severance budget as set out the 2014/15 Budget Report.
20. There is also an overspend of £189k on compensation budgets, this reflects a reduction in forecast spend of £137k since last reported. This is due to the costs in the Lakanal House civil claims now being met by insurers. The overspend is based on expenditure of £615k against a budget of £277k, less use of the earmarked compensation reserve of £150k. It is proposed that the Compensation reserve be increased by £1,000k in 2014/15, with a transfer from the general reserve, to meet the potential pressures on this reserve in future years.
21. On 11 November 2013 the Appointments and Urgency Committee increased the limit of the delegated authority of the Head of Legal and Democratic Services to incur expenditure on counsel's fees from £50k to £200k in the case of potential prosecutions relating to Lakanal. That figure of £200k is still thought to be sufficient despite the need to spend a substantial additional sum on counsel which was not envisaged at the time. However there is now no contingency in the event of any further unexpected expenditure. A report will be brought to a committee meeting should the increase in the expenditure limit prove insufficient.
22. A different matter has arisen in relation to Lakanal. The potential defendants in any prosecutions have been considering taking judicial review proceedings against the Authority in respect of a decision (if made) not to transfer any prosecution proceedings (including a decision whether to prosecute) to the Health and Safety Executive (HSE), on the basis that the Authority faces a conflict of interest arising from its operational conduct on the day of the fire.
23. If the judicial review proceedings go ahead the Head of Legal and Democratic Services will, unless the Committee decides otherwise, treat them as a separate legal matter (not within the scope of the £200k already approved) which come within his delegated authority to spend up to £50k on counsel's fees in respect of any one matter. That existing delegated authority should be sufficient. If the Committee does not wish to treat any judicial review proceedings as a separate matter it is invited to decide whether to increase the £200k by £50k or whether to approve the use of the as yet unspent balance of the £200k (some £72k) on any judicial review subject to the Head of Legal and Democratic Services seeking authority at a later date to incur in excess of £200k if the prosecutions proceed.

Premises

24. There is a small forecast underspend on premises costs of £24k, a decrease of £12k from the underspend of £12k previously reported. As previously reported, the overall position includes overspending on building maintenance (now £228k) and underspending on consultancy services (now £252k) due to work on the PFI programme. Paragraph 36 to 38 of this report sets out the risk to this position which will continue to be monitored.

Transport

25. There is a forecast underspend of £349k on vehicle running costs, a slight increase of £57k since last reported. As previously reported, this is primarily due to a one-off forecast underspend of £240k due to funds previously set aside for insurance claims being in excess of the final settlements agreed. Again as previously reported, there is a forecast underspend on fuel spend at stations which reflects the average cost of fuel being lower than budgeted, but there has been an increase in the underspend to £109k.

Supplies and Services

26. There is a small forecast underspend on supplies and services of £23k, a reduction of £41k since last reported. As previously reported, there are forecast underspends on equipment, furniture and materials budgets, now £71k, and on catering equipment, of £50k, following management action, including making better use of existing stocks, to reduce expenditure, and a forecast overspend on professional services, now £91k, mainly due to the EFCC arrangements (FEP 2321).
27. Additionally there is a forecast overspend of £106k on operational equipment due to additional costs incurred for the service and repair of five pumping appliances for ongoing training of EFCC personnel, as reported in FEP2321. There is also an additional forecast underspend of £72k on staff reimbursement budgets, including members allowances (£30k), subsistence and other reimbursements at stations (£32k) and on refreshments for LIFE courses (£10k).

Capital Financing Costs

28. There is an underspend of £150k on interest payable as borrowing in year was secured at a lower rate than was anticipated, and for a shorter term in anticipation of capital receipts.

Central Contingency against Inflation

29. There is a revised forecast underspend on the central contingency of £682k, an increase of £241k since last reported. This underspend follows a general review of this contingency in light of the pay awards made this year, actual inflation requirements and salary progression increases. The Fire Brigades Union have made a claim for an increase in the allowance for London Weighting (LW) for operational staff of 3.1% (2.1% above the budgeted increase of 1%). The revised forecast does not include an allowance for any increase above 1%. The forecast underspend of £682k is funding the overall Authority position. If this underspend is used to part fund the additional LW pay award of 2.1%, this would result in an increase in the Authority wide overspend.

Income

30. Income budgets are forecast to recover £979k more than budgeted. The forecast income has increased by £1,215k since last reported. This forecast increase is almost entirely due to an increase in income from insurance companies through charges under the Metropolitan Fire Brigade (MFB) Act of 1865.

This additional income of £1,185k follows a regular review of insurance company returns, and includes a one-off payment following a settlement with Transport for London (£410k) and companies reporting an increase in the values insured (£775k). The 2015/16 budget report, also on today's agenda (FEP 2337), includes an additional income budget of £700k.

31. There are further additional variances on income budgets. There is additional income of £78k forecast from the London Ambulance Service, from them occupying part of Southwark Training Centre. There is a reduction in forecast income from charges for attending lift incidents of £100k, as the number of chargeable incidents has reduced, from over 200 per month in 2012/13, to an average of 107 per month in 2014/15. There is also a reduced forecast on Interest receivable of £156k as a result of lower than expected reduced rates available for investments in the market resulting from less demand from banks for short term cash given their access to cash at very low rates from the Bank of England

2015/16 Budget Update

32. The Budget Update report (FEP 2337) which is also on today's agenda provides an update to the 2015/16 budget process and the proposed budget submission to the Mayor. That report advises that based on the funding levels proposed by the Mayor, there is a forecast budget gap for LFEPA of £7.4m in 2015/16 and £14.0m in 2016/17. That report also proposes savings of £4.3m in 2015/16 which would reduce the budget gap to £3.2m.

Position on Reserves

33. The latest position on reserves is set out in Table 2 below. This reflects the movements agreed as part of the 2014/15 budget process, and the forecast overspend of £1,666k being met from the general reserve. The balance on the general reserve is forecast to be £11,925k at the end of 2014/15, and this is above the stated minimum general reserve position of £9,954k (calculated as 2.5% of the revised net revenue budget of £398.1m).
34. As set out in paragraph 19 and 20 above, it is proposed that the Pension Early Release Costs reserve be increased by £400k in 2014/15 and a further £400k in 2015/16 as a result of the savings proposals to reduce the severance budget as set out in the 2014/15 Budget Report. It is further proposed that the Compensation reserve be increased by £1,000k in 2014/15 to meet the potential pressures on this reserve in future years. These transfers would need to be reviewed should there be any further strike action in the pensions dispute.

Table 2. LFEPA Reserves for the 2013/14 Financial Year

£000s	Opening Balance at 01/04/14	Payments into Reserve	Underspend/ (Overspend) in 2014/15	Use of Reserves in 2014/15	Transfer between Reserves	Anticipated Balance at 31/03/15
Compensation	150			(150)	1,000	1,000
Firefighters' Pension	652					652
Hazardous Material Protection	435					435
Hydrants	337			(300)		37
London Resilience	1,496					1,496
National Operational Guidance Programme	3,376			(1,557)	(813)	1,007
Pension Early Release Costs	0				400	400
Property PFI	245			(30)		215
Review of Property Services	260			(51)		209
Review of Workwear	128					128
Salix	195			(195)		0
Sustainability	235					235
Vehicle & Equipment Contract	1,723			(1,290)		433
General	10,238	3,940	(1,666)		(587)	11,925
Total	19,470	3,940	(1,666)	(3,572)	0	18,172

Risk

Business Continuity

35. The forecast for business continuity assumes that there will be no further strikes called in this financial year. The latest period of strike action (from 31 October to 4 November) has a forecast net saving of £410k after accounting for deductions from pay. However, the periods of strike action in July and August had net costs, after accounting for deductions from the pay of staff on strike, of £1,298k and £1,194k respectively. Therefore two more rounds of similar strike action to those in July and August would see reserves fall below the minimum level, and exposed to significant pressure if the dispute were to continue. Additional savings would then be required in future years in order to restore them.

Property PFI

36. The Financial Close and Contract Award Report (FEP 2042) noted that the Authority retains the risk of unforeseen ground conditions, contamination and archaeological finds beneath the existing buildings. The Authority also retains the risk for asbestos within the existing buildings not identified in the contract surveys. This risk of expenditure applies throughout the construction phase. During the first phase of the construction programme asbestos has been discovered at three of the stations during demolition and claims for compensation have been submitted by Blue3 as a result. These claims are currently being discussed with Blue3 and the project team is considering options to mitigate this risk for the phase 2 stations.

37. Due to the delay in starting the build programme, there have been changes to Phase 1 completion dates. This will have a potential impact on the government grant on PFI credit and also on the expected unitary payment in 2014/15.

Disposal of stations closed in the Fifth London Safety Plan (LSP5)

38. There is a separate report on this agenda setting out recommendations for the disposal of the stations closed as a result of LSP5 (FEP 2341/X). If these recommendations are accepted, the anticipation is that the majority of stations will be disposed of this financial year. The timing of their actual disposal will have an impact on the financial position in respect of both the on going costs of securing the empty premises and the date at which capital receipts are realised.

Control and Mobilising Solution (CAMS)

39. The CAMS Project has been delayed due to the supplier not being able to meet the delivery dates for the project milestones. Compensation payments have been agreed with the contractor however further work is required to identify additional costs to be incurred to maintain existing arrangements in the interim period. This corporate project has a status of amber. This along with the work being done with the contractor to ensure the project delivers was discussed at Strategy Committee on 16 September (FEP 2308).

Operational Staff - London Weighting

40. The Fire Brigades Union have made a claim for an increase in the London Weighting allowance (LW) for operational staff of 3.1%. This is an additional 2.1% above the budget provision of 1%, and would result in a financial pressure of £496k in the current financial year,

Employment appeal tribunal

41. During the course of the 2014/15 financial year, a litigation claim arising from the deduction of monies from salaries as a result of Crew Manager Starred (CM*) refusing to act up during the strike in 2010 is expected to be concluded. A provision has been set aside based on the expected outcome of the hearing. However the risk remains that the Authority could be unsuccessful in the hearing which would allow 368 dormant unlawful deduction of wages claims to be pursued in the county court, which could cost the Authority in the region of £250k net plus interest.

Capital

42. The budget for the 2014/15 capital programme is £61,922k, as reported to Resources Committee (FEP2282). The programme includes a contingency of £1,360k and PFI Property schemes with a value of £24,542, which are externally delivered and reported separately, leaving a net capital programme for 2014/15 of £36,020k.
43. The forecast capital spend is £33,302k, which is £2,718k less than the budget. There has been movement in the forecast of £2,327k from the quarter 1 position, and this relates to the following items, which are discussed in more detail below. The full capital programme is included at Appendix 2.

Re-phasing of approved capital budgets

- Re-phasing to 2015/16 (£250k) for MDT Replacement Project (ICT)
- Re-phasing to 2015/16 (£486k) for CAMS Project (ICT)
- Re-phasing to 2015/16 (£93k) for Energy Conservation Budget

- Re-phasing to 2015/16 (£1,984k) for Fleet Replacement Programme

Budget savings

- Appliance Bay Floor Budget (£109k)
- Window Replacement Budget (£115k)
- Building Control ICT Project (£80k)

New Project - funded by external grant

- New project - Installation of electric vehicle charge points at various sites £790k

Re-phasing of Approved Capital Budgets

44. It was originally envisaged that the development of the software solution for the replacement MDTs would be initiated in 2014/15. However, due to changes in both requirements and technology, together with the opportunities this has presented, the scoping exercise now requires wider consultation than originally anticipated. As a consequence the project will now be unable to commit expenditure in the current year, given the specification and procurement lead times. Therefore the £250k allocated to 2014/15 is to be re-phased to 2015/16.
45. The timing of the Control and Mobilising System (CAMS) project budget was revised in quarter one (FEP2310) following discussions with the supplier where an agreement was reached where it was anticipated that £924k would need to be brought forward from 2015-16 to 2014-15 to finance milestone payments. However following further discussions with the supplier, an agreement has now been reached which means that a forecast spend of £486k for milestone payments has been rescheduled to the 2015/16 financial year. This change from the first quarter is due to an amendment to the extension and timing of the payment for the novated current mobilising contract. The current projected overall spend is still within the approved budget of £10,650k (FEP1896).
46. In order to be able to deliver the Electrical Vehicle Chargepoints project by the end of this financial year, the proposed Photovoltaic/ Combined Heat and Power (PV/ CHP) installation project for Lewisham fire station has been delayed to 2015/16 and the budget of £93k carried forward to next year. All Electrical Vehicles Chargepoints need to be installed by 31st March 2015, in order to obtain the grant funding.
47. £1,984k of the programmed capital spend of £19,656k for the fleet and operational equipment replacement items has been deferred to 2015/16. This is a result of the mid year review undertaken with Babcock to assess what is achievable in the current year given the implementation of the new contract, reductions in fleet requirements as part of the budget savings exercise (e.g. reduction of 6 cars), progress of specifications, market capacities and expected lead times for new vehicles and equipment.

Budget Savings in 2014/15

48. There has been budget saving of £109k in the appliance bay floor resurfacing budget due to lower tender prices received for the works at Ruislip Fire Station compared to pre-tender estimates for these works. The required works started on 28 July 2014 and are planned to be completed by mid November 2014.
49. A saving of £115k against the 2014/15 budget has arisen due to deferment of the window replacement works at Park Royal to 2015/16. The cost of these works will be funded from the existing 2015/16 capital budget. Only the scheme at New Malden will proceed this financial year. Works at New Malden fire station are anticipated to commence in late January with completion in March 2015.

New Project

50. The Authority has received grant approval to install electric vehicle charging points at 79 sites across LFEPA estate as set out in FEP 2288. The grant funding covers 75% of the cost of installation (£790k) and will be paid in arrears once the installation is complete. The remaining 25% of the cost will be covered by a contribution from the supplier of the electric charging points. Therefore, there is nil cost to the Authority for this scheme provided all of the charging points are installed and operational by 31 March 2015.

Potential Risks/ Changes to the Capital Programme

51. The capital budget is subject to review and change throughout the year. Initial project specification is key as it is important to keep variations to projects to a minimum, as once a project has been agreed and commenced any change will invariably result in additional costs. However even the best managed projects can be subject to re-phasing or deferral due to a number of unforeseen issues, such as contractor capacity/failure, bad weather and revised operational need. This can also impact on funding requirements that in turn have a debt charge (cost of borrowing) revenue impact.
52. All capital projects will require third party collaboration to varying degrees over the project life. The following major projects that make up 76% of the programme depend heavily on external parties' actions and therefore can be subject to variation with the potential for delays in project delivery and revised cash flow requirements.

Vehicle Replacement Programme

53. The design and specification of the replacement vehicles and equipment is now underway pending the start of the new contract in November. Key risks relate to the contractor sourcing appropriate vehicle build options within a timeframe that meets fleet replacement requirements and which may in turn impact the Authority's cash flow.

Control and Mobilising Solution (CAMS)

54. Supplier performance is always a key risk to the delivery of any project, this is particularly so when engaged on complex and specialist technical projects. As the contract financial model requires updating due to the amendment in the go-live date, there is a risk that capital monies will be re-profiled. In addition, there is a risk that some capital monies allocated to ICT will be required into 2015/16. However, at present both these risks will not change the overall spend but will be a re-phasing of monies. This corporate project has a status of amber. This along with the work being done with the contractor to ensure the project delivers was discussed at Strategy Committee on 16 September.

West Norwood New Build

55. As had already been experienced on this project, new build projects are at risk of delay due to inclement weather conditions, unforeseen ground conditions and contractor performance.

Wide Area Network and ISP

This project was agreed by Members (FEP2313) at the September Resources Committee. The complex tenders are currently being worked up and it is envisaged that a procurement framework could be used for this project. Depending on the procurement route taken, it is possible that there maybe spend in 2014/15 for this project. Currently, the budget for these schemes has been allocated to 2015/16 financial year.

Installation of electric vehicle charge points

56. This project is externally funded and in order to access the funding the project needs to complete before 31 March 2015. If there are any delays to the project resulting from risks such as poor contractor performance or delays in obtaining any planning permission or landlord approval, the grant funding from the Office for Low Emission Vehicles (OLEV) would only be paid for where the electric (plug-in) installation has been carried out. If the installations are completed after the 31st March 2015 the funding could be lost, resulting in an additional financial pressure of around £7.5k for each outstanding electric (plug-in) installation. These costs could be passed to the contractor if they are responsible for the late installation.

Debtors

57. An analysis of debtors relating to Shut in Lift and Automatic Fire Alarm charges is provided in Appendix 3. This includes a graph showing the value of outstanding debt, with movement over the last 12 months. Overdue amounts total £211k for Shut in Lift charges and £93k for Automatic Fire Alarms. The appendix also includes the top (worst) five organisations in each of the two categories of charges, with the number and value of outstanding charges, as well as the average age of the debt.
58. The collection of income for shut in lifts and automated fire alarm charges remains very challenging. This is due to the organisation receiving the charge not having requested the service provided. Some significant progress has been made internally to collect better information from crews that attend incidents, such as recording lift numbers for shut in lift charges. However significant challenges remain in collecting payment, and these can include administrative type problems, such as organisations refusing to pay invoices without a purchase order, to disputes on the liability for paying the charge.
59. Since last reported to the Resources Committee, Homes for Islington have dropped out of the top (worst) five organisations due to invoices paid but London Borough of Camden (newly included) now form part of the top five. Further action is continuing with two specific debtors under the shut in lift category, that were discussed at Resources Committee in September - the London Borough of Wandsworth and Lewisham Homes. Lewisham Homes have paid 36 invoices totalling £11.2k and an agreement has been reached to waive the remaining invoices. Brigade officers met with LB Wandsworth and reached agreement that 11 invoices would be waived where they were arguably not chargeable. 11 invoices remain outstanding (in the sum of £3,426) but despite what appeared to be a fruitful meeting, LB Wandsworth have since sought to appeal the 11 remaining invoices. The appeal process was completed on Tuesday 4 November 2014, the outcome of which is that the 11 invoices should still be paid. Officers have written to LB Wandsworth and they have been given 7days to pay.

Head of Legal and Democratic Services comments

60. The Head of Legal and Democratic Services has reviewed this report and has no comments.

Director of Finance and Contractual Services comments

61. This report is presented by the Director of Finance and Contractual Services and there are no further comments.

Sustainable Development Implications

62. There are no direct sustainable development implications.

Staff Side Consultations Undertaken

63. No staff-side consultations have been undertaken on this report.

Equalities Implications

64. This report has no equality implications.

List of Appendices to this report:

1. Financial Position, 2014/15 Forecast Outturn
2. Capital Programme 2014/15
3. Outstanding Shut in Lift and Automatic Fire Alarms

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
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List of background documents	
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| 1. FEP 2225 2014/15 Budget | |
| 2. FEP 2282 Review of Financial Outturn for 2013/14 | |
| 3. FEP 2310 Financial Position as at the end of June 2014 (Quarter 1) | |

Proper officer	Director of Finance and Contractual Services
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Financial Position, 2014/15 Forecast Outturn

Appendix 1

	As at 30 September 2014				As at 31 March 2015					As at 30 June 2014	
	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance		Forecast Outturn Variance at June 2014	Movement between variance figures
	£	£	£	%	£	£	£	£	%	£	£
Operational Firefighters	122,430,618	124,877,786	2,447,168	2.0%	241,213,047	241,780,067	247,721,354	5,941,287	2.5%	5,527,942	413,345
Deductions for strike action	0	(2,327,531)	(2,327,531)	0.0%	0	0	(4,242,731)	(4,242,731)	0.0%	(2,336,547)	(1,906,184)
Funding for additional staff	3,282,225	0	(3,282,225)	(100%)	6,135,000	6,135,000	0	(6,135,000)	(100%)	(6,135,000)	0
Operational Firefighters	125,712,843	122,550,255	(3,162,588)	(2.5%)	247,348,047	247,915,067	243,478,623	(4,436,444)	(1.8%)	(2,943,605)	(1,492,839)
FRS Staff	21,083,345	21,567,572	484,226	2.3%	41,113,013	43,226,788	43,136,085	(90,703)	(0.2%)	133,917	(224,620)
Control Staff	2,738,794	2,802,843	64,049	2.3%	5,894,745	5,520,525	5,453,191	(67,334)	(1.2%)	(86,890)	19,556
Total Other Staff	23,822,139	24,370,414	548,275	2.3%	47,007,758	48,747,313	48,589,276	(158,037)	(0.3%)	47,028	(205,064)
Other Pensions Payment	495,000	570,634	75,634	15.3%	990,000	990,000	990,000	0	0.0%	0	0
Severance	50,000	19,998	(30,002)	(60.0%)	200,000	200,000	330,392	130,392	65.2%	0	130,392
Training	19,023,042	19,102,021	78,979	0.4%	454,146	19,308,995	19,248,694	(60,301)	(0.3%)	(2,076)	(58,225)
Recruitment	100,350	61,541	(38,809)	(38.7%)	152,800	182,800	146,697	(36,103)	(19.8%)	(2,103)	(34,000)
Employee Related Insurance	160,000	148,502	(11,498)	(7.2%)	190,000	160,000	160,000	0	0.0%	0	0
Compensation	213,407	197,436	(15,971)	(7.5%)	276,813	426,813	615,385	188,572	44.2%	325,164	(136,592)
Medical & Welfare Expense	896,580	851,450	(45,131)	(5.0%)	1,793,161	1,793,161	1,770,161	(23,000)	(1.3%)	(4,500)	(18,500)
Capitalised Staff Charges	(61,350)	(62,173)	(823)	1.3%	(245,400)	(245,400)	(245,400)	0	0.0%	0	0
Total Employee Related	20,877,029	20,889,408	12,379	0.1%	3,811,521	22,816,369	23,015,929	199,560	0.9%	316,485	(116,925)
Firefighter Pension	11,119,796	10,863,654	(256,142)	(2.3%)	21,700,880	21,700,880	21,200,880	(500,000)	(2.3%)	(500,000)	0

Financial Position, 2014/15 Forecast Outturn

Appendix 1

	As at 30 September 2014				As at 31 March 2015					As at 30 June 2014	
	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance		Forecast Outturn Variance at June 2014	Movement between variance figures
	£	£	£	%	£	£	£	£	%	£	£
Scheme											
Building Maintenance	4,791,573	4,753,322	(38,251)	(0.8%)	7,441,224	7,028,855	7,257,181	228,326	3.2%	222,478	5,848
Grounds Maintenance	67,306	61,995	(5,311)	(7.9%)	114,813	114,813	114,813	(0)	(0.0%)	0	(0)
Security	1,021,190	1,012,746	(8,444)	(0.8%)	801,752	797,942	797,942	0	0.0%	0	0
Energy Costs	764,834	768,194	3,360	0.4%	2,552,205	2,632,205	2,632,205	0	0.0%	0	0
Rents	4,427,460	4,386,201	(41,259)	(0.9%)	6,521,216	5,920,216	5,920,217	1	0.0%	1	0
Property Rates	4,817,631	4,408,549	(409,082)	(8.5%)	8,855,076	8,855,076	8,855,076	0	0.0%	0	0
Water Services	123,001	138,658	15,656	12.7%	238,515	238,515	238,515	0	0.0%	0	0
Furniture & Fittings	128,377	138,149	9,771	7.6%	310,271	302,076	302,188	112	0.0%	73	39
Cleaning and Domestic Supplies	1,066,523	1,059,450	(7,074)	(0.7%)	2,151,311	2,095,320	2,095,321	1	0.0%	(110)	111
Premises Insurance	358,942	353,491	(5,451)	(1.5%)	432,000	432,000	432,000	0	0.0%	0	0
Other Property Services	398,644	437,196	38,552	9.7%	935,107	1,926,201	1,673,729	(252,472)	(13.1%)	(234,472)	(18,000)
Total Premises	17,965,482	17,517,950	(447,531)	(2.5%)	30,353,489	30,343,218	30,319,187	(24,031)	(0.1%)	(12,029)	(12,001)
Running Costs	2,202,697	1,974,926	(227,771)	(10.3%)	2,731,384	2,727,729	2,378,970	(348,759)	(12.8%)	(291,690)	(57,069)
Vehicle and Equipment Contract	8,170,348	8,179,849	9,501	0.1%	18,643,943	14,051,242	13,958,153	(93,089)	(0.7%)	(51,000)	(42,089)
Passthroughs	599,922	596,221	(3,700)	(0.6%)	660,246	729,543	705,376	(24,167)	(3.3%)	(24,167)	0
Contract Hire & Operating Leases	1,029,577	1,043,209	13,632	1.3%	1,294,300	1,321,680	1,276,445	(45,235)	(3.4%)	(35,235)	(10,000)
Travel	603,474	598,964	(4,510)	(0.7%)	1,263,766	1,206,419	1,180,064	(26,354)	(2.2%)	12,544	(38,898)
Total Transport	12,606,018	12,393,169	(212,848)	(1.7%)	24,593,639	20,036,612	19,499,008	(537,604)	(2.7%)	(389,548)	(148,056)
Hydrants	534,350	429,458	(104,892)	(19.6%)	511,400	788,700	788,700	0	0.0%	14,275	(14,275)

Financial Position, 2014/15 Forecast Outturn

Appendix 1

	As at 30 September 2014				As at 31 March 2015					As at 30 June 2014	
	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance		Forecast Outturn Variance at June 2014	Movement between variance figures
	£	£	£	%	£	£	£	£	%	£	£
Operational Equipment	598,639	639,581	40,943	6.8%	1,209,479	1,246,578	1,352,715	106,137	8.5%	51,427	54,710
Smoke Alarms	420,367	383,613	(36,754)	(8.7%)	703,000	701,867	701,000	(867)	(0.1%)	(867)	0
Equipment, Furniture & Materials	373,126	300,092	(73,034)	(19.6%)	677,790	670,187	599,211	(70,976)	(10.6%)	(72,823)	1,847
Lost & NFWT Operational Equipment	118,557	109,249	(9,308)	(7.9%)	115,406	118,557	106,557	(12,000)	(10.1%)	(12,000)	(0)
Catering Equipment	73,086	55,226	(17,859)	(24.4%)	140,354	142,282	92,009	(50,273)	(35.3%)	(50,209)	(64)
Clothing & Laundry	2,933,953	2,882,758	(51,195)	(1.7%)	3,310,343	3,308,844	3,318,424	9,580	0.3%	43,856	(34,276)
General Office Expenses	224,883	216,966	(7,916)	(3.5%)	425,021	425,721	427,177	1,456	0.3%	3,791	(2,335)
Professional Services	3,622,511	3,576,981	(45,529)	(1.3%)	24,130,297	6,651,548	6,742,397	90,849	1.4%	89,010	1,839
Postal Services	70,625	69,230	(1,395)	(2.0%)	93,230	92,855	92,877	22	0.0%	0	22
Telecommunications & Radio	1,614,132	1,156,039	(458,093)	(28.4%)	3,257,684	3,257,684	3,262,634	4,950	0.2%	3,013	1,937
Computing	3,352,356	3,054,707	(297,649)	(8.9%)	4,727,566	4,647,019	4,637,183	(9,836)	(0.2%)	2,132	(11,968)
Staff Reimbursements	359,877	324,470	(35,406)	(9.8%)	687,420	669,373	597,031	(72,342)	(10.8%)	(44,096)	(28,246)
Grants and Subscriptions	117,437	113,802	(3,635)	(3.1%)	178,565	179,365	181,032	1,667	0.9%	3,667	(2,000)
Other Insurance	225,000	219,558	(5,442)	(2.4%)	195,000	225,000	225,000	0	0.0%	0	0
Advertising	63,557	57,784	(5,773)	(9.1%)	50,205	121,822	118,063	(3,759)	(3.1%)	(3,759)	0
Other	46,252	45,255	(998)	(2.2%)	193,118	281,851	264,680	(17,171)	(6.1%)	(9,370)	(7,801)
Total Supplies and Services	14,748,706	13,634,770	(1,113,937)	(7.6%)	40,605,878	23,529,254	23,506,691	(22,563)	(0.1%)	18,047	(40,610)
Other Agencies	256,188	258,903	2,715	1.1%	276,700	276,700	276,700	0	0.0%	0	0

Financial Position, 2014/15 Forecast Outturn

Appendix 1

	As at 30 September 2014				As at 31 March 2015					As at 30 June 2014	
	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance		Forecast Outturn Variance at June 2014	Movement between variance figures
	£	£	£	%	£	£	£	£	%	£	£
Other Local Authorities	867,214	797,404	(69,810)	(8.0%)	884,600	1,213,121	1,175,823	(37,298)	(3.1%)	(24,488)	(12,810)
Audit & Bank Charges	95,800	96,916	1,116	1.2%	118,600	118,600	118,600	0	0.0%	0	0
Total Third Party Payments	1,219,202	1,153,223	(65,979)	(5.4%)	1,279,900	1,608,421	1,571,123	(37,298)	(2.3%)	(24,488)	(12,810)
Debt Repayment	0	0	0	0.0%	5,836,500	5,836,500	5,836,500	0	0.0%	0	0
External Interest	1,725,112	1,450,709	(274,403)	(15.9%)	4,796,358	4,796,358	4,646,000	(150,358)	(3.1%)	0	(150,358)
Total Capital Financing Costs	1,725,112	1,450,709	(274,403)	(15.9%)	10,632,858	10,632,858	10,482,500	(150,358)	(1.4%)	0	(150,358)
Central Contingency	0	0	0	0.0%	3,032,487	918,310	236,544	(681,766)	(74%)	(440,486)	(241,280)
Business Continuity	0	6,602,984	6,602,984	0.0%	0	0	8,993,879	8,993,879	0.0%	7,438,279	1,555,600
Total revenue expenditure	229,796,326	231,426,537	1,630,210	0.7%	430,366,456	428,248,303	430,893,640	2,645,338	0.6%	3,509,682	(864,343)
MFB Act Income	(21,375,000)	(22,194,294)	(819,294)	3.8%	(21,375,000)	(21,375,000)	(22,560,000)	(1,185,000)	5.5%	0	(1,185,000)
Customer & Client Receipts	(4,586,732)	(4,265,988)	320,745	(7.0%)	(8,420,443)	(8,232,369)	(8,192,587)	39,782	(0.5%)	235,888	(196,106)
Interest	(165,748)	(79,595)	86,153	(52.0%)	(500,600)	(500,600)	(345,000)	155,600	(31.1%)	0	155,600
Bad Debts	0	10,681	10,681	0.0%	0	0	10,681	10,681	0.0%	0	10,681
Total Other Income	(26,127,480)	(26,529,195)	(401,715)	1.5%	(30,296,043)	(30,107,969)	(31,086,906)	(978,937)	3.3%	235,888	(1,214,825)
Net revenue expenditure	203,668,846	204,897,342	1,228,495	0.6%	400,070,412	398,140,334	399,806,735	1,666,401	0.4%	3,745,570	(2,079,168)

Financial Position, 2014/15 Forecast Outturn

Appendix 1

	As at 30 September 2014				As at 31 March 2015					As at 30 June 2014	
	Current Budget	Current Spend	Current Variance		Original Budget	Revised Budget	Forecast Outturn	Forecast Outturn Variance		Forecast Outturn Variance at June 2014	Movement between variance figures
	£	£	£	%	£	£	£	£	%	£	£
Contributions to/ (from) General Reserves	0	0	0	0.0%	3,940,000	3,940,000	3,940,000	0	0.0%	0	0
Contributions to/ (from) Earmarked Reserves											
Compensation Reserve	0	0	0	0.0%	0	(150,000)	(150,000)	0	0.0%	0	0
Hydrants Reserve	0	0	0	0.0%	0	(300,000)	(300,000)	0	0.0%	0	0
National Operational Guidance Project Reserve	0	0	0	0.0%	(851,569)	(1,556,610)	(1,556,610)	0	0.0%	0	0
Property PFI Reserve	0	0	0	0.0%	0	(30,498)	(30,498)	0	0.0%	0	0
Review of Property Services	0	0	0	0.0%	0	(50,500)	(50,500)	0	0.0%	0	0
Salix Reserve	0	0	0	0.0%	0	(195,022)	(195,022)	0	0.0%	0	0
Vehicle & Equipment Contract Reserve	0	0	0	0.0%	0	(1,290,106)	(1,290,106)	0	0.0%	0	0
Financing Requirement	203,668,846	204,897,342	1,228,495	0.6%	403,158,844	398,507,598	400,173,999	1,666,401	0.4%	3,745,570	(2,079,168)
Financed by:											
Specific grants	(3,563,656)	(3,651,273)	(87,618)	2.5%	(13,983,844)	(9,332,598)	(9,332,598)	0	0.0%	0	0
GLA funding	0	0	0	0.0%	(389,175,000)	(389,175,000)	(389,175,000)	0	0.0%	0	0
Net Financial Position	200,105,191	201,246,068	1,140,878	0.6%	0	0	1,666,401	1,666,401	0.0%	3,745,570	(2,079,168)

	2014/15 Budget (FEP2282) July 2014 Resource Comm	Forecast Outturn Qtr 2 2014	Forecast Outturn Variance	Forecast Outturn Qtr 1 2014	Movements between variance figures	Note
CAPITAL PROGRAMME	£'000s	£'000s	£'000s	£'000s	£'000s	
APPROVED ICT PROJECTS						
Upgrade Operating System	132	132	0	132	0	
Firelink project	19	19	0	19	0	
Telephone System (2+8) replacement at Fire Stations	40	40	0	40	0	
ICTS – Data Warehouse	600	600	0	600	0	
Redevelopment of the Intranet	153	153	0	153	0	
Control & Mobilisation System Replacement (CAMS)	4,688	5,126	438	5,612	(486)	1
ICT – Building Control IT	80	0	(80)	80	(80)	2
Mobile Data Terminals Replacement	250	0	(250)	250	(250)	3
Personal Radio Replacement	200	200	0	200	0	
ICT PROJECTS	6,162	6,270	108	7,086	(816)	
ESTATE PROJECTS						
Rebuild or Refurbishment at West Norwood Fire Station	2,206	2,283	77	2,283	0	4
Refurbishment of East Ham Fire Station	400	0	(400)	0	0	5
Alteration works to Union St HQ	0	400	400	400	0	6
Refurbishment of Plumstead Fire Station	1,432	548	(884)	548	0	7
Refurbishment of Acton Fire Station	150	150	0	150	0	
Business Continuity for PFI Projects (Phase 1)	0	0	0	0	0	
Business Continuity for PFI Projects (Phase 2)	30	30	0	30	0	
Business Continuity for PFI Projects – Purchase of Mobilising Equipment	40	40	0	40	0	
Business Continuity for PFI Projects – Installation of ICT hardware at Orpington temporary station and new stations	188	188	0	188	0	
Heating at various stations	900	900	0	900	0	
Window replacement at various stations	200	85	(115)	200	(115)	8
Rewiring replacement at various stations	103	103	0	103	0	
London Resilience Yards and Forecourts Project	31	31	0	31	0	
Walthamstow Fire Station	92	92	0	92	0	
Sustainability Projects						
Energy Conservation/ Invest to Save Projects	883	532	(351)	625	(93)	9
Building Energy Efficiency Programme 2 (BEEP2)	875	875	0	875	0	

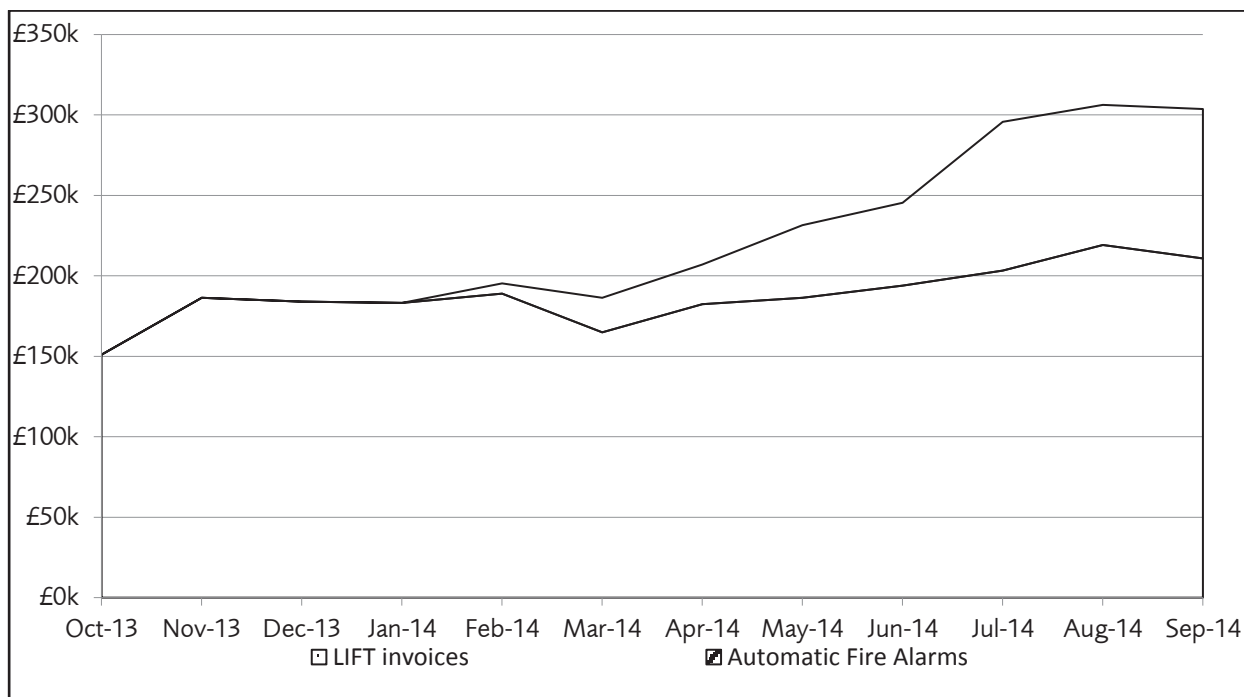
	2014/15 Budget (FEP2282) July 2014 Resource Comm	Forecast Outturn Qtr 2 2014	Forecast Outturn Variance	Forecast Outturn Qtr 1 2014	Movements between variance figures	Note
CAPITAL PROGRAMME	£'000s	£'000s	£'000s	£'000s	£'000s	
Minor Improvement Programme	769	769	0	769	0	
Corporate Property Project	50	50	0	50	0	
Appliance Bay Floors Resurfacing Programme Phase3	200	91	(109)	200	(109)	10
Appliance Bay Doors (Phase 3)	200	200	0	200	0	
Brigade wide Survey for Asbestos & Removal	50	50	0	50	0	
Fire Safety Works at Fire Stations	1,111	861	(250)	861	0	11
Refurbishment of Rear yards & Forecourts at Fire Stations	42	42	0	42	0	
Development costs	250	250	0	250	0	
ESTATE PROJECTS	10,202	8,570	(1,632)	8,887	(317)	
OTHER						
Replacement of Fleet (FEP2103)	19,656	17,672	(1,984)	19,656	(1,984)	12
Electric Vehicle Charging Points (FEP2288)	0	790	790	0	790	13
OTHER TOTAL	19,656	18,462	(1,194)	19,656	(1,194)	
CAPITAL EXPENDITURE EXCL CONTINGENCY	36,020	33,302	(2,718)	35,629	(2,327)	
Contingency	1,360	0	(1,360)	0	0	
CONTINGENCY	1,360	0	(1,360)	0	0	
CAPITAL EXPENDITURE TOTAL	37,380	33,302	(4,078)	35,629	(2,327)	
Long-term Liabilities	24,542	24,542	0	24,542	0	
TOTAL CAPITAL PROGRAMME	61,922	57,844	(4,078)	60,171	(2,327)	

Commentary on outturn movement above £50k

Note	Project	Comment	Variance 2014-15 Revised Budget & Projected Outturn £000s
1.	Control and Mobilising Solution (CAMS)	The project has been delayed due to the supplier not being able to meet the delivery dates for the project milestones. It was originally planned that the new system would be operational in July 2014 but it is now envisaged that it will now be July 2015. Following discussions with the supplier the cash flow timings have been revised with £438k being brought forward from 2015/16 to fund milestone payments. The overall projected spend for the project is within the approval budget £10,650k - FEP1986.	438
2.	Building Control ICT Project	Following a cost benefit review, it has been decided that this project will no longer proceed.	(80)
3.	MDT Replacement Project	Due to changes in both requirements and technology, together with the opportunities this has presented, the scoping exercise for the new Mobile Data Terminals (MDT) now requires wider consultation than originally anticipated. As a consequence the project will now be unable to commit expenditure in the current year, given the specification and procurement lead times and as a consequence the £250k allocated to 2014/15 is to be re-phased to 2015/16.	(250)
4.	West Norwood Fire Station - new build	Additional works are required to divert the newly identified Thames Water supply pipe in order to allow for the construction of the new forecourt and cross over.	77
5.	East Ham Fire Station refurbishment	The East Ham refurbishment project due to commence this FY is to be deferred. The recent feasibility study showed that other than some structural work to part of the building (being completed as part of the minor works programme), the rest of the building fabric, mechanical & electrical and other building services do not require immediate attention. Consequently the 2014/15 budget £400k has been allocated to the Union Street alterations.	(400)
6.	Union ST HQ – Alteration works	Works are required to Union St HQ in order to facilitate the sub-letting of the building to LPFA and other interested parties.	400
7.	Plumstead Fire Station – refurbishment	The project has been re-phased in accordance with the latest consultant profiling for the project and is subject to the option of either providing a temporary location for fire station whilst the refurbishment works are carried out or identifying a suitable alternative site for the relocation of the station. £884k slipped to 2015/16.	(884)

Note	Project	Comment	Variance 2014-15 Revised Budget & Projected Outturn £000s
8.	Window Replacement works	Deferral of the window replacements at Park Royal fire station. These works will now take place in 2015/16 within the existing 2015/16 capital budget.	(115)
9.	Energy Conservation Projects	<p>The originally 2013/14 planned works at Twickenham and Millwall Fire Stations will now be undertaken in 2014/15. Initially the budget was carried forward to 2014/15 but it is now possible to fund these works from the original 2014/15 capital budget allocation – budget savings £258k.</p> <p>In order to ensure the delivery of the Electrical Car Charging Points project before 31st March 2015, the proposed PV/CHP project at Lewisham fire station has been deferred to 2015/16 and the budget carried forward to fund the proposed works. Slippage to 2015/16 £93k</p>	(351)
10.	Appliance Bay Floor Budget	The tender prices for the appliance bay floor works at Ruislip Fire Station are lower than the estimated budget allocated for these works. This has resulted in a £109k saving in the 2014/15 capital budget.	(109)
11.	Fire Safety works.	The previously reported slippage of fire safety works from 2013/14 to 2014/15, combined with the significant amount of further fire safety works already planned for this year, was considered to be challenging in terms of work load and programming. It is, therefore, considered prudent to slip some of this work back now to reduce the risk of an underspend against the profile for 2014/15. £250k slipped to 2015/16.	(250)
12.	Replacement of Fleet & Operational Equipment	Babcock have reviewed the planned purchases for 2014/15 and have provided lead times based on the current market pressures. This has resulted in some of the planned purchases moving into the 2015/16 financial year and £1,984k has been re-phased to 2015/16 to cover this expenditure.	(1,984)
13.	Electric Vehicle Charging Points	The Authority has received grant approval to install electric vehicle charging points at 79 sites across the LFEPa estate. The grant funding covers 75% of the cost of installation and will be paid in arrears once the installation is complete. The remaining 25% of the cost of installation will be covered by a contribution from the supplier of the electric charging points. Therefore, there is nil cost to the Authority for this scheme provided all of the charging points are installed and operational by 31 st March 2015.	790
	TOTAL		(2,638)

At the end of September 2014, there is £211k shut in lift income outstanding for over 30 days and £93k automatic fire alarms (AFAs) income outstanding for over 30 days. The graph below shows the increase in the amount outstanding for these two categories of income over the last 12 months.



The table below shows the five organisations with the largest value of outstanding invoices for Shut in Lift and automatic fire alarms. The information shown is as at the 30 September 2014.

	Amount Outstanding (£)	No of Outstanding Invoices	Average Age of Debt (days)
Shut in Lift			
Lewisham Homes	24,312	77	659
London Borough of Camden	7,920	23	174
London Borough of Tower Hamlets	7,308	21	255
London Borough of Ealing	7,134	22	316
London Borough of Wandsworth	6,851	22	1075
Total (25% of outstanding LIFT income)	53,525	165	550
Automatic Fire Alarms			
University College London Hospital (UCLH)	13,224	38	111
Central and North West London (CNWL) NHS Foundation Trust	12,180	35	133
University College London (UCL)	8,004	23	90
Barts and the London NHS trust	7,308	21	104
St Georges Healthcare	7,308	21	73
Total (52% of outstanding AFAs income)	48,024	138	106

Shut in lifts

Lewisham Homes have now paid £11,232 and agreement has been reached to credit or waive the remaining invoices. LBs of Camden and Tower Hamlets have paid numerous invoices but are generally slow payers, and so payment of the outstanding amounts is expected. Paperwork is now being prepared to refer the outstanding invoices from LB Ealing to Legal for further action. Brigade officers met with LB Wandsworth and reached agreement that 11 invoices would be waived where they were arguably not chargeable. 11 invoices remain outstanding (in the sum of £3,426) but despite what appeared to be a fruitful meeting, LB Wandsworth have since sought to appeal the 11 remaining invoices. The appeal process was completed on Tuesday 4 November 2014, the outcome of which is that the 11 invoices should still be paid. Officers have written to LB Wandsworth and they have been given 7 days to pay.

Automatic Fire Alarms

The UCL Hospital is refusing to pay and next steps are being considered. The CNWL NHS Trust and St Georges Healthcare are both making payments, and so are expected to clear the outstanding balances. The UCL is refusing to pay and a meeting took place between legal officers to discuss a way forward. The Brigade has set out its interpretation of Section 18A- C Fire and Rescue Services Act 2004, which provides the statutory power to charge for attendance at AFAs and UCL are now seeking further advice. The Barts and London NHS Trust have yet to pay any invoices but this is, at the moment, due to challenges in their administrative arrangements.



Report title

Quarterly Monitoring of Performance Indicators in the London Safety Plan for 2014/15 (Resources)

Meeting

Resources Committee

Date

13 November 2014

Report by

Deputy Commissioner

Document Number

FEP 2340

Public

Summary

This is the quarter two 2014/15 monitoring report for the key performance indicators in the Fifth London Safety Plan (LSP5), related to Authority Aims 4-6 (People, Resources and Principles).

Recommendation

That the report be noted.

Introduction

1. This is the monitoring report for the 12 months period to September 2014, covering the Authority's activities around People, Resources and Principles.
2. A copy of the corporate performance digest, containing the full suite of corporate performance information for the period will be circulated to all Members of the Committee, along with the papers for this meeting.
3. At the last meeting, the Committee agreed to change the frequency of this report to six monthly (which will mean reports for Q1 and Q3). However, at the last meeting, the Committee agreed that "with reference to the RIDDOR statistics, future reports include a distinction between events involving FRS and operational staff, and a breakdown of the operational events into the categories: 'operational'; 'training'; 'near-misses'; 'road traffic accidents'; and 'other' (if required)." In view of the Committee's interest in this matter, a report has been produced for Q2 to include a breakdown of RIDDOR events (i.e. who is having these events and in what situations they are occurring) and this can be found in Appendix 1; this data will also be included in future reports. A report will then be produced for Q3 to align performance reporting with the new six monthly frequency.

Performance targets and monitoring

4. The information on Q2 performance is summarised in table 1, with comparative data for the two previous years. The five year trend indicator reflects the change in performance since 2010/11. Full details of performance for each indicator, together with comments from the lead officer concerned, are set out in Appendix 1.
5. Indicators and targets have been set for 2013 to 2016 as part of the Fifth London Safety Plan (LSP5) which was approved by the Authority on 18 July 2013.
6. Targets were generally set having regard to the performance in 2011/12 (the last full year of data when the LSP5 was prepared). As performance for some indicators will fluctuate on an annual basis, the objective of target setting over the last few years has been to set targets based on longer term performance trends rather than respond to the actual performance in a recent year. Targets are reviewed by the Committee on an annual basis (usually in March each year).

Performance highlights

7. More detailed commentary for the key resources indicators for 2014/15 is set out in Appendix 1, but the performance highlights are as follows:
 - **Invoice payments** for all undisputed invoices continues to represent excellent performance, and has achieved the annual target (99.7 per cent paid within 30 days; target 98 per cent). Payment of undisputed invoices received from Small and Medium Enterprises (SMEs), has also shown significant improvement, with annual performance now exceeding the 95 per cent target (at 98.5 per cent); overall invoice payment performance has improved by 3.2 per cent over the last five years, and for SME invoices, it has improved by 13 per cent over the same period.
 - **Sickness absence** amongst operational staff was 4.64 per cent, compared to the target of 3.65 per cent. Sickness for non-operational (FRS) staff was 3.43 per cent against a target of 2.48 per cent. Control staff sickness was 7.02 per cent against a target of 4.70 per cent. The introduction of the revised sickness management policy has had a very positive effect on reducing short term sickness, but long term sickness remains an issue.

[Performance highlights continue on page four]

Table 1: Performance against key performance indicators, 2014/1-5

	2012/13	2013/14	12 months to end Sept. 2014 Q2	Target 2014/15	Trend over 5 years
Aim 4: RESOURCES					
LI 16i : Undisputed invoices paid within 30 days	99.1%	99.4%	99.7%	98.0%	▲
LI 16ii : Undisputed SME ¹ invoices paid within 10 days	93.4%	95.6%	98.5%	95.0%	▲
Aim 5: PEOPLE					
LI 19i : Sickness – operational staff	4.38%	4.31%	4.64%	3.65%	▲
LI 19ii : Sickness – Control staff	6.87%	5.61%	7.02%	4.70%	▲
LI 19iii : Sickness – FRS staff	2.58%	2.86%	3.43%	2.48%	▲
Aim 6: PRINCIPLES					
LI 23i : Road traffic accidents involving brigade vehicles	496	518	503	536	▼
LI 23ii : Safety events reported under RIDDOR ²	137	102	139	115	▼

KEY**Performance**

Green – on target
 Amber – within 10 per cent of target
 Red – more than 10 per cent outside target

Trend

▲ Numbers increasing, good performance trend
 ▼ Numbers decreasing, good performance trend
 ▲ Numbers increasing, poor performance trend
 ▼ Numbers decreasing, poor performance trend
 ◀ No discernible trend

¹ Small and medium enterprises.

² Safety events reported to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR) 1995

- The number of **road traffic accidents involving fire brigade vehicles** continues to improve over the long term. The figure of 503 accidents for the 12 months ending Q2 2014/15, this represent an improvement against the same period in 2013/14. A detailed report about health and safety, including performance against targets, is presented to the Committee annually.
- **Safety events reported under RIDDOR** are those more serious events required to be reported to the Health and Safety Executive (HSE), under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR) 2013. Those events reportable under these Regulations are listed for reference, in Appendix 2. The figure of 139 RIDDOR reportable injuries for the 12 months ending September 2014 is an increase over the number of incidents as at the end of 2013/14, but the overall trend is one of long term improvement.

Head of Legal & Democratic Services comments

8. The Head of Legal & Democratic Services has reviewed this report and has no comments.

Director of Finance and Contractual Services comments

9. The Director of Finance and Contractual Services has reviewed this report and has no comments.

Sustainable development implications

10. The corporate indicators selected for this report represents performance against key aspects of five of the six strands of our Sustainable Development Framework. Corporate indicators that represent performance against the sixth strand of our Sustainable Development Framework are addressed in a separate report to the Governance, Performance and Audit Committee. The six strands of the Sustainable Development Framework are:

- Equality and Social Inclusion;
- Climate Change;
- Environment and its Resources;
- Health, Safety and Wellbeing;
- Economic Prosperity; and
- Community Safety.

Equalities implications

11. Alongside the indicators selected for this report, the full suite of corporate performance indicators has targets to measure how well the Authority is achieving its equality objectives. For 2014/15, indicators and targets continue to be focussed on retention and progression of women and those from BME groups within the workforce.

12. The indicators (with targets) are for:

- the proportion of top earners who are women or from a BME group in the different employment groups in the workforce (LI 20);
- those voluntarily leaving the Brigade (including retirement) who are women or from a BME group in the different employment groups in the workforce (LI 21).

13. The performance against these indicators are set out in detail in the report *HR digest* on the agenda for the Committee today, as well as in the Corporate Digest circulated to Members of the Committee with the papers for this meeting. At the end of quarter 2 2014/15, there were 629

BME and 329 women uniformed operational staff in post; that is 12.3 per cent and 6.4 per cent of the workforce (respectively).

Staff Side consultations undertaken

14. There was no specific staff side consultation on this report. Any performance issues which need input from staff side would be dealt with as part of the Brigade's established performance management framework.

List of Appendices to this report:

- 1 Performance against a number of key indicators for the 12 months to September 2014
- 2 Description of RIDDOR reportable events

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
List of background documents	
1. Fifth London Safety Plan 2013 – 2016	
2. Corporate performance digest Q2 2014/15	
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Performance indicators and commentary

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Sickness by occupational group	page 10
Operational	
Control	
FRS	
RTAs involving brigade vehicles	page 12
RIDDOR events	page 14

Invoice payments

all undisputed invoices paid within 30 days and within 10 days from SMEs

LI 16i - INVOICE PAYMENTS 30 DAYS

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	96.5%	96.3%	96.3%	96.4%	96.4%	96.5%	96.5%	96.4%	96.4%	96.6%	96.8%	97.2%	96%
2011/12	97.3%	97.7%	98.0%	98.1%	98.2%	98.3%	98.4%	98.6%	98.7%	98.9%	99.0%	99.0%	97%
2012/13	99.0%	99.0%	99.1%	99.0%	98.9%	98.9%	98.9%	98.8%	98.8%	98.9%	98.9%	99.1%	97%
2013/14	99.1%	99.1%	99.1%	99.2%	99.3%	99.3%	99.3%	99.3%	99.4%	99.4%	99.4%	99.4%	98%
2014/15	99.5%	99.5%	99.6%	99.6%	99.6%	99.7%							98%

LI 16ii - SME INVOICE PAYMENTS 10 DAYS

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	84.8%	85.3%	85.5%	85.5%	85.5%	85.5%	85.3%	85.4%	85.6%	86.2%	88.3%	89.6%	90%
2011/12	90.0%	90.4%	91.3%	91.8%	91.8%	92.3%	92.7%	93.2%	93.3%	92.7%	92.6%	92.6%	92%
2012/13	92.5%	92.6%	92.5%	92.3%	92.8%	93.0%	92.7%	92.2%	92.1%	92.9%	93.2%	93.4%	95%
2013/14	93.5%	93.2%	92.9%	92.7%	92.7%	92.6%	92.9%	93.4%	93.9%	94.1%	94.5%	95.6%	95%
2014/15	96.8%	97.2%	97.6%	98.1%	98.2%	98.5%							95%

chart 1 : rolling 12 months

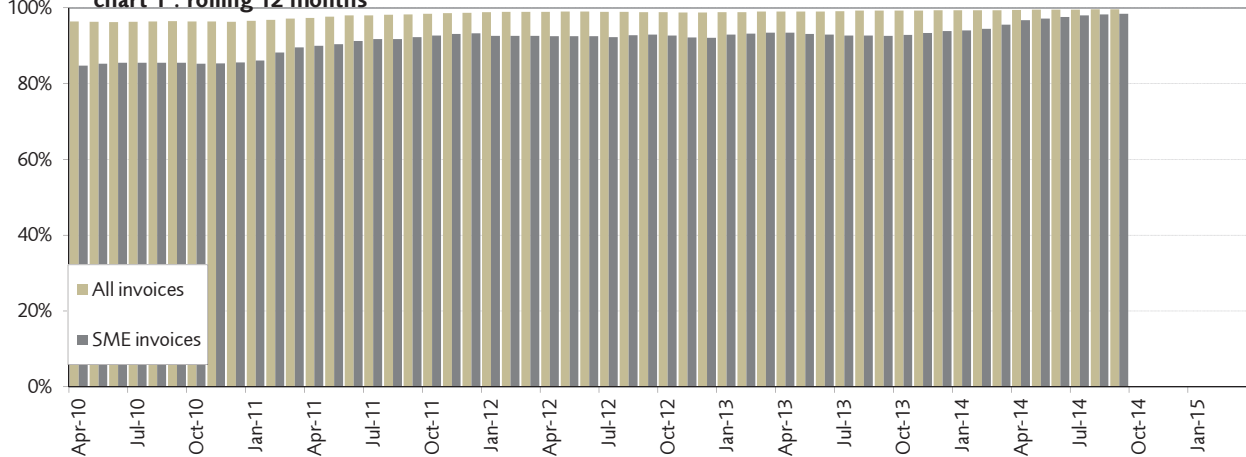
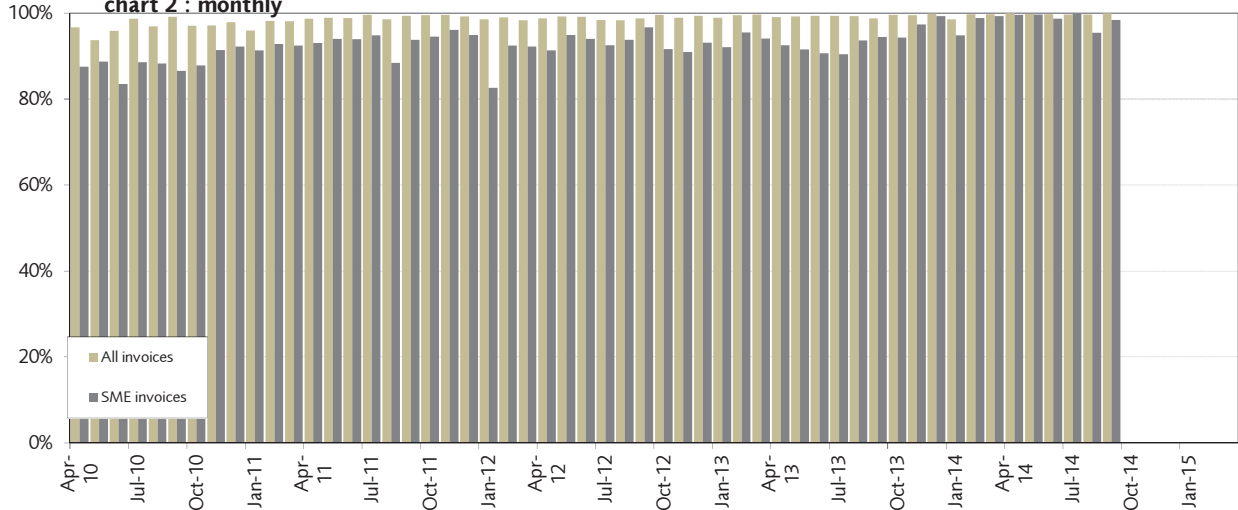


chart 2 : monthly



Indicator Description

This indicator measures how quickly undisputed invoices are paid. LI 16i is for all invoices paid within 30 days and LI 16ii is for payment of invoices from small and medium enterprises (SMEs) within 10 days. The SME target was part of the Mayor of London's economic recovery plan for London.

Performance over the last five years has shown an increasing proportion of invoices paid within 30 days. Performance for the 12 months ending September 2014 continues to be in excess of 99 per cent at 99.7 per cent, and has achieved the set target.

For SME invoices, performance has continued to improve. Performance for the 12 months ending September 2014/15 has reached 98.9 per cent. This represents better than target performance and continues to be in excess of the higher 95 per cent target set in 2012/13.

Performance Management

The process improvements that were put in place in 2013/14 have resulted in a steady improvement in invoice payments performance. In the second quarter, the performance has improved even further for both the prompt payment of invoices within 30 days and those to SMEs in 10 days to the highest levels ever achieved.

Sickness

Operational, Control & FRS staff

LI 19i - SICKNESS - OPERATIONAL STAFF

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	4.13%	4.12%	4.10%	4.04%	3.98%	3.93%	3.96%	4.16%	4.42%	4.57%	4.63%	4.70%	3.60%
2011/12	4.76%	4.79%	4.87%	4.95%	5.03%	5.07%	5.01%	4.79%	4.55%	4.41%	4.41%	4.38%	3.40%
2012/13	4.32%	4.30%	4.27%	4.24%	4.22%	4.25%	4.28%	4.32%	4.35%	4.45%	4.38%	4.38%	3.05%
2013/14	4.43%	4.45%	4.46%	4.45%	4.39%	4.33%	4.32%	4.32%	4.34%	4.28%	4.27%	4.31%	3.65%
2014/15	4.34%	4.37%	4.41%	4.45%	4.55%	4.64%							3.65%

short term sickness

2013/14	1.68%	1.69%	1.70%	1.73%	1.71%	1.68%	1.71%	1.70%	1.69%	1.69%	1.69%	1.69%
2014/15	1.70%	1.71%	1.73%	1.73%	1.74%	1.73%						

LI 19ii - SICKNESS - CONTROL STAFF

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	4.76%	5.08%	5.01%	4.91%	4.64%	4.34%	4.35%	4.32%	4.39%	4.35%	4.41%	4.42%	4.00%
2011/12	4.30%	4.37%	4.60%	4.80%	4.88%	5.07%	4.93%	4.86%	4.75%	4.66%	4.52%	4.51%	3.75%
2012/13	4.71%	4.78%	4.58%	4.54%	4.70%	4.99%	5.40%	5.79%	6.25%	6.67%	6.94%	6.87%	3.40%
2013/14	6.74%	6.73%	6.70%	6.78%	6.74%	6.42%	6.31%	6.27%	6.06%	5.72%	5.56%	5.61%	4.70%
2014/15	5.87%	5.89%	6.22%	6.44%	6.76%	7.02%							4.70%

short term sickness

2013/14	1.42%	1.38%	1.42%	1.34%	1.34%	1.30%	1.26%	1.26%	1.20%	1.07%	1.05%	1.02%
2014/15	1.04%	1.02%	1.13%	1.22%	1.28%	1.32%						

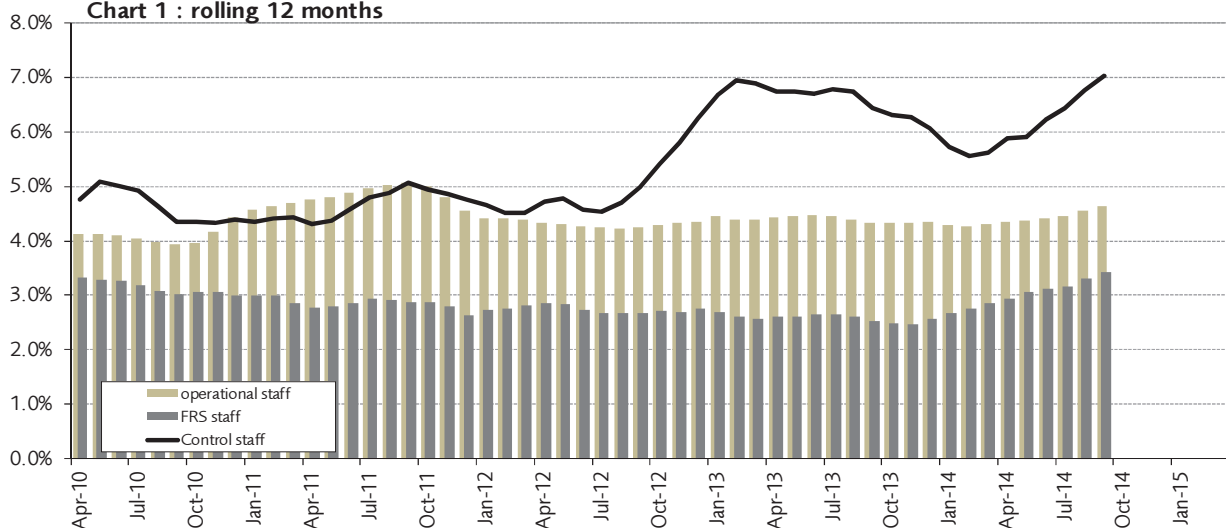
LI 19iii - SICKNESS - FRS STAFF

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	3.33%	3.29%	3.27%	3.18%	3.09%	3.02%	3.07%	3.07%	3.00%	2.99%	2.99%	2.86%	3.00%
2011/12	2.77%	2.79%	2.85%	2.93%	2.91%	2.88%	2.87%	2.79%	2.63%	2.73%	2.75%	2.81%	2.50%
2012/13	2.86%	2.83%	2.74%	2.68%	2.67%	2.68%	2.72%	2.70%	2.75%	2.69%	2.62%	2.58%	2.35%
2013/14	2.62%	2.62%	2.65%	2.65%	2.61%	2.54%	2.48%	2.47%	2.57%	2.67%	2.76%	2.86%	2.48%
2014/15	2.94%	3.07%	3.12%	3.17%	3.31%	3.43%							2.48%

short term sickness

2013/14	0.92%	0.93%	0.93%	0.94%	0.93%	0.92%	0.92%	0.90%	0.85%	0.83%	0.80%	0.79%
2014/15	0.78%	0.76%	0.79%	0.77%	0.77%	0.79%						

Chart 1 : rolling 12 months



Indicator Description

Sickness across the three occupational groups has increased during the second quarter of 2014/15.

For operational staff, the figure of 4.64 per cent is above the annual target figure for 2014/15, and represents a slightly higher figure than the previous 12 months.

For FRS staff, the figure of 3.43 per cent represents an increase over the previous year as a result of an increase in long-term sickness. Recent performance has dropped, meaning that overall performance for the end of September is above target.

For control staff sickness performance, the figure of 7.02 per cent represents an increase compared to the end of 2013/14, primarily due to an increase in long-term sickness. with a slight increase in short term sickness when compared to September 2013/14.

Data for short term sickness for each occupational group has been included in the presentation. These data cover the period from April 2013 onwards.

Performance Management

For the year ending September 2014, the total value of sickness for operational staff was £11.48m, based on 8.47 shifts (4.64 per cent) lost. For FRS staff, the equivalent figure was £2.02m, based on 8.99 days (3.43 per cent), and for Control staff, the figure was £413k, based on 12.81 shifts (7.02 per cent) lost.

When these figures are adjusted to exclude the sickness of those who have left the organisation in the previous 12 months, sickness rates reduce to 4.04 per cent for Operational staff, and 2.88 per cent for FRS staff. Control sickness rates increase to 7.52 per cent. The additional value of sickness for the staff who left the Authority in the year to September 2014 equates to £1.48m for operational staff, and £324k for FRS staff. There is no additional value for Control leavers as their sickness rate was marginally better than the average for Control.

The 6-monthly Attendance Update report was provided to the 18 September 2014 Resources Committee meeting, and this included more detailed analysis of sickness patterns and trends, and current and future planned initiatives aimed at reducing sickness absence to target levels. We now have three months additional sickness data, July-September 2014, and sickness has increased across all occupational groups in the last quarter, in particular amongst Control and FRS staff, with almost all of the increase resulting from long-term sickness. A series of briefings for managers, in particular of FRS staff, is currently taking place at HQ. This includes an Attendance Update, which reinforces managers' responsibilities in relation to sickness absence; the current upward sickness trend highlights the importance of these briefings. The Stress Audit report on the agenda of today's Committee meeting, and the actions arising from this, assumes greater importance as the main cause of long-term sickness amongst FRS and Control staff is stress anxiety and depression.

There is also a report on the agenda for today's meeting of the Committee which updates on the discussions with the trade unions over the comprehensive review of the Authority's attendance management policy and procedures which was requested by the 18 September Resources Committee meeting.

Health & Safety

RTAs involving LFB vehicles

LI 23i - RTAs INVOLVING FIRE BRIGADE VEHICLES

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	726	727	713	707	707	722	705	702	695	694	673	679	661
2011/12	671	667	659	639	632	624	628	615	604	586	608	598	685
2012/13	594	590	573	570	561	539	530	520	519	519	507	496	672
2013/14	490	484	497	508	516	505	500	519	510	504	520	523	564
2014/15	528	515	511	494	490	503							536

chart 1: rolling 12 months

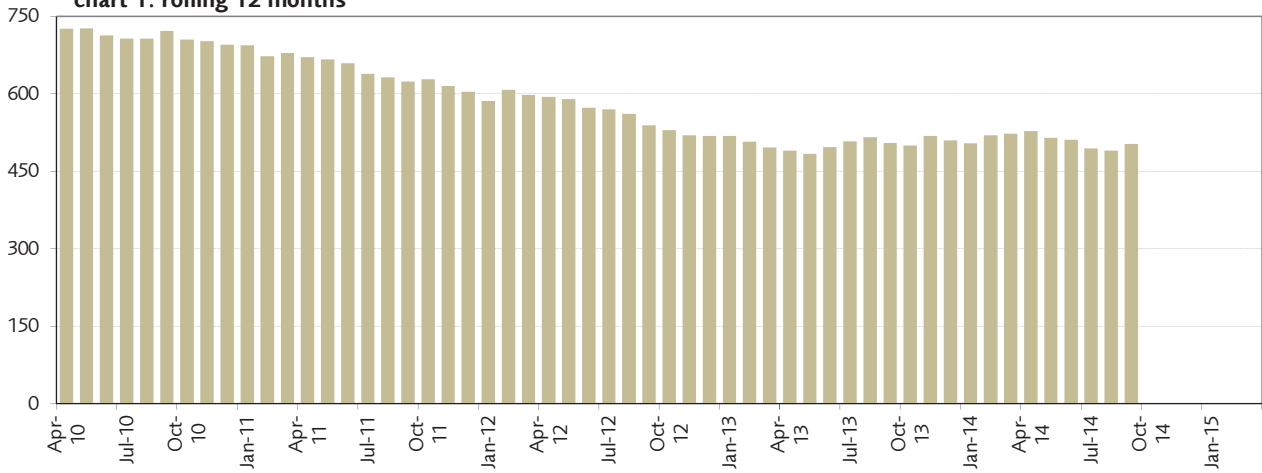
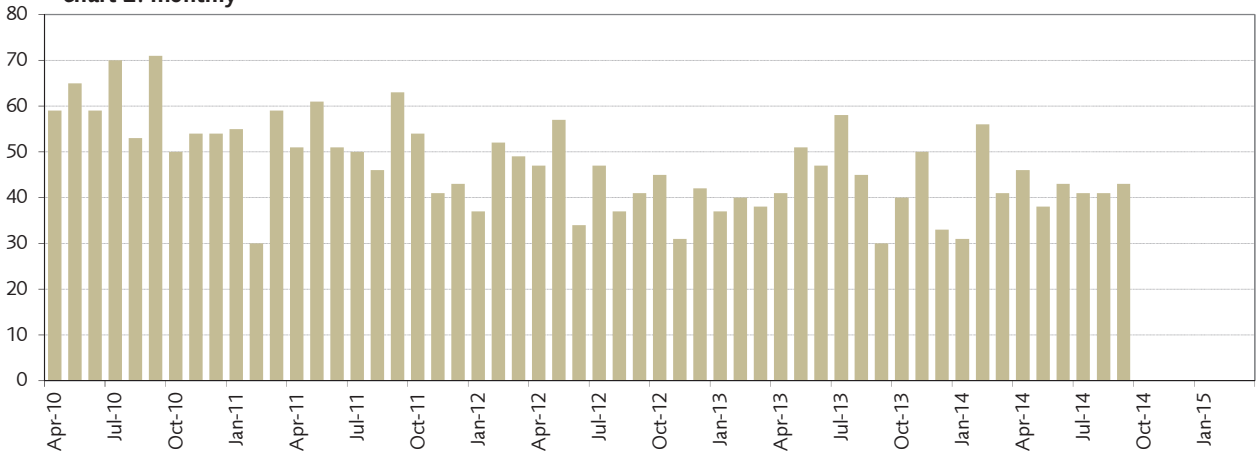


chart 2: monthly



Indicator Description

The tables and graphs display the number of vehicle events (LI23i) recorded across the Brigade. The numbers include all vehicles used by the Brigade, and also include those accidents which were not the fault of a Brigade driver.

The figure for the 12 months to September 2014 (503) represents a continuing improvement in the long term despite a recent performance deterioration; performance since May 2010 has improved by 31 per cent.

Long term improvements in accident numbers are happening across all vehicle types, but pumping appliance accidents, because of the volumes involved, are the big driver for the bottom line improvement in numbers. The number of incidents involving pumping appliances for the 12 months to September 2014 (383) has reduced by over 30 per cent since April 2010 and by four per cent when compared to the same period last year.

Vehicle type	Percentage of total accidents at end of September 2014	Percentage improvement since April 2010	Percentage change (12 months to September 2014)
Pumping appliances	76 per cent	32 per cent	- 4 per cent
Special appliances	14 per cent	20 per cent	+ 36 per cent*
Aerials	3 per cent	30 per cent	- 7 per cent**
Other - to include vans and officer cars	7 per cent	38 per cent	-12 per cent***

* numbers for incidents involving special appliances increased from 52 to 71.

** numbers for incidents involving aerial appliances decreased from 15 to 14.

*** number of incidents involving other vehicles decreased from 40 to 35.

Performance Management

Continued efforts are being made to drive down the number of vehicle accidents across the Brigade. To emphasise the importance of reducing vehicle accidents, the Third Officer has decided that the reduction be incorporated into the Service Standards for operational staff.

To maintain strategic focus, this subject is a fixed agenda item at the Third Officer's senior management team meetings, where there is discussion of vehicle accidents to observe any trends and take necessary action.

This also helps maintain a constant approach across the respective operational areas, and allows for DACs to also apply consistency when holding 1-2-1 meetings with their respective Borough Commanders. This has helped to reduce the number of accidents over the last few years. Managers at stations ensure that there are suitable plans in place to prevent, as far as possible, the occurrence of all types of vehicle accidents. Actions taken include:

- risk assessment of vehicle movements on the station;
- establishing a system of follow up, working with those drivers who have recorded two or more accidents in a year;
- reminding all staff of their responsibilities as set out in the firefighter role map; and
- recording all types of training on staff individual training records (ITR).

In this financial year, Fleet team have proposed to apply for a recognition award under the Fleet Operators Recognition Scheme (FORS). This will involve an external audit of our systems for the management of occupational road risk and the review of our existing control measures with recommendations for improvements where applicable.

Health & Safety

RIDDOR events

LI 23ii - RIDDOR events

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	target
2010/11	153	150	143	148	147	149	146	142	148	160	158	155	-
2011/12	157	159	164	150	147	145	143	140	139	130	141	141	-
2012/13	136	141	135	137	140	139	142	149	148	142	137	137	139
2013/14	136	127	126	124	116	109	108	102	97	100	102	102	137
2014/15	111	114	123	131	132	139							115

chart 1: rolling 12 months

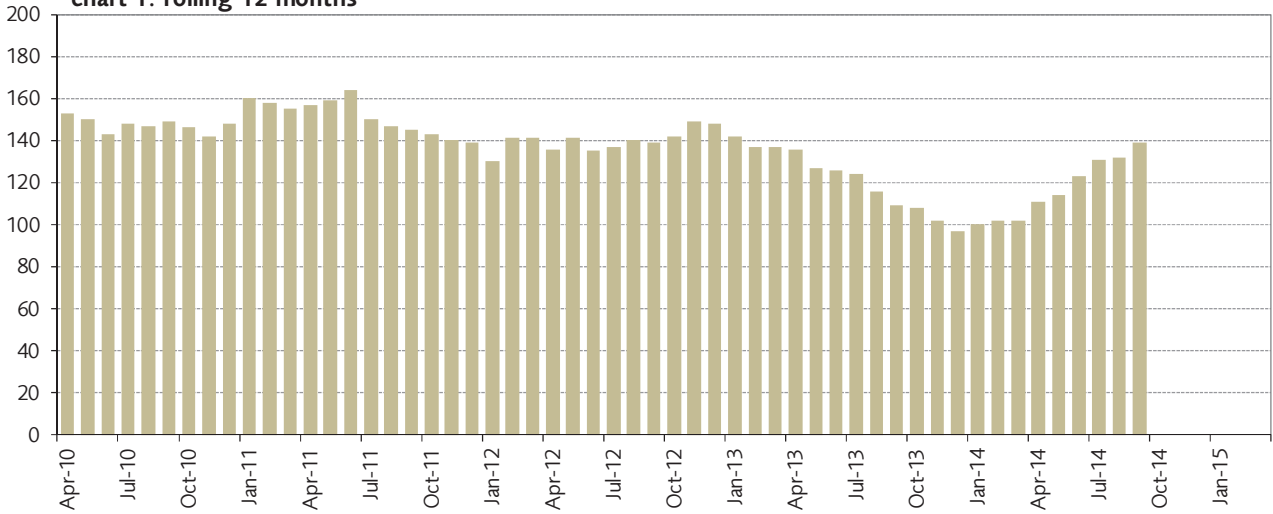
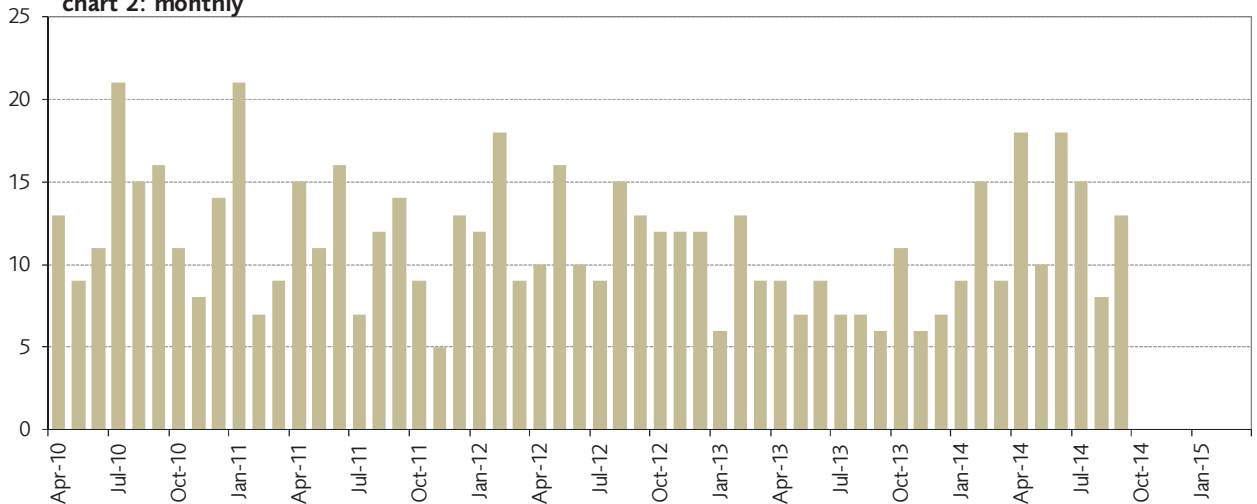


chart 2: monthly



Indicator Description

RIDDOR events are those required to be reported to the Health and Safety Executive (HSE), under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR) 2013. As of October 2013, major injury events have been reclassified as 'specified injuries'. These are defined in the regulations and listed for reference. However, whilst the classification has changed, the number of such events experienced by the Brigade has remained consistent over the last five years. A full list of those events which qualify as major is available in Appendix 2 of Policy Number 369 - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 policy (RIDDOR 2013). Data shows the majority of RIDDOR injury events fall within the over 7 day injury category.

Following the notable increase in RIDDOR injuries in Q1 2014/15 (46 for the quarter), there has been a reduction in RIDDOR injuries in Q2 2014/15 to 36. Whilst a clear improvement, this has not yet returned to expected levels.

The figure for the 12 months to September 2014 (139) is a higher than the same point in the previous financial year (i.e. the year to September 2013 (109)). Overall, the five year trend is one of improvement; RIDDOR events have fallen by 11 per cent since April 2010.

At the last meeting of the Committee in September 2014 (FEP2312), the Committee specifically requested that future reports include a distinction between events involving FRS and operational staff, and a further breakdown of the operational events into categories. For the RIDDOR events occurring during Q2:

- All RIDDOR injuries (36) reported involved operational staff, none were attributable to FRS personnel;
- 21 events occurred during operations, seven during training activities and eight during general activities (e.g. routine station-based activities, etc);
- There were no reportable dangerous occurrences in this quarter.

From the seven RIDDOR events that occurred during training, 57 per cent (4 injuries) occurred at Babcock led training sessions.

Over the past quarter, 46 'near miss' events have also been reported; 14 near misses occurred during operations, 15 during training activities and 17 during general activities (e.g. routine station-based activities, etc).

Performance Management

The increase in RIDDOR injuries in the first two quarters of 2014/15 has been monitored and subjected to greater analysis by the health and safety team with a view to identifying specific interventions to target a further reduction in RIDDOR injuries. The increase in injuries is specific to operational staff. No clear reason has been identified to explain the increase in RIDDOR injuries, although it has been noted that the increases in RIDDOR injuries are NOT associated with the following:

- There has been no significant change in the number of injuries or near misses overall that would account for the large increase in RIDDOR injuries;
- There has been no significant change in the number of operational events that have been attended;
- When the severity of injuries are reviewed there does not appear to be a trend toward more serious injuries occurring, although staff are taking more time off work following injury;
- There have been no changes in policies, procedures or safe systems of work that have been linked to accident causation and/or injury; and

- There have been no changes to operational or protective equipment that have been linked to accident causation and/or injury.

Accidents are always investigated and the causes identified. Where an event occurs that has corporate implications, the Senior Accident Investigation (SAI) team will lead and provide a report for corporate consideration. Where significant risks are identified these may be subject to thematic audit. A new training course (Lead Accident Investigator) has been implemented in 2013/14, which has increased the number of qualified investigators available. Training of staff in accident investigation will continue through 2014/15.

The Safety Event Reporting Database (SERD) captures critical information about all safety events, which includes accidents, near misses and road traffic incidents. Trends are analysed and monthly reports are provided to the Area Deputy Assistant Commissioners (DACs), so that positive preventive actions can be taken to prevent future events.

A system to monitor the implementation and completion of action plans that result from accident investigations has been put in place to ensure that proportionate steps are taken to prevent the recurrence of injuries.

The four Area DACs meet quarterly with health and safety staff to determine whether events can be attributable to employee behaviour (i.e. by not taking the appropriate care), equipment, and/or facilities failures.

Where corporate trends are identified, the appropriate action can then be applied. For example, ensuring training packages are completed within a specified timescale, or by increasing the frequency of inspection to specific parts of premises.

Service Standards (LFB Policy 812) are now in place and have been incorporated into Borough (departmental) Service Plans, which will encourage proactive management of health and safety risks at station level.

Officers have introduced a premises slips and trips risk assessment programme to proactively identify and record slips and trips risks on LFB premises. A communication strategy has been designed to raise awareness of key issues with staff. It includes the design of several posters and the use of other media such as Hotwire and Shout. The campaign will highlight five main hazards to staff including tripping up on the stairs, getting on and off appliances, trip hazards in the gym, paying attention to warning signs in areas being cleaned and poor housekeeping.

Description of RIDDOR reportable events

Deaths and injuries

If someone has died or has been injured because of a work related accident this may have to be reported.

(a) Work-related accidents:

The accident that caused the death or injury must be connected to the work activity.

(b) Types of reportable injury:

- deaths;
- specified injuries;
- over-seven-day injuries.

(c) People not at work:

- where a member of the public or person who is not at work has died, or;
- injuries to members of the public or people not at work where they are taken from the scene of an accident to hospital for treatment.

(d) Reportable specified injuries are:

- a fracture, other than to fingers, thumbs and toes;
- amputation of an arm, hand, finger, thumb, leg, foot or toe;
- permanent loss of sight or reduction of sight;
- crush injuries leading to internal organ damage;
- serious burns (covering more than 10 per cent of the body, or damaging the eyes, respiratory system or other vital organs);
- scalping (separation of skin from the head) which require hospital treatment;
- unconsciousness caused by head injury or asphyxia;
- any other injury arising from working in an enclosed space, which leads to hypothermia, heat-induced illness or requires resuscitation or admittance to hospital for more than 24 hours.

(e) Over 7 day injuries:

This is where an employee or self-employed person is away from work or unable to perform their normal work duties for more than seven consecutive days (not counting the day of the accident).

Occupational diseases

Employers and the self-employed must report listed occupational diseases when they receive a written diagnosis from a doctor that they or their employee is suffering from a listed condition **and** the sufferer has been doing the work activities listed.

Dangerous occurrences

Dangerous occurrences are certain specified near-miss events. Not every near-miss event must be reported. The list of reportable dangerous occurrences includes:

- the collapse, overturning or failure of load-bearing parts of lifts and lifting equipment;
- plant or equipment coming into contact with overhead power lines;
- explosions or fires causing work to be stopped for more than 24 hours.

Note: Certain additional categories of dangerous occurrences apply specifically to mines, quarries, offshore workplaces and certain transport systems (railways etc.).

Subject: Mayor's Decision Lists: 3 September to 3 December 2014

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Secretariat

Date: 22 January 2015

This report will be considered in public

1. Summary

- 1.1 The report sets out the Mayor's Decision Lists published since the last meeting of Sub-Committee, and asks, following any discussion, that the Sub-Committee decide if there are any issues with the lists that should be referred to the Budget and Performance Committee for detailed consideration.

2. Recommendation

- 2.1 **That the Sub-Committee discusses any issues arising from the Mayor's Decision Lists for the period 3 September to 3 December 2014 (previously made available as background papers to the relevant Mayor's Report to the Assembly), and decides whether to refer any issues to the Budget and Performance Committee for detailed consideration.**

3. Background

- 3.1 The Mayor's Decision Lists record both the decisions taken by the Mayor and the Directors of the Authority, through the Authority's formal approval processes. These lists, which relate to a specified period, are made available as background papers to each Mayor's Report to the London Assembly.

- 3.2 The Sub-Committee's Term of Reference state that the Sub-Committee is:

To consider the quarterly monitoring reports provided by the GLA and its functional bodies as referred to it by the Budget and Performance Committee, and any other reports falling within the terms of reference of the Budget and Performance Committee which that Committee considers appropriate, and to report back its findings to the Budget and Performance Committee as necessary.

- 3.3 At its meeting on 25 June 2014, the Budget and Performance Committee agreed to refer the Mayor's Decision Lists to the Sub-Committee for consideration as a matter of course for the remainder of the Assembly year.

4. Issues for Consideration

4.1 The following Mayor's Decision Lists, as previously published on London Assembly (Mayor's Question Time) agendas, are attached:

- Mayor's Decision List for 4 September to 8 October 2014, attached at **Appendix 1**;
- Mayor's Decision List for 9 October to 5 November 2014, attached at **Appendix 2**; and
- Mayor's Decision List for 6 November to 3 December 2014, attached at **Appendix 3**.

5. Legal Implications

5.1 There are no direct legal implications arising from the report.

6. Financial Implications

6.1 There are no direct financial implications arising from the report.

List of appendices to this report:

Appendix 1 – Mayor's Decision List for 4 September to 8 October 2014
Appendix 2 – Mayor's Decision List for 9 October to 5 November 2014
Appendix 3 – Mayor's Decision List for 6 November to 3 December 2014

Local Government (Access to Information) Act 1985
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List of Background Papers: None

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Background Document – List of decisions between 4 September 2014 and 8 October 2014

The Part 1 of Mayoral Decisions (from 6 April 2009), Executive Director Decisions (from 1 November 2010), Assistant Director Decisions (from 18 April 2013) and the non-confidential facts and advice supporting those decisions, are published on the GLA website within one working day of approval, unless deferred.

* = previously deferred publication.

s30 = approved under Section 30 of the GLA Act 1999 (as amended)

Ref	Decision	Date	Approved by/ Mayoral Advisor	Financial Implications
MD1404	Noted and confirmed: 1. The changes that have been made to the Compulsory Purchase Order Map for the Southall Gasworks Compulsory Purchase Order (originally agreed by MD1360).	03/10/14	Boris Johnson/ Richard Blakeway	St James continues to indemnify the GLA against all costs, including staff time, in relation to the CPO as confirmed in the terms of the Promotion Agreement.
MD1395 s30	Approved: 1. The receipt of £2m from London Metropolitan University, as repayment of part of the grants it received from the London Development Agency between 2004-2008, when establishing digital manufacturing and workspace facilities.	23/09/14	Boris Johnson/ Richard Blakeway	The grants relating to two building that are now to be sold were made over 8 years ago and totalled £5m. Approximately £3m was spent on the buildings, with the remainder being spent on IT equipment and other assets that will be retained by the university. It is recommended that the university's offer to repay £2m is accepted as it is not considered beneficial to seek to undertake complex valuations of the proportions of the properties that were funded by the grant.

MD1393* s30	<p>Approved:</p> <ol style="list-style-type: none"> 1. That the initial phase of the "London Housing Bank Programme" will be used to fund the delivery of "Affordable Rent to Buy" housing whereby homes will be made available as affordable housing for a temporary period, and that a funding prospectus be produced and published in summer 2014 for these purposes. 2. The receipt by the GLA of £200m from the Department for Communities and Local Government (DCLG) as a repayable loan, and approves the GLA entering into a contractual funding agreement with DCLG, on terms and conditions to be agreed, for the purposes of the initial phase of the London Housing Bank. 3. Expenditure of £0.2m from the Housing and Land Directorate's existing budgets to cover initial expenditure, over 2014-16, for external support required to operate the initial phase of the London Housing Bank. 4. The re-profiling of £100m of budget from the Mayor's Housing Covenant programme from 2014-15 to 2015-16, following receipt of £180m from the Department for Communities and Local Government. <p><i>Part 2 of this report is confidential under the FOI Act</i></p>	15/08/14	Boris Johnson/ Richard Blakeway	<p>It is intended that the GLA will allocate £120m in 2015-16 and £80m in 2016-17 of repayable loans, primarily to Registered Providers, to accelerate the delivery of 3,000 homes. The GLA will be liable to repay this funding to the Government on a forecast basis of £25m pa over eight years in accordance with a schedule yet to be agreed with DCLG.</p> <p>The Loan management will be conducted in accordance with the GLA's Group Treasury Management Practices and comply with an agreed Assurance Statement, the latest draft of which is attached in the Part 2 confidential paper.</p>
MD1392	<p>Approved:</p> <ol style="list-style-type: none"> 1. Revenue expenditure of up to £190,000 in 2014-15 to support three areas of work in preparation for the next stage of the High Speed 2 petitioning process. 2. The commissioning of external consultants to produce evidence based studies and/or reports to support the petition. 	17/09/14	Boris Johnson/ Sir Edward Lister	<p>This cost is planned to be met from the Corporate Contingency budget. The work is expected to be completed within the 2014-15 financial year. However, this is dependent on the Select Committee timetable for hearing evidence and this timetable has not yet been made public.</p>

MD1390*	<p>Consented:</p> <p>1. As required by Section 20(4) of the Transport and Works Act 1992 as amended by Section 168 of the Greater London Authority Act 1999 to authorise Transport for London (TfL), to submit an application for an Order under the Transport and Works Act 1992 for powers to implement the Bank Station Capacity Upgrade project.</p>	15/08/14	Boris Johnson/ Isabel Dedring	There are no financial implications for GLA from this proposal. The cost of the project will be borne by TfL and some Section 106 funding is expected to be contributed by the City of London following completion of the project.
MD1373 s30	<p>Approved:</p> <p>1. The sale by GLA Land and Property Ltd of Plot 5, London Sustainable Industries Park to SARIA Limited (formerly called PDM Limited) by way of a 999 year lease.</p> <p>2. The GLA Land and Property Limited (as landowner) entering into a Section 106 Agreement with the Local Planning Authority, London Borough of Barking & Dagenham ('LBBD') and with SARIA Limited (the developer) to ensure that the developer's planning obligations to LBBD are fulfilled subject to an appropriate indemnity from SARIA.</p> <p><i>Part 2 of this report is confidential under the FOI Act</i></p>	22/09/14	Boris Johnson/ Richard Blakeway	The financial implications are included in the confidential Part 2 paper.
DD1270	<p>Approved:</p> <p>1. Expenditure of up to £184,500 of revenue funding from the Growing Places Fund in financial years 2014-15 and 2015-16 as follows:</p> <ul style="list-style-type: none"> - £153,000 for the staffing costs in delivering the Further Education Capital Investment Fund; - £31,500 for the staffing costs in delivering the Digital Skills pilot programme. 	08/10/14	Fiona Fletcher-Smith	Approval is being sought to fund 2 Grade 8 Programme Officers for 18 months (to deliver the FE Capital Investment Fund) and a 0.5 FTE Grade 10 Principal Policy Officer for 12 months (to deliver the Digital Skills pilot programme) at a cost of up to £184,500. The cost will be funded from the Growing Places Fund (GPF) programme. The use of GPF programme funds has been approved by the Local Enterprise Partnership under urgency procedures.

DD1258	<p>Approved:</p> <p>1. The agreed settlement, in relation to the judicial review in the High Court of the Mayor of London's actions on behalf of the Greater London Authority (GLA) in relation to the London Fire and Emergency Planning Authority's (LFEPA) Fifth London Safety Plan (LSP5), against the Claimant boroughs and the receipt of the GLA's claim for legal costs, for an amount of £85,000.</p>	15/09/14	Martin Clarke	The funds received by the GLA will be used to offset a major part of the legal costs it has incurred.
DD1247*	<p>Approved:</p> <p>1. Expenditure of up to £489,719 to grant fund London Fostering Achievement (Round 3 London Schools Excellence Fund Children in Care Project) and of up to £70,281 for the procurement of an external evaluation of the project.</p> <p>2. Expenditure of up to £484,686 for the Education Programme evaluation.</p> <p>3. Expenditure of £619,413 to grant fund London Leadership Strategy and the Education Endowment Foundation within the London Schools Excellence Fund knowledge mobilisation strand of activity to support learning, knowledge dissemination and research use by schools.</p>	01/08/14	Jeff Jacobs	<p>The total cost of this proposal is up to the value of £1,664,099.</p> <p>MD1132 approved a total gross budget of up to £24.864m over the period 2012-13 to 2015-16 for the overall London Schools Excellence Fund work programme, which includes grant income from the DFE (£20m) and GLA budget provision of £4.864m, specifically for the Supplementary Schools Programme, London Curriculum and Gold Club elements of the programme. It is from within the approved budget provision that costs of up to £1,664,099 for this proposal will be funded.</p>
DD1239	<p>Approved:</p> <p>1. The variation of the GLA's ESF Youth Programme Grant agreements with:</p> <ul style="list-style-type: none"> • Remploy (LDD1 and LDD3); and Leonard Cheshire Disability (LDD2), (Learners with Learning Difficulties and/or Disabilities projects) to revise the budget, outcomes and Overall Unit Cost. 	01/08/14	Jeff Jacobs	<p>MD948 approved the GLA's European Social Fund (ESF) Youth Programme 2011-13, with a gross budget of up to £10m to be jointly funded by the GLA and ESF (£5m each).</p> <p>During the grant commissioning process grants up to the value of</p>

	<ul style="list-style-type: none"> • Nacro (YO1 and YO3) (Resettlement of Young Offenders projects), to revise the budget, outcomes, unit rates and Overall Unit Cost, and to revise the delivery model as set out in the form. • Working Links (YO2) (Resettlement of Young Offender project), to revise the budget, outcomes, unit rates and Overall Unit Cost and to extend geographic coverage to provide a Pan London Service Model. 			<p>£8,695,325 have been awarded by the GLA. As detailed within the main body of this report, approval is now being sought to reduce the value of some of the grant awards via Deed of Variations.</p> <p>The proposed revisions to the programme will realise gross savings of £2,780,828, with GLA net savings being £1,390,414, which has already been recognised during the GLA's annual budget setting process for 2014-15.</p>
DD1230*	<p>Approved:</p> <p>1. Expenditure of up to £150k on supplies and services and assistance required to support the GLA's consideration of whether to bid to host the World Expo in 2025.</p>	23/06/14	Fiona Fletcher-Smith	Approval is sought for expenditure of up to £150k to support a London bid to host the World Expo in 2025. This expenditure has been approved to be funded from the 2014-15 GLA central programme budget.
DD1194*	<p>Approved:</p> <p>1. A maximum allocation of up to £100,000 grant funding to City Gateway for one Team London Volunteers into Employment, Education or Training for project delivery.</p> <p>2. A maximum allocation of up to £100,000 grant funding to Hackney Education Business Partnership for one Team London Volunteers into Employment, Education or Training for project delivery.</p>	17/04/14	Jeff Jacobs	<p>The total maximum cost of this project is £200,000, with the GLA net cost being £100,000. The balance of £100,000 will be funded by ESF funding, specifically via DWP.</p> <p>The GLA's contribution of £100,000 is to be funded from the Team London Programme budget (MD1177) that has been transferred to the ESF Delivery Unit as previously approved by MD1304.</p>

DD1112* s30	<p>Approved:</p> <ol style="list-style-type: none"> 1. £23,830 of capital funding to upgrade the IT system in the 639 Tottenham High Road building. 2. £24,000 of revenue to cover 50% of the cost of a Team London officer working as part of the 639 team for 12 months, the remaining 50% cost would be covered by Team London. 3. £7,210 of revenue to cover legal fees associated with preparing the lease agreement. 4. £20,500 of revenue to cover small-scale physical works within 639 to address heritage works. 5. £104,290 of capital funding to carry out physical improvement works including; making 639b permanent; improving ramp access to the main building from the high road. 	09/10/13	Fiona Fletcher-Smith	<p>Approval is being sought for expenditure of up to £179,830 in respect of the 639 Tottenham High Road project (expenditure relating to the IT system to be governed by funding agreement).</p> <p>The expenditure will be funded from the London Enterprise Fund (LEF), from the revenue LEF budget previously allocated to the Tottenham Employment & Skills project.</p>
ADD226*	<p>Approved:</p> <ol style="list-style-type: none"> 1. Expenditure of up to £50,000 to commission research into the development capacity of small housing associations and stock-owning local authorities. 	08/09/14	Jamie Ratcliff	<p>The expenditure of up to £50,000 to commission the research will be funded from the existing 2014-15 housing consultancy budget.</p>
ADD224	<p>Approved:</p> <ol style="list-style-type: none"> 1. The sale of a land strip at Bugsby's way, Millennium Way, Greenwich for the sum of £28,200. 	08/09/14	Simon Powell	<p>This ADD seeks approval to dispose of a small land strip held at nominal value by GLAP. The land has been valued and the proposed disposal proceeds of £28,200 exceed the unrestricted value of the land and therefore meets the requirements of best consideration.</p> <p>There is no separate budget for legal or consultancy fees for this disposal. Therefore any such costs</p>

				will need to be met from existing revenue budgets.
ADD223 s30	<p>Approved:</p> <p>1. Expenditure of up to £50,000 on specialist consultancy services required for the management of financial transactions to support: (a) a joint DCLG/GLA review in relation to the GLA assuming responsibility for financial transactions in London: and (b) to oversee the Housing Zones bid assessment and moderation process.</p> <p>2. A related exemption from the requirement to secure such services by way of a call-off from a suitable framework; or tender process.</p>	12/09/14	Jamie Ratcliff	The £50k cost of this appointment can be met within the Housing and Land Management and Support Consultancy budget.
ADD222	<p>Approved:</p> <p>1. Expenditure of up to £12,000 to procure the consultancy services of Ramboll UK Limited in order to devise, in conjunction with UK Power Networks (UKPN), mechanisms for sufficient investment to take place in London's electricity distribution infrastructure.</p> <p>2. A related exemption from the requirement of Section 4.1 of the GLA's Contracts and Funding Code to procure competitively the services to be provided by Ramboll UK Limited.</p>	18/09/14	Stephen Tate	The expenditure of up to £12,000 for this is to be met from the existing Business Energy Challenge 2014-15 budgets (allocated from Environment non-statutory 2014-15 Programme budget MD1378).
ADD220	<p>Approved:</p> <p>1. Grant funding of up to £50,000 to MedCity Limited for an independent analysis of the business case for an International Dementia Research Institute (noting a change from the approval in DD1217 to grant fund UCL Partners).</p>	04/09/14	Amanda Coyle	The total cost of up to £50,000 for this proposal will be funded from the Health and Communities budget for 2014-15 as approved by DD1217.
ADD216	<p>Approved:</p> <p>1. Entry into and the execution of a hire agreement between the GLA and The University of Western Australia (Perth International</p>	02/10/14	Amanda Coyle	The cost of the Perth Festival is being met by the host organisation. However, the proposed GLA expenditure that relates to the

	<p>Arts Festival) and the receipt of £25,500 for the hire of <i>Sacrilege</i>.</p> <p>2. Payments to Glasgow International and Jeremy Deller from the hire charge received by the GLA for the hire of <i>Sacrilege</i>.</p> <p>3. Allocation of hire fees for the management and storage of the work until the end of the financial year 2014-15.</p> <p>4. Entry into and execution of a contract with Jeremy Deller covering continuing hire arrangements and the fee structure.</p> <p>5. Revised income and expenditure for <i>Sacrilege</i> hire to Sydney.</p>			<p>exhibition of <i>Sacrilege</i> totals £25,500 and will be fully funded from the hire fee of £25,500 to be received.</p> <p>The receipt of the hire fee income and the associated expenditure will be accounted for within the Culture Programme budget for 2014-15. The net cost to the GLA is nil based on the budgeted costs, which includes contingency of £2,500. If this is exceeded, the GLA will be exposed to unbudgeted expenditure for which a source of funding will need to be identified by the Culture Team.</p>
ADD191*	<p>Approved:</p> <p>1. Expenditure of up to £20,000 in 2014-15 to enter into a contract with Advanced Business Solutions to migrate and upgrade the legacy GLA Open Accounts system to the server that is running the legacy London Development Agency Open Accounts system, in order to reduce the risk of system failure and maintenance costs.</p> <p>2. An exemption from the GLA Contracts and Funding code, required due to Open Accounts being a proprietary finance system owned by Advanced Business Solutions with no other companies able to provide these services.</p>	15/05/14	David Munn	<p>The cost of up to £20,000 will be wholly incurred in 2014/15 and will be funded from the existing 2014/15 TG Programme Delivery budget.</p>
ADD190	<p>Approved:</p> <p>1. Expenditure of up to £30,000 revenue funding from the Growing Places Fund (GPF) in 2014-15 on specialist legal advice and support to develop financial loan or funding instruments for the Central Research Laboratory project (in addition to the £30,000 approved for legal advice under DD1158).</p>	10/09/14	Debbie Jackson	<p>The revenue cost of up to £30,000 will be funded from the GPF allocation previously agreed under DD1158 as subject to a further decision.</p>

ADD121*	<p>Approved:</p> <p>1. Spend of up to a maximum of £50,000 to procure the Commercial Sector Emissions Programme Data Tool.</p>	23/01/14	Stephen Tate	<p>The estimated cost is based on expert opinions on and experiences for developing a tool. MD1207 approved the 2013-14 environment programme budget, which includes a budget of £160,000 for Retrofitting London, from which this project will be funded. It is expected the commission will be wholly undertaken in 2013-14.</p>
ADD110*	<p>Approved:</p> <p>1. Expenditure of up to £45K to support the disposal of the site for Pontoon Dock, West Silvertown, Royal Docks.</p>	11/12/13	Simon Powell	<p>It should be noted that a mayoral decision will be required before an asset disposal can be completed and during that approval process all financial and tax implications should be sought and considered.</p> <p>The costs and budget requested as part of this decision are revenue in nature and should be monitored as such during the budget monitoring process. These costs may be met from future sales income within GLAP however the timing and quantity of these receipts are not yet known.</p>

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Mayor's Report to the Assembly

Background Document – List of decisions between 9 October 2014 and 5 November 2014

The Part 1 of Mayoral Decisions (from 6 April 2009), Executive Director Decisions (from 1 November 2010), Assistant Director Decisions (from 18 April 2013) and the non-confidential facts and advice supporting those decisions, are published on the GLA website within one working day of approval, unless deferred.

* = previously deferred publication.

s30 = approved under Section 30 of the GLA Act 1999 (as amended)

Ref	Decision	Date	Approved by/ Mayoral Advisor	Financial Implications
MD1406 s30	<p>Approved:</p> <p>1. The delegation to Transport for London (TfL) the exercise of the Mayor's power under sections 30 and 34 of the Greater London Authority Act 1999 (the Act) so that it may undertake activity to commemorate the contribution of servicemen and women in London in protecting London and its inhabitants.</p> <p>2. The direction to TfL to incur expenditure (securing third party funding where possible) for the purpose of a series of activities (set out in the decision form) to disseminate a message promoting the goals of Poppy Day; for a period coinciding with the Royal British Legion's Poppy Day Campaign in 2014 and such activity with the same or similar aims in subsequent years.</p>	17/10/14	Boris Johnson/ Isabel Deding	<p>There are no financial implications for GLA from this proposal.</p> <p>The cost of promoting Poppy day will be borne by TfL and third party funding where possible. Any such activity with the same or similar aims in subsequent years will also be funded by TfL or third party funding.</p>
MD1401	<p>Approved:</p> <p>1. The entry into a grant agreement with the London Borough of Bromley for £160,000, in order for it to carry out first stage costings work on the Crystal Palace Park Regeneration Project.</p>	23/10/14	Boris Johnson/ Richard Blakeway	The revenue expenditure of £160,000 will be funded from the GLA's 2014-15 central programme budget.

MD1398	<p>Approved:</p> <p>1. The Funding London Business Plan 2014-15 (formerly SME Wholesale Finance London Ltd).</p>	17/10/14	Boris Johnson/ Kit Malthouse	The GLA continues to closely monitor the activities of Funding London, which is a company limited by guarantee but with a close association to the GLA; exposing the Authority to the risk of having to meet any potential future funding shortfalls.
DD1282	<p>Approved:</p> <p>1. Grant funding of up to a maximum of £200,000 to charitable organisations in Greater London in the form of 20 grants of £10,000 each to create and upload Speed Volunteering opportunities on the Micro Volunteering and Work Platform.</p>	23/10/14	Fiona Fletcher-Smith	The £200,000 grant scheme will be funded by a virement from the 2014-15 Technology Strategy Board (TSB) Smart London Demonstrator Programme budget to the Team London Programme budget, specifically the Work and Volunteering Platform project.
DD1280 s30	<p>Approved:</p> <p>1. Expenditure of up to £100,000 to help deliver the Mayor's Culture Strategy during 2014-15 on the following projects:</p> <ul style="list-style-type: none"> • Deliver economic evaluations of London Design Festival and Film London with a focus on measuring additionality. • Deliver a publication and develop a programme championing the economic and social value of the capital's less formal cultural activities. • Deliver the recommendations of the Mayor's Music Education taskforce. • Continue the work of the World Cities Culture Forum from November 2014 working up to the publication of a new World Cities Culture report in 2015. 	16/10/14	Jeff Jacobs	The GLA contribution of £100,000 to this programme of work will be funded via a virement from the Central Programme budget to the Health & Communities Unit in 2014-15.

	<ul style="list-style-type: none"> Develop a Cultural Tourism Vision –additional funding as project has expanded. 			
DD1278 s30	<p>Approved:</p> <p>1. Expenditure of £100,000 (£50,000 in 2014-15 and £50,000 in 2015-16) for the development of a programme of events for schools, the development of marketing materials and activities to support the continued engagement of new schools and the development of additional resources in new subjects as set out in more detail in the decision form.</p>	14/10/14	Jeff Jacobs	As part of the 2014-15 budget process, budget provision of £100,000 has been earmarked for the London Curriculum in both 2014-15 and 2015-16. It is from within this budget provision that the costs outlined within this report will be funded.
DD1274 s30	<p>Approved:</p> <p>1. Receipt of a grant of £80,000 from the Home Office for 2014-15.</p> <p>2. Expenditure of up to £80,000 in the same period to lead the London Strategic Migration Partnership.</p>	03/11/14	Jeff Jacobs	The receipt of the Home Office Grant of £80,000 will be accounted for within the Health & Communities Unit and will be utilised on funding staffing resource to support the LSMP and programme expenditure.
DD1272	<p>Approved:</p> <p>1. That, acting under authority delegated under MD1084, approves the reallocation of Superconnected Cities Programme Urban Broadband funding to increase the Wi-Fi Museum expenditure from £1.2m to £1.75m and decrease the SME Voucher scheme expenditure from £23.8m to £23.25m.</p>	03/11/14	Fiona Fletcher-Smith	The expenditure will be funded by up to £25m of Urban Broadband Fund capital grant.
DD1273	<p>Approved:</p> <p>1. A variation of the funding agreement of 24 October 2013 in which the GLA agreed to fund the Amateur Swimming Association's (ASA) mobile pool project 'Make a Splash' to enable the ASA to deploy, build and install one additional mobile swimming pool up to a maximum expenditure of £79,200.</p>	10/10/14	Jeff Jacobs	The increase in grant award of £79,200 will be funded from the existing 2014-15 Sports Legacy Programme budget held within the Health & Communities Unit.

DD1270 s30	<p>Approved:</p> <p>1. Expenditure of up to £184,500 of revenue funding from the Growing Places Fund in financial years 2014-15 and 2015-16 as follows:</p> <p>a) £153,000 for the staffing costs in delivering the Further Education Capital Investment Fund.</p> <p>b) £31,500 for the staffing costs in delivering the Digital Skills pilot programme.</p>	08/10/14	Fiona Fletcher-Smith	<p>Approval is being sought to fund two Grade 8 Programme Officers for 18 months (to deliver the FE Capital Investment Fund) and a 0.5 FTE Grade 10 Principal Policy Officer for 12 months (to deliver the Digital Skills pilot programme) at a cost of up to £184,500.</p> <p>The revenue cost of £184,500 will be funded from the Growing Places Fund programme.</p>
DD1267	<p>Approved:</p> <p>1. Expenditure of up to £61,000 in 2014-15 to undertake the marketing activity in relation to the development of the Royal Docks.</p>	15/10/14	David Lunts	The expenditure will be funded from the existing GLA Land and Property Estates Management budget, with the historic expenditure of £22,000 having taken place so far in 2014-15.
DD1266	<p>Approved:</p> <p>1. The award of £100,000 core GLA funding to the London Work Based Learning Alliance for continuation of the Apprenticeships Information Ambassadors Network, designed to promote and raise awareness in schools of apprenticeship opportunities in London.</p>	17/10/14	Fiona Fletcher-Smith	The revenue cost of £100,000 will be funded from the core GLA funded element of the 2014-15 Apprenticeships budget.
DD1264 s30	<p>Approved:</p> <p>1. The re-profiling of up to £9,411,885 (£595,930 revenue and £8,815,955 capital) for the extended delivery into 2014-15 of 20 Outer London Fund Round 2 projects.</p> <p>2. The re-profiling of £845,000 capital associated with NE Enfield into 2015-16.</p>	03/11/14	Fiona Fletcher-Smith	Approval is sought for expenditure of up to £9,411,885 (£595,930 revenue and £8,815,955 capital) for the continued delivery into 2014-15 of 20 Outer London Fund projects and programme support, the funding of which will be contained within the existing Regeneration funds.

	3. The entry into 20 variation grant agreements to reflect the extension of these projects.			Approval is also sought for £845,000 capital of this expenditure, relating to the North East Enfield OLF project, to be re-profiled into 2015-16.
DD1261* s30	<p>Approved:</p> <p>1. The novation of rough sleeping contracts and grant agreements between the GLA and Broadway Homelessness and Support (for No Second Night Out, CHAIN and the Clearing House, and Housing First) to St Mungo Broadway.</p> <p>2. The streamlining of No Second Night Out and No Living On the Streets services, including shared premises and shared staff, with a review of the arrangements planned for March 2015.</p> <p>3. The variation of the existing No Living on the Streets contract with St Mungo's Community Housing Association to include the merged services from Broadway.</p>	16/09/14	David Lunts	<p>There are no additional costs related to the novation of these contracts and no other changes to the contracts that would impact on the rough sleeping budget.</p> <p>There are no termination costs or other one-off costs associated with exiting the existing contracts early. The new NSNO/NLOS contract will result in combined savings of an estimated £192,000 per annum for the provision of additional services as agreed by the GLA under the varied contract.</p>
DD1260	<p>Approved:</p> <p>1. Expenditure of up to £88,750 to commission the GLA's programme of telephone surveying for 2014-15.</p>	20/10/14	Jeff Jacobs	<p>DD712 approved the GLA undertaking a procurement process to select an organisation to deliver the telephone polls for the duration of the current Mayoral term. The organisation 'ICM Research' were the successful bidders and it is proposed that they undertake four telephone surveys on the GLA's behalf during the 2014-15 financial-year.</p> <p>The estimated cost is £88,750 and will be funded from the 2014-15 Consultation budget held within</p>

				the Intelligence Unit, with a contribution of £17,750 from the externally funded London Health Commission budget approved via MD1286.
DD1259*	<p>Approved:</p> <p>1. Expenditure of up to £554,193 by way of the award of grant funding to DHL (up to £266,244 revenue funding) and Gnewt Cargo (up to £188,871 revenue and £99,078 capital funding) as a contribution towards the costs of their Agile Urban Logistics demonstrator projects.</p>	24/09/14	Fiona Fletcher-Smith	<p>MD1247 approved £3m of spend on the three years Smart London Demonstrator Programme, funded from a grant award of £3m from the Technology Strategy Board (TSB) under its Future Cities Demonstrator programme.</p> <p>Further to this, DD1160 approved Stage 1 of the Agile Urban Logistics project as one of the Future Cities Demonstrator programmes.</p> <p>Approval is now sought from the Executive Director for Stage 2 of the Agile Urban Logistic project to spend up to £554,193 as grant funding to two organisations for the delivery of the projects.</p>
DD1248 s30	<p>Approved:</p> <p>1. The re-profile of up to £2,869,772 (£171,386 revenue and £2,698,386 capital) for the delivery into 2014-15 of five Mayor's Regeneration Fund projects, resourced from within the existing Regeneration Funds.</p> <p>2. The entry into variation grant agreements where necessary, to reflect the slippage.</p>	03/11/14	Fiona Fletcher-Smith	Approval is sought for expenditure of up to £2,869,772 (£171,386 revenue and £2,698,386 capital) for the continued delivery into 2014-15 of five Mayor's Regeneration Fund / London Enterprise Fund projects, the funding of which will be contained within the existing Regeneration funds.

ADD237	<p>Approved:</p> <ol style="list-style-type: none"> 1. Expenditure of up to £35,000 on consultancy costs to fill the post of Principal Advisor – Access on a part-time basis. 2. To engage Buro Happold to fill this post on a secondment basis until the 31 March 2015 with specified use of a particular secondee who has significant experience and specialist skills in Access work, and has been filling the post on a fixed-term basis. 3. A related exemption from the requirements of the GLA's Contracts and Funding Code. 	05/11/14	Stewart Murray	The expenditure of up to £35,000 on consultancy costs to fill the post on a part-time basis will be funded from the secondment income received for post GLA877 (budget 50% in London Plan and 50% in Pre-Application).
ADD234	<p>Approved:</p> <ol style="list-style-type: none"> 1. A grant award of £20,000 to Sport England to contribute to the development of four individual London borough-wide Playing Pitch Strategies. 	31/10/14	Stewart Murray	This award will be funded from the Planning team's London Plan 2014-15 budget and all the grant funding is expected to be awarded in 2014-15.
ADD230	<p>Approved:</p> <ol style="list-style-type: none"> 1. Expenditure of £20,600 from the London Enterprise Panel budget to procure Analysys Mason's expert, technical and analytical services to provide connectivity information and advice to the GLA. 2. An exemption from the GLA Contracts and Funding Code to undertake a formal tender process on the basis that the supplier is unique in its ability to provide compatibility with an existing service. 	15/10/14	Debbie Jackson	The expenditure will be funded from the existing revenue element of the Growing Places Fund, as approved by the London Enterprise Panel.
ADD218*	<p>Approved:</p> <ol style="list-style-type: none"> 1. Expenditure of up to £25,000 from the Housing Moves budget for the commissioning of an independent evaluation of the Housing Moves scheme. 	02/09/14	Simon Powell	The expenditure of £25,000 to commission the Housing Moves Evaluation will be funded from the existing 2014-15 Housing Moves budget.

ADD209*	<p>Approved:</p> <p>1. Consents, under delegated authority from the Mayor, to the London Legacy Development Corporation providing a grant of an additional £150,000 core funding and £696,000 project funding to the Legacy List for fundraising for, and delivery of, the LLDC's Arts and Culture Strategy.</p> <p>2. Notes that the grants will be funded from within LLDC budgets and have been factored into the Legacy Corporation's Ten-Year Plan. Approval is required under Section 213 of the Localism Act 2011, and Paragraph 3.2 of the LLDC Governance Direction 2013.</p>	09/07/14	Fiona Duncan	<p>LLDC will be providing an additional £696,000 of project funding and £150,000 of core funding to the Legacy List over the period 2014-15 to 2016-17. This will be funded from the revenue grant funding from the GLA which will not increase as a result of this decision. Should there be any shortfall in the additional external funding that is expected to be levered in for the Arts and Culture strategy which results in the need for more LLDC core funding subsidy the GLA is exposed to that risk in its capacity as LLDC's principal grant funder.</p>
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Mayor's Report to the Assembly

Background Document – List of decisions between 6 November 2014 and 3 December 2014

The Part 1 of Mayoral Decisions (from 6 April 2009), Executive Director Decisions (from 1 November 2010), Assistant Director Decisions (from 18 April 2013) and the non-confidential facts and advice supporting those decisions, are published on the GLA website within one working day of approval, unless deferred.

* = previously deferred publication.

s30 = approved under Section 30 of the GLA Act 1999 (as amended)

Ref	Decision	Date	Approved by/ Mayoral Advisor	Financial Implications
MD1419	<p>Approved:</p> <p>1. To give consent to the London Legacy Development Corporation's decision to approve the settlement position reached with Balfour Beatty in respect of its contract for Stadium transformation works, and to make a payment to E20 Stadium LLP of £35.66 million for that purpose.</p> <p>2. To note that the Legacy Corporation will meet these additional costs of the agreement with Balfour Beatty from project contingencies and additional future income generated from its developments on Queen Elizabeth Olympic Park.</p>	26/11/14	Boris Johnson/ Sir Edward Lister	The additional £35.66 million value of Balfour Beatty's Stadium contract is reflected in the business plan approved by the LLDC Board. The impact of this is offset by expected additional capital receipts generated from development land in Queen Elizabeth Olympic Park, however, these receipts will be received in future and over the long term. The short term cashflow impact is reflected in the GLA's financial support for LLDC included in the GLA's own financial plans.
MD1418	<p>Approved:</p> <p>1. The proposed revisions to TfL fares to be implemented from 2 January 2015 as set in the decision form.</p> <p>2. The Direction to TfL issued pursuant to the power in section 155 (1)(c) of the Greater London Authority Act 1999 to implement these fares on 2 January 2015.</p>	10/11/14	Boris Johnson/ Isabel Dedring	There are no direct financial implications for the GLA from these proposals.

MD1416	<p>Approved:</p> <p>1. GLA expenditure of up to £250,000 (capital) on the provision of loan finance to Tempus energy from the Growing Places Fund, as an investment contribution to the capital costs associated with the development and operations of the business.</p> <p><i>Part 2 of this report is confidential under the FOI Act</i></p>	11/11/14	Boris Johnson/ Kit Malthouse	<p>There is £250,000 of capital funding within the Growing Places Fund budget earmarked against this project which is expected to be incurred in 2014-15.</p> <p>As this is capital funding the GLA's contribution will have to be applied for capital elements of the project.</p> <p>Additional comments are included in the Part 2 confidential paper.</p>
MD1411	<p>Approved:</p> <p>1. Expenditure of £380.5m for the Mayor's Housing Covenant 2015-18 Programme to deliver affordable housing completions in accordance with the <i>Mayor's Housing Covenant 2015-18 Programme</i> funding prospectus.</p>	19/11/14	Boris Johnson/ Richard Blakeway	<p>Appropriate due diligence is required to mitigate the risk when entering into revolving fund agreements.</p> <p>The DCLG funding of £1.07bn has not yet been confirmed via a formal Grant Determination letter.</p> <p>The £180m Affordable Homes Guarantee DCLG funding must be used to deliver 8,700 affordable homes by 2016-17. A letter of confirmation has been received but the GLA has not yet received a formal Grant Determination letter.</p> <p>Treasury Management must be consulted before entering into any investment or other loan agreements to mitigate market risk and ensure compliance with the GLA's Treasury Management Strategy.</p>

				As outlined in MD1379, sufficient budget has yet to be identified for the possible expenditure of an estimated £100,000 of revenue costs which may be incurred during the life of this programme.
MD1407 s30	<p>Approved:</p> <p>1. The entry by GLA Land and Property Ltd into a Deed of Variation to an Agreement for Lease dated 13 June 2012 made between GLA Land and Property Ltd and Thames Gateway Waste to Energy Limited in respect of Plot 2, London Sustainable Industries Park (LSIP).</p> <p>2. GLA Land and Property Limited (as landowner) entering into a Section 106 Agreement with the Local Planning Authority, London Borough of Barking & Dagenham ('LBBD') and with Thames Gateway Waste to Energy Limited (the developer) to ensure that the developer's planning obligations to LBBD are fulfilled subject to an appropriate indemnity from Thames Gateway Waste to Energy Limited.</p> <p><i>Part 2 of this report is confidential under the FOI Act</i></p>	21/11/14	Boris Johnson/ Richard Blakeway	<p>Overall the LSIP project is still forecast to exceed the budget figure for total sales receipts.</p> <p>See confidential Part 2 paper for further financial comments.</p>
MD1405	<p>Approved:</p> <p>1. Expenditure of £1.9m of the GLA's apprenticeships budget together with £1m Growing Places Fund (subject to London Enterprise Panel approval and GPF availability) into an Employer-led Apprenticeship Programme to deliver a minimum of 4,000 apprentice opportunities in London.</p>	11/11/14	Boris Johnson/ Kit Malthouse	The sum of £2.9m is expected to finance the procurement of up to seven contracts each with a maximum contract value of £400,000, a fixed term Grade 8 post to manage the delivery of the contracts January 2015 to March 2016 at a cost of £63,750, and an independent evaluation at an expected cost of £40,000. The Project Manager is responsible for

				<p>managing the project budget and must ensure that the costs are contained within the overall project allocation.</p> <p>An indicative budget profile of £550,000 in 2014-15, £2,310,000 in 2015-16 and £40,000 in 2016-17).</p> <p>If GPF funds do not become available, the size of contracts will be scaled down accordingly. This will impact on the number of apprentice starts.</p>
MD1403	<p>Approved:</p> <p>1. The GLA entering into an arrangement with London Pensions Fund Agency (LPFA) for the GLA to discharge LPFA's investment and treasury management, treasury reporting and connected advisory functions under section 401A of the GLA Act.</p>	21/11/14	Boris Johnson/ Sir Edward Lister	<p>The principal financial risks associated with the proposal are discussed in the decision form.</p> <p>The GLA's costs will be estimated using the established model for cost sharing amongst the existing participants and reflected in the existing Service Level Agreement (SLA) which covers the Group Treasury Manager's secondment, accommodation provided by the LPFA and shared data systems.</p> <p>Subject to the extent that LPFA participates in the GIS, the retention of 0.025% of interest earned will deliver a further share of benefits to the GLA.</p>

MD1400*	<p>Approved:</p> <p>1. The GLA Land & Property Limited's provision (in its capacity as a shareholder in Barking Riverside Limited) to Bellway Homes plc of an indemnity in respect of up to 49% of liabilities that Bellway Homes plc incur under the parent company guarantee it provides to the London Borough of Barking and Dagenham as security for the latter's loan to BRL.</p>	23/09/14	Boris Johnson/ Richard Blakeway	<p>The agreement between GLAP and Bellway requires each to meet its proportionate obligations under the joint venture. As Bellway have provided the guarantee to LB Barking and Dagenham in their names, this indemnity will ensure that GLAP complies with its obligations should a liability arise.</p> <p>It is not considered likely that any additional costs will arise as a consequence.</p>
MD1396	<p>Approved:</p> <p>1. The 2013-14 Treasury Outturn results against the 2013-14 Treasury Management Strategy Statement (TMSS) approved under MD1187.</p> <p>2. The 2014-15 Treasury Mid-Year performance against the 2014-15 TMSS approved under MD1325</p>	26/11/14	Boris Johnson/ Sir Edward Lister	Financial implications are integral to the report.
MD1339* s30	<p>Approved:</p> <p>Recognising the various obligations that will be placed upon the GLA, certain of its functional bodies and London & Partners in the event of a successful bid, the Mayor:</p> <ul style="list-style-type: none"> • offers formal support to The FA's bid to host a package of matches in the UEFA EURO 2020 football tournament; • agrees to enter into, on behalf of the GLA, the UEFA EURO 2020 Host City Agreement and accompanying side letter to UEFA, and a side agreement with The FA, referred to below; • agrees to provide, on behalf of the GLA, guarantees required by UEFA as to Social responsibility and sustainability, and Public support; 	15/04/14	Boris Johnson/ Sir Edward Lister	<p>In summary the total gross cost of this project is currently estimated at £18.3m, with the net cost to the GLA Group being £8.1m. The balance of £10.3m is to be funded by the Football Association (FA) (£6.7m) and the Government routed via a number of bodies (£3.5m).</p> <p>In addition to the financial support noted above, the Government have also agreed to underwrite the event, subject to a balanced</p>

	<ul style="list-style-type: none"> formally requests that Kit Malthouse, in his capacity as Chair of London & Partners, provides guarantees required by UEFA on confirmation of hotel information, and compliance with UEFA 2020 hotel needs ; authorises the allocation of up to £8.2m towards the staging costs of the UEFA EURO 2020 football tournament; and delegates authority to the GLA's Head of Paid Service to enter into on behalf of the GLA any other agreements or arrangements that are necessary or expedient for the delivery of the GLA's obligations, and related matters, set out in the Host City Agreement (if The FA's bid is successful). 			<p>budget being produced, on which the GLA's Sports Unit are working closely with project partners in order to determine.</p> <p>As noted within the main body of this report, should the FA's bid be successful and the event delivered in London in 2020, the FA is likely to receive up to £1.6m from UEFA via a Performance Bonus. It has been agreed with the FA that the GLA Group will receive 33% of this bonus, which will in effect reduce the GLA's contribution to the event by up to £0.528m.</p>
MD1297* s30	<p>Approved:</p> <p>1. The lifting of a restrictive covenant at Commercial Pier Wharf, Odessa Street on the basis set out in the decision form.</p>	13/01/14	Boris Johnson/ Richard Blakeway	The decision to release the covenant at Odessa Street would result in some income being due to GLA Land and Property. GLAP will charge VAT on this income and the contracts should be drafted to reflect this.
MD1063* s30	<p>Approved:</p> <p>1. The entry into a conditional contract for the freehold sale of 2.27 acres (0.92 hectares) of land to Climate Energy Homes Limited ('the purchaser') for:</p> <p>a) an agreed minimum Sale Price at Best Consideration. b) an overage payable by the purchaser to the GLA in the event of more than 52 homes are built c) an obligation on the purchaser to build and open the new road by 31 March 2014.</p>	27/09/12	Boris Johnson/ Richard Blakeway	<p>This paper recommends that, subject to the overage provisions, the GLA will receive a capital receipt, half of which is due to be received in 2012-13, with the other half probably in 2014-15. This receipt will be taken into account in the revised capital receipts forecast being undertaken.</p> <p>Adequate budget is available to fund the disposal cost of</p>

	<p>2. That prior to contractual completion of the sale and purchase contract, Climate Energy Homes (and their agents and contractors) are granted a Licence to enter the site to carry out intrusive site investigations and other surveys and preparatory work as part of their due diligence.</p> <p>3. The delegation of authority to each of the Chief of Staff, Executive Director of Resources or Executive Director of Housing and Land to take all steps to finalise, approve and enter into the documents to give effect to the matters outlined above on behalf of the GLA and in their capacity as directors of GLA Land and Property Limited (GLAP) and to do all such other things as they consider necessary or desirable in connection therewith.</p> <p>4. The authorisation of GLAP to enter into any documents or do all things necessary or desirable from the perspective of GLAP to facilitate the implementation of the matters referred to in this Mayoral Decision.</p> <p><i>Part 2 of this report is confidential under the FOI Act</i></p>			<p>£7,000 (plus £5,000 contingency) from New Road, Rainham (Amberley Residential) Disposals 2012-13 budget.</p>
DD1292	<p>Approved:</p> <p>1. The extension of the GLA's existing contract with Arup's Decentralised Energy Programme Delivery Unit until 31 July 2015 and related expenditure of £69,000.</p> <p>2. A related exemption from the requirement of the GLA's Contracts and Funding Code to seek three or more quotations for or call off the services from a framework.</p> <p>3. A virement of £69,000 from the Energy for London project budget to ELENA DEPDU project budget.</p>	21/11/14	Fiona Fletcher-Smith	<p>Arup's contract extension from November 2014 to 31 July 2015 is planned to be funded via a virement of £69,000 from the Energy for London (EFL) project budget (approved via MD 1378) to ELENA DEPDU project budget.</p>

DD1289 s30	<p>Approved:</p> <p>1. The GLA executing the Planning Service Level Agreement (PSLA) for the Thames Tideway Tunnel Project.</p>	13/11/14	Jeff Jacobs	<p>GLA contribution to the project will be staff resource time, which the GLA will reclaim from Thames Water or the Infrastructure Provider. The estimated cost of officer time spent working on the next stages of the TTT process will be approximately £5,000 per annum (based on grade 10 midpoint salary including on cost - £33 per hour for 148 hours per annum) and this will be recharged at a rate of £65 per hour, including a contribution to overhead costs. The amount of work by GLA officers is likely to decline from around 2017 as the project gets into full construction mode.</p>
DD1287	<p>Approved:</p> <p>1. Up to £130,000 as a contribution in 2014-15 towards a project by the London Borough of Hounslow to maximise business rates income locally. The costs would be charged to the Mayors Resilience Reserve initially – and reimbursed via up to £645,000 additional one off business rates income accruing for 2014-15 and ongoing uplifts of up to £300,000 annually. The contribution would be repayable on a pro rata basis if the uplift in rates income were not sustained for 2014-15 and before.</p> <p>2. That the GLA enter into a funding agreement with LB Hounslow to facilitate this contribution.</p>	28/11/14	Martin Clarke	<p>It is estimated that up to £3.2million by rateable value could be added to the rating list in Hounslow from this project – equating to potential rates income after an allowance for reliefs of £1.5 million.</p> <p>It is estimated the GLA would benefit from one off cash gain in rates income of up to £645,000 (including backdated sums for prior years) for 2014-15 and an ongoing annual increase of about £300,000 based on our 20% share.</p>

DD1286	<p>Approved:</p> <p>1. Up to £42,000 as a contribution in 2014-15 towards a project by the London Borough of Newham to reduce its level of council tax arrears and subject to the Council demonstrating adequate performance, up to a further £84,000 in 2015-16.</p> <p>2. That the GLA enter into a funding agreement with Newham to facilitate this project which will contain a target to reduce the borough's council tax arrears by a minimum of £1.25m by 31 March 2016 of which £300,000 would accrue to the GLA.</p>	28/11/14	Martin Clarke	<p>The estimated total cost of the arrears reduction project would be £350,000 per annum. The GLA would contribute up to £42,000 in proportion to its share of the council tax for 2014-15 on the basis of a pro rata total project cost of £175,000.</p> <p>Subject to Newham demonstrating that it had made significant progress towards delivering a reduction in arrears by October 2015 the GLA would contribute a further £84,000 in 2015-16. The costs would be charged to the Mayor's Resilience Reserve initially – and recoverable through expected future collection fund surpluses.</p>
DD1277	<p>Approved:</p> <p>1. The content and publication of the Mayor's Annual Equality Report 2013-14.</p>	11/11/14	Jeff Jacobs	<p>Other than officer time, there are no direct financial implications arising from this proposal, as it is intended to publish the report on the GLA website only.</p>
DD1271 s30	<p>Approved:</p> <p>Subject to satisfactory due diligence and entry into appropriate legal agreements:</p> <p>1. A loan to Inhabit of £1,917,404 to deliver 5 Custom Built Homes at Blenheim Grove, Peckham and a further £7,500 in legal fees to set up the loan agreement and associated security documentation.</p> <p>2. A grant to Rural Urban Synthesis Society Limited of £186,690 to</p>	17/11/14	David Lunts	<p>With regard to the Blenheim Grove project the agreed loan amount is £1,917,404 to be repaid, with interest, to GLAP. This can be funded from within the £5 million Custom Build budget (£2.77 million previously approved).</p> <p>A total of £191,190 Community Right to Build grants are advanced</p>

	<p>develop proposals for a potential 34 unit development on London Borough of Lewisham owned land.</p> <p>3. A grant to Naked House of £4,500 to identify appropriate development sites in London and conduct early feasibility on identified sites.</p>			<p>for approval. These payments can be met within the existing budget for this project (£2.82 million for 2014/15).</p> <p>The Community Right to Build grants will be paid in arrears upon receipt of evidence of expenditure, subject to financial due diligence.</p>
DD1263*	<p>Approved:</p> <p>1. The receipt from LB Haringey (LBH) of up to £100,000 capital funding to facilitate the relocation of the Tottenham Regeneration Team to 639 Community Enterprise Centre.</p> <p>2. Expenditure of up to:</p> <ul style="list-style-type: none"> • £534,772 on works and services, from Roof Limited, required for the further development of the 639 Community Enterprise Centre (£403,772 capital and £131,000 revenue. This incorporates a £25,000 revenue contingency - 5% in line with minimum standard practice); and • £50,000 of grant (revenue) funding to MyKindaCrowd as a contribution to its costs of outreach work associated with the employability lab. <p>3. A revenue contribution of up to £36,000 to cover 50% of the cost of a Grade 7 Team London officer from October 2014 to March 2016 with remaining 50% covered by Team London.</p>	01/10/14	Fiona Fletcher-Smith	<p>The cost of £620,772 will be funded as follows :</p> <p>£100,000 receivable from LB Haringey;</p> <p>£138,867 uncommitted 2014-15 LEF funds relating to 639 High Road;</p> <p>£153,655 uncommitted 2014-15 LEF funds relating to 639 High Road;</p> <p>£228,250 uncommitted 2014-15 LEF funds relating to Employ & Skills.</p> <p>The costs of the project must be contained within available funds. If the projected spend on other elements of the 639 Tottenham High Road project exceeds expectations, corresponding reductions will need to be made within this package of works.</p>

DD1257*	<p>Approved:</p> <ol style="list-style-type: none"> 1. The procurement and award of a contract for a Case Management Database system for the Planning Development & Projects unit, with an estimated expenditure of up to £120,000. 2. The delegation of authority to the Assistant Director of Planning to approve the award, entry and execution of the above contract. 	07/10/14	Fiona Fletcher-Smith	<p>Planning pre-application reserves will be used to fund any revenue costs associated to the new Case Management Database system. If there is any capital expenditure related to the purchase of the new system then approval should be sought for this and appropriate budget may need to be identified for it. The new system is aimed to be delivered by March 2015 and therefore the initial set up / development costs will be paid before the end of the fiscal year.</p>
DD1256*	<p>Approved:</p> <ol style="list-style-type: none"> 1. A maximum expenditure of up to £140,000 in respect of the Specialist Assistance Team from the Growing Places Fund (GPF) revenue budget and £10,000 from the Mayor's Regeneration Fund (MRF) revenue programme support budget. 	15/09/14	Fiona Fletcher-Smith	<p>All costs will be contained within the existing fund allocations, with the revenue cost of £150,000 being funded as follows:</p> <p>£5,000 2014-15 MRF programme support budget;</p> <p>£45,000 2014-15 GPF set aside for Maintaining Momentum until 2015/16;</p> <p>£5,000 2015-16 MRF programme support budget;</p> <p>£95,000 2015-16 GPF set aside for Maintaining Momentum until 2015/16.</p> <p>The use of GPF programme funds has been approved by the Local Enterprise Partnership (LEP) at its meeting of 16 July 2014.</p>

DD1252*	<p>Approved:</p> <p>1. Grant funding of up to a maximum expenditure of £385,000 to be used for an extension of the Mayor's London Schools Excellence Fund [LSEF] round 3 competitive grant award process for objectives 3 and 4.</p> <p>2. Use of any remainder (from a total £388,349 budget) for networking events and consultancy support for the assessments of the new bids.</p>	20/10/14	Jeff Jacobs	The remainder of the £388,349 total grant funding will be utilised for future networking events and the purchase of consultancy support for the extended competitive grant assessment panel in line with the original process.
DD1218*	<p>Approved:</p> <p>1. Expenditure up to £101,200 from the £9m set aside to support the work of the Regeneration Team to deliver 'Summer of High Streets' package of activities. This is comprised of the:</p> <p>a) Procurement of consultancy, copywriting, event organisation, film/recording and catering supplies to the maximum value of £76,200.</p> <p>b) Granting of funds to boroughs to undertake mini High Street Festivals up to a maximum value of £25,000.</p>	26/06/14	Fiona Fletcher-Smith	<p>It is expected the spend of up to £101,200 will be wholly incurred in 2014-15.</p> <p>The revenue cost of £101,200 will be funded from the GLA's 2014-15 Regeneration budget.</p>
DD1127*	<p>Approved:</p> <p>1. The GLA's provision of up to £200,000 of revenue grant from the Mayor's Regeneration Fund to TfL pursuant to the GLA's powers under section 121 of the Greater London Authority Act 1999, so that TfL may carry out detailed design work to inform the delivery of physical improvements to White Hart Lane station, the arches and the surrounding public realm.</p>	29/10/14	Fiona Fletcher-Smith	The estimated cost of this work is up to £200,000 and will be funded from the Mayor's Regeneration Fund.
ADD246	<p>Approved:</p> <p>1. Expenditure of up to £50,000 revenue to support demand stimulation activity for the Super-Connected Cities Project.</p>	26/11/14	Debbie Jackson	This will be funded from the £1m Growing Places Fund revenue funding allocation.

ADD242	<p>Approved:</p> <p>1. Expenditure of up to £11,203 for legal fees incurred when completing the unconditional legal agreements on the St Clement's Hospital project.</p>	24/11/14	Fiona Duncan	<p>Expenditure of £11,203 is required in order to meet obligations under the Agreement for Lease.</p> <p>The request to increase expenditure by £5,073 will be funded from within the existing Housing and Land 2014-15 budget.</p>
ADD241	<p>Approved:</p> <p>1. The expenditure of up to a maximum of £50,000 to Cloud Red to complete the design and development work to integrate the existing Team London website with the Do-It listing service and a Speed Volunteering portal managed by Do-it.</p> <p>2. A related exemption from section 4.1 of the GLA's Contracts and Funding code to undertake a formal procurement/call off the required services from an accessible framework enabling entry into and execution of a contract with Cloud Red, up to a maximum value of £50,000 to complete the design and development work to integrate the existing Team London website with the Do-It listing service and a Speed Volunteering portal managed by Do-it.</p>	10/11/14	Patrick Feehily	<p>The total cost of this work is estimated at £50,000 and will be funded from the 2014-15 Team London Programme budget, specifically the Micro Work & Volunteering Platform budget.</p>
ADD238	<p>Approved:</p> <p>1. Expenditure of up to £32,000 for the purchase of 12 month subscriptions from Cambridge Econometrics, CEBR, Experian Economics and Oxford Economics for the provision of GLA access to their databases with a related exemption from the requirements of section 4.1 of the GLA's Contract and Funding Code in this regard.</p>	27/11/14	Andrew Collinge	<p>The total estimated cost of the contracts is £31,503 (for the period from 1 Jan 2015 to the 31 December 2015).</p> <p>The proposed subscriptions will span two financial years (2014-15 - £7,876; 2015-16 - £23,627) for which costs are to be contained within the existing GLA Economics Budget held within the Intelligence Unit.</p>

ADD236*	<p>Consent:</p> <p>1. To the decision of the London Legacy Development Corporation to approve the statutory transfer of contracts from the Olympic Delivery Authority to the Legacy Corporation, under the London Legacy Development Corporation and Olympic Delivery Authority Transfer Scheme (5) 2014.</p>	20/10/14	Fiona Duncan	<p>LLDC has identified that there might be potential costs of a UK Power Networks Services Holdings Limited compensation event relating to the procurement of the property rights from third parties that remain to be completed, although it considers the likelihood to be very low. These would need to be funded from its existing budget so that there was no extra call on the GLA in such an eventuality.</p>
ADD232	<p>Approved:</p> <p>1. The commissioning of a report investigating the operation of the land market in outer East London costing £16,458.</p>	05/11/14	Jamie Ratcliff	<p>This work can be funded from the existing Housing and Land 2014-15 management and consultancy budget.</p>
ADD231	<p>Approved:</p> <p>1. The commissioning of a report investigating the barriers to purpose-built private rented sector development in London. The commission is for a project costing £16,000.</p>	05/11/14	Jamie Ratcliff	<p>This work can be funded from within the existing Housing and Land Management and Consultancy budget for 2014-15 and the existing London Plan budget for 2014-15.</p> <p>The transfer of the latter has been agreed by Stewart Murray, Assistant Director, Planning Development, Enterprise & Environment and the Executive Director of Resources as this decision concerns an inter-directorate transfer.</p>

Subject: Payments over £250

Report to: Budget Monitoring Sub-Committee

Report of: Executive Director of Resources

Date: 22 January 2015

This report will be considered in public

1. Summary

- 1.1 This report provides information on payments over £250 during the period 20 July 2014 to 11 October 2014 (inclusive) for the Greater London Authority and its subsidiary, GLA Land & Property Ltd.

2. Recommendation

- 2.1 **That the Sub-Committee notes the report.**

3. Background

- 3.1 The Secretary of State for Communities and Local Government requires all local authorities to publish expenditure over £500. Compliance was required from January 2011 and the GLA has made this data available to the public on the london.gov.uk website since August 2010. The Mayor's 2012 election manifesto committed to a lower threshold of £250 and this payment data was first published on the Authority's website in May 2012.

4. Issues for Consideration

- 4.1 **Appendix 1** shows the total by supplier, analysed by expense code, of all the payments over £250 (excluding VAT), that have been made during the above-mentioned period. Payments are listed by supplier and a short description is provided for all payments. For Quarter 2 of the year, these totalled £94.4 million.
- 4.2 The individual transactions reflected in these totals are published each period on the GLA website at: www.london.gov.uk/mayor-assembly/gla/spending-money-wisely/budget-expenditure-charges/expenditure-over-250.

5. Legal Implications

- 5.1 There are no direct legal implications arising out of this report. The payments themselves have not been legally reviewed for the purposes of this report

6. Financial Implications

- 6.1 This report is entirely concerned with financial matters and relates to expenditure from existing approved budgets.

List of appendices to this report:

Appendix 1 – Transactions over £250 by Supplier - Report for the period of period 20 July 2014 to 11 October 2014 (inclusive)

Local Government (Access to Information) Act 1985
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List of Background Papers: None

Contact Officer: Ashraf Ali, Accountant Telephone: 020 7983 5642 E-mail: ashraf.ali@london.gov.uk

Transactions over £ 250.00	
Reporting Period :	Quarter 2
Start Date:	20th July, 2014
End Date:	11th October, 2014
Financial Year :	2014/15
Appendix 1	

Total Spend > £250		(All)
Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
BRENT SOMALI COMMUNITY ROOTS	Grants to External Organisations	1,400.00
BRENT SOMALI COMMUNITY ROOTS Total		1,400.00
EXPENSES PAID TO THIRD PARTIES	Business Fares	252.40
EXPENSES PAID TO THIRD PARTIES Total		252.40
LEWISHAM WRESTLING CLUB	Grants to External Organisations	1,200.00
LEWISHAM WRESTLING CLUB Total		1,200.00
NEWHAM ALL STAR SPORTS ACADEMY	Grants to External Organisations	1,350.00
NEWHAM ALL STAR SPORTS ACADEMY Total		1,350.00
PERSPECTIVE PUBLISHING LTD	Staff Training	1,000.00
PERSPECTIVE PUBLISHING LTD Total		1,000.00
WALTHAM FOREST HC	Grants to External Organisations	700.00
WALTHAM FOREST HC Total		700.00
21 TRUST	Grants to External Organisations	24,479.00
21 TRUST Total		24,479.00
2CL COMMUNICATIONS LIMITED	Furniture & Equipment	420.00
2CL COMMUNICATIONS LIMITED Total		420.00
2CV RESEARCH	Consultancy Evaluation Assessment	34,100.00
	Research For Marketing Campaigns And Activities	6,050.00
	Agency Fees Paid To Marketing Agencies	6,000.00
2CV RESEARCH Total		46,150.00
3 TECHNOLOGY LTD	Grants to External Organisations	2,345.00
3 TECHNOLOGY LTD Total		2,345.00
3SC	Grants to External Organisations	222,404.67
3SC Total		222,404.67
5K	Manage IT Services	39,600.00
5K Total		39,600.00
A NEW DIRECTION LONDON LTD	External Events Roads Shows And Face To Face	1,250.00
A NEW DIRECTION LONDON LTD Total		1,250.00
A2 DOMINION LONDON LTD	HSG Grants to Registered Providers	6,420,066.00
A2 DOMINION LONDON LTD Total		6,420,066.00
ABBEYCOMP IT SOLUTIONS LIMITED	Grants to External Organisations	970.00
ABBEYCOMP IT SOLUTIONS LIMITED Total		970.00
Absolute Bollywood Ltd	Event Management Fee	500.00
Absolute Bollywood Ltd Total		500.00
ACHIEVEMENT FOR ALL 3AS LIMITED	Grants to External Organisations	50,000.00
ACHIEVEMENT FOR ALL 3AS LIMITED Total		50,000.00
ACTION TUTORING	Grants to External Organisations	3,000.00
ACTION TUTORING Total		3,000.00
ACTIVIA TRAINING	Staff Training	2,076.00
ACTIVIA TRAINING Total		2,076.00
ACTIVITIES 4 U	Grants to External Organisations	1,500.00
ACTIVITIES 4 U Total		1,500.00
ADAPT GROUP LTD	Grants to External Organisations	3,556.40
ADAPT GROUP LTD Total		3,556.40
ADAPT-IT	Computer Software	501.53
ADAPT-IT Total		501.53
ADEPT TELECOM PLC	Grants to External Organisations	4,622.33
ADEPT TELECOM PLC Total		4,622.33
ADVANCED BUSINESS SOLUTIONS	Computer Software	9,600.00
	IT Consultancy	5,100.00
ADVANCED BUSINESS SOLUTIONS Total		14,700.00
ADVANTAGE PROFESSIONAL UK LIMITED	Agency Staff	1,357.08
ADVANTAGE PROFESSIONAL UK LIMITED Total		1,357.08
ADVICE SUPPORT KNOWLEDGE INFORMATIO	Grants to External Organisations	900.00
ADVICE SUPPORT KNOWLEDGE INFORMATIO Total		900.00
AEA -SUNDERLAND	Recruitment Agency Fees	563.00
	Staff Training	275.00
AEA -SUNDERLAND Total		838.00
AECOM LIMITED	Management & Support Consultancy	38,841.29
AECOM LIMITED Total		38,841.29
AFFINITY HOMES GROUP LIMITED	HSG Grants to Registered Providers	1,257,483.00
AFFINITY HOMES GROUP LIMITED Total		1,257,483.00
AHREND LIMITED	Furniture & Equipment	2,251.00
AHREND LIMITED Total		2,251.00
AIDEXCEL SUPPORT SERVICES	Grants to External Organisations	1,500.00
AIDEXCEL SUPPORT SERVICES Total		1,500.00
AIR MONITORS LTD	Equipment Hire & Rental	2,600.00
AIR MONITORS LTD Total		2,600.00
AIR QUALITY CONSULTANTS LTD	Management & Support Consultancy	1,500.00
AIR QUALITY CONSULTANTS LTD Total		1,500.00
Aleksander Kvam	Event Management Fee	300.00
Aleksander Kvam Total		300.00
Alexander Standish	Other Professional Fees	1,800.00
Alexander Standish Total		1,800.00
ALEXANDRA PALACE TRADING LTD	External Meeting Room Hire & Expenses	13,700.00

Transactions over £ 250.00

Reporting Period :

Quarter 2

Start Date:

20th July, 2014

End Date:

11th October, 2014

Financial Year :

2014/15

Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
ALEXANDRA PALACE TRADING LTD Total		13,700.00
ALEXANDRA PARK SCHOOL	Grants to External Organisations	57,080.00
ALEXANDRA PARK SCHOOL Total		57,080.00
ALL CLEAN GROUP	Office Cleaning	40,592.70
ALL CLEAN GROUP Total		40,592.70
ALLEN LANE FINANCIAL RECRUITMENT	Agency Staff	9,375.25
ALLEN LANE FINANCIAL RECRUITMENT Total		9,375.25
AMAS LTD	Commercial Property Rent	1,686,410.62
AMAS LTD Total		1,686,410.62
AMATEUR SWIMMING ASSOCIATION	Grants to External Organisations	30,000.00
AMATEUR SWIMMING ASSOCIATION Total		30,000.00
AMEC ENVIRONMENT & INFRASTRUCTURE	Consultancy Evaluation Assessment Management & Support Consultancy	1,200.00 3,217.70
AMEC ENVIRONMENT & INFRASTRUCTURE Total		4,417.70
AMEC GROUP LIMITED	Management & Support Consultancy	7,382.00
AMEC GROUP LIMITED Total		7,382.00
AMICUSHORIZON LIMITED	HSG Grants to Registered Providers	214,805.00
AMICUSHORIZON LIMITED Total		214,805.00
ANALYSYS MASON	Management & Support Consultancy	64,958.87
ANALYSYS MASON Total		64,958.87
ANDREW WICKS	Grants to External Organisations	1,500.00
ANDREW WICKS Total		1,500.00
Annaliese Dayes	Event Management Fee	750.00
Annaliese Dayes Total		750.00
Antony Hustings-Moore	Event Management Fee	300.00
Antony Hustings-Moore Total		300.00
APSARA ARTS	Grants to External Organisations	1,500.00
APSARA ARTS Total		1,500.00
ARC SEVEN COMMUNICATIONS	Research For Marketing Campaigns And Activities Agency Fees Paid To Marketing Agencies	4,000.00 3,400.00
ARC SEVEN COMMUNICATIONS Total		7,400.00
ARCHITECTURE 00 LTD	Consultancy-Project Management	42,952.00
ARCHITECTURE 00 LTD Total		42,952.00
ARCO	Equipment Repairs & Maintenance Postage Uniforms	29,360.74 2,722.50 7,099.06
ARCO Total		39,182.30
ARCOLA ENERGY LTD	Equipment Repairs & Maintenance Grants to External Organisations	5,000.00 10,000.10
ARCOLA ENERGY LTD Total		15,000.10
ARK UK PROGRAMMES	Grants to External Organisations	159,100.00
ARK UK PROGRAMMES Total		159,100.00
ASCO NETBALL CLUB	Grants to External Organisations	1,400.00
ASCO NETBALL CLUB Total		1,400.00
ASHFORDS LLP	Legal Fees	551.00
ASHFORDS LLP Total		551.00
ASIAN PEOPLE'S DISABILITY ALLIANCE	Grants to External Organisations	1,500.00
ASIAN PEOPLE'S DISABILITY ALLIANCE Total		1,500.00
ASPIRE	Grants to External Organisations	1,500.00
ASPIRE Total		1,500.00
ASRA GREATER LONDON HA LTD	HSG Grants to Registered Providers	16,000.00
ASRA GREATER LONDON HA LTD Total		16,000.00
ASSEMBLY GLOBAL NETWORKS LTD	Grants to External Organisations	5,996.00
ASSEMBLY GLOBAL NETWORKS LTD Total		5,996.00
ATHENLAY FC	Grants to External Organisations	1,500.00
ATHENLAY FC Total		1,500.00
ATIYA HASSAN	Consultants (Contractors) External Events Roads Shows And Face To Face	21,116.00 5,000.00
ATIYA HASSAN Total		26,116.00
ATKINS LIMITED	Management & Support Consultancy	7,251.00
ATKINS LIMITED Total		7,251.00
AUGUSTUS MARTIN LTD	Printing	915.00
AUGUSTUS MARTIN LTD Total		915.00
AXON SOLUTIONS LTD	Computer Hardware	1,800.00
AXON SOLUTIONS LTD Total		1,800.00
BACKBONE CONNECT	Grants to External Organisations	6,000.00
BACKBONE CONNECT Total		6,000.00
BAKER GOODCHILD DM LIMITED	Printing For Marketing Materials	2,024.20
BAKER GOODCHILD DM LIMITED Total		2,024.20
BAKER TILLY BUSINESS SERV LTD	Management & Support Consultancy	94,625.89
BAKER TILLY BUSINESS SERV LTD Total		94,625.89
BANG BOOM CREATIVE LTD	Photography And Video Design And Production	3,750.00
BANG BOOM CREATIVE LTD Total		3,750.00
BANGLADESH FOOTBALL ASSOCIATION	Grants to External Organisations	1,000.00

Transactions over £ 250.00

Reporting Period :

Quarter 2

Start Date:

20th July, 2014

End Date:

11th October, 2014

Financial Year :

2014/15

Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
BANGLADESH FOOTBALL ASSOCIATION Total		1,000.00
BANKSIDE OPEN SPACES TRADING	Grants to External Organisations	15,434.05
BANKSIDE OPEN SPACES TRADING Total		15,434.05
BARFORD PRODUCTIONS LIMITED	Photography & Video	1,985.00
	Photography And Video Design And Production	27,575.00
BARFORD PRODUCTIONS LIMITED Total		29,560.00
Barking and Dagenham College	Equipment Repairs & Maintenance	773.50
Barking and Dagenham College Total		773.50
BARNET PARTNERSHIP SCH IMPROVEMENT	Grants to External Organisations	35,695.00
BARNET PARTNERSHIP SCH IMPROVEMENT Total		35,695.00
BARRY CHINN ASSOCIATES LIMITED	Management & Support Consultancy	2,750.00
BARRY CHINN ASSOCIATES LIMITED Total		2,750.00
BARTS HEALTH NHS TRUST	Grants to External Organisations	35,000.00
BARTS HEALTH NHS TRUST Total		35,000.00
BAYERISCHE MOTOREN WERKE AG	Grants to External Organisations	404,824.45
BAYERISCHE MOTOREN WERKE AG Total		404,824.45
BE LOUDER T/A BANDAPP	Social Media And Digital Advertising Space	1,200.00
BE LOUDER T/A BANDAPP Total		1,200.00
BEAUMONT ATHLETIC FOOTBALL CLUB	Grants to External Organisations	1,350.00
BEAUMONT ATHLETIC FOOTBALL CLUB Total		1,350.00
BERNIE GRANT CENTRE PARTNERSHIP	Miscellaneous Costs	730.25
BERNIE GRANT CENTRE PARTNERSHIP Total		730.25
BERWIN LEIGHTON PAISNER	Disposal Fees - Legal	19,106.74
BERWIN LEIGHTON PAISNER Total		19,106.74
BETHNAL GREEN ACADEMY	Grants to External Organisations	6,213.66
BETHNAL GREEN ACADEMY Total		6,213.66
BEXLEY TRUST FOR ADULT STUDENTS	Grants to External Organisations	1,500.00
BEXLEY TRUST FOR ADULT STUDENTS Total		1,500.00
BIRKBECK COLLEGE	Staff Training	1,690.00
BIRKBECK COLLEGE Total		1,690.00
BIRSE CIVILS LTD	Contracted Services Buildings	17,889.30
BIRSE CIVILS LTD Total		17,889.30
BLACK ARROWS BADMINTON CLUB	Grants to External Organisations	1,500.00
BLACK ARROWS BADMINTON CLUB Total		1,500.00
BLACK MOLE PRODUCTIONS LIMITED	Staff Training	2,221.90
BLACK MOLE PRODUCTIONS LIMITED Total		2,221.90
BLISS EVENTS MANAGEMENT LIMITED	External Events Roads Shows And Face To Face	58,549.00
BLISS EVENTS MANAGEMENT LIMITED Total		58,549.00
BLOOMBERG LP	Corporate Subscriptions	6,149.54
BLOOMBERG LP Total		6,149.54
BLOSSOMS HEALTHCARE LLP	Staff Welfare Benefits	380.00
BLOSSOMS HEALTHCARE LLP Total		380.00
BOOZ & COMPANY (UK) LTD	Seconded Staff - Non Group	18,396.00
BOOZ & COMPANY (UK) LTD Total		18,396.00
BOP CONSULTING	Research For Marketing Campaigns And Activities	5,000.00
BOP CONSULTING Total		5,000.00
BOW TIE	Equipment Repairs & Maintenance	2,783.00
	External Meeting Room Hire & Expenses	296.00
	Photography & Video	127,954.16
BOW TIE Total		131,033.16
BOY BLUE ENTERTAINMENT	Event Management Fee	500.00
	Other Professional Fees	350.00
BOY BLUE ENTERTAINMENT Total		850.00
BRADINSIGHT LTD	Data Purchase	1,350.00
BRADINSIGHT LTD Total		1,350.00
BRAY LEINO LTD	Staff Training	500.00
BRAY LEINO LTD Total		500.00
BRENT BALLERS BBC	Grants to External Organisations	1,440.00
BRENT BALLERS BBC Total		1,440.00
BRENTFORD FC COMMUNITY SPORTS TRUST	Grants to External Organisations	1,500.00
BRENTFORD FC COMMUNITY SPORTS TRUST Total		1,500.00
BRITISH FASHION COUNCIL	Grants to External Organisations	144,014.67
BRITISH FASHION COUNCIL Total		144,014.67
BRITISH FILM INSTITUTE	Grants to External Organisations	33,620.00
BRITISH FILM INSTITUTE Total		33,620.00
BRITISH GAS BUSINESS	Electricity	9,757.10
BRITISH GAS BUSINESS Total		9,757.10
BRITISH RED CROSS SOCIETY	Staff Training	1,380.00
BRITISH RED CROSS SOCIETY Total		1,380.00
BRITISH SOCIETY FOR POPULATION STUD	Conferences & Seminars	1,060.00
BRITISH SOCIETY FOR POPULATION STUD Total		1,060.00
BROADWAY HOMELESSNESS AND SUPPORT	Grants to External Organisations	25,000.00
	Hotel Accommodation	99,490.75
BROADWAY HOMELESSNESS AND SUPPORT Total		124,490.75

Transactions over £ 250.00

Reporting Period :

Quarter 2

Start Date:

20th July, 2014

End Date:

11th October, 2014

Financial Year :

2014/15

Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
BROMLEY KORFBALL CLUB	Grants to External Organisations	1,500.00
BROMLEY KORFBALL CLUB Total		1,500.00
BROOMFIELD	Photography And Video Design And Production	1,150.00
BROOMFIELD Total		1,150.00
BRUNEL UNIVERSITY	Grants to External Organisations	55,080.00
BRUNEL UNIVERSITY Total		55,080.00
BT CONFERENCING	Telephone Line Rent, Calls & Equipment	2,151.17
BT CONFERENCING Total		2,151.17
BT SERVICE AGILITY	Telephone Line Rent, Calls & Equipment	6,143.10
BT SERVICE AGILITY Total		6,143.10
BUILDING CENTRE	External Meeting Room Hire & Expenses	3,768.05
BUILDING CENTRE Total		3,768.05
BURGES SALMON LLP	Other Professional Fees	422.16
BURGES SALMON LLP Total		422.16
BUSH HILL PARK BOWLS TENNIS & SOCIA	Grants to External Organisations	420.00
BUSH HILL PARK BOWLS TENNIS & SOCIA Total		420.00
BYWATERS (LEYTON) LIMITED	Non Recyclable Waste Disposal/Refuse Collection	16,988.20
BYWATERS (LEYTON) LIMITED Total		16,988.20
C A WARREN	Grants to External Organisations	1,500.00
C A WARREN Total		1,500.00
CAMDEN BASKETBALL CLUB	Grants to External Organisations	1,200.00
CAMDEN BASKETBALL CLUB Total		1,200.00
CAMPAIGN MONITOR	Data Hosting Email Design And Transmission Inc SMS	1,497.72
CAMPAIGN MONITOR Total		1,497.72
CAPITA LEARNING & DEVELOPMENT	Staff Training	8,357.00
CAPITA LEARNING & DEVELOPMENT Total		8,357.00
CAPITA SYMONDS LIMITED	Management & Support Consultancy	2,800.00
CAPITA SYMONDS LIMITED Total		2,800.00
CAPITA SYMONDS LTD	Management & Support Consultancy	20,343.40
CAPITA SYMONDS LTD Total		20,343.40
CAPITAL AGE FESTIVAL	Grants to External Organisations	1,000.00
CAPITAL AGE FESTIVAL Total		1,000.00
CAPP & CO LTD	Staff Training	3,126.00
CAPP & CO LTD Total		3,126.00
CARBON CREDENTIALS ENERGY SERV LTD	Consultancy-Project Management	5,750.00
CARBON CREDENTIALS ENERGY SERV LTD Total		5,750.00
CARL CAMPBELL DANCE COMPANY 7	Grants to External Organisations	1,500.00
CARL CAMPBELL DANCE COMPANY 7 Total		1,500.00
CARNALL FARRAR	Consultancy-Project Management	17,500.00
CARNALL FARRAR Total		17,500.00
CARRIER DIRECT MARKETING	Public Affairs & Media Relations	618.90
CARRIER DIRECT MARKETING Total		618.90
CBRE LIMITED	Equipment Repairs & Maintenance Management & Support Consultancy	13,275.00 19,462.50
CBRE LIMITED Total		32,737.50
CDI APPS FOR GOOD	Grants to External Organisations	25,000.00
CDI APPS FOR GOOD Total		25,000.00
C-ELECT ASSOCIATES LTD	Building Maintenance & Repairs	6,909.83
C-ELECT ASSOCIATES LTD Total		6,909.83
CEME CONFERENCE CENTRE	External Meeting Room Hire & Expenses	331.25
CEME CONFERENCE CENTRE Total		331.25
CENTRE FOR ECON & SOCIAL INCLUSION	Grants to External Organisations Research & Study Fees	13,191.66 11,237.85
CENTRE FOR ECON & SOCIAL INCLUSION Total		24,429.51
CENTRE FOR SUSTAINABLE ENERGY	Management & Support Consultancy	15,740.00
CENTRE FOR SUSTAINABLE ENERGY Total		15,740.00
CENTREPOINT	HSG Grants to Registered Providers	246,815.00
CENTREPOINT Total		246,815.00
CERBERUS NETWORKS LIMITED	Grants to External Organisations	3,000.00
CERBERUS NETWORKS LIMITED Total		3,000.00
CFBT EDUCATION TRUST	Grants to External Organisations	69,839.20
CFBT EDUCATION TRUST Total		69,839.20
CHAIN TELECOM LIMITED	Grants to External Organisations	26,720.00
CHAIN TELECOM LIMITED Total		26,720.00
CHARITIES EVALUATION SERVICES	Staff Training	1,060.00
CHARITIES EVALUATION SERVICES Total		1,060.00
CHARLIE CHAPLIN ADVENTURE PLAY	Grants to External Organisations	3,000.00
CHARLIE CHAPLIN ADVENTURE PLAY Total		3,000.00
CHETTLE COURT RANGERS(YOUTH)FC CCR	Grants to External Organisations	1,500.00
CHETTLE COURT RANGERS(YOUTH)FC CCR Total		1,500.00
CHRISTINA CRAIG	Consultancy-Project Management	3,525.00
CHRISTINA CRAIG Total		3,525.00
CIPD ENTERPRISES LTD	Staff Training	2,670.00
CIPD ENTERPRISES LTD Total		2,670.00

Transactions over £ 250.00

Reporting Period :

Quarter 2

Start Date:

20th July, 2014

End Date:

11th October, 2014

Financial Year :

2014/15

Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
CIRCLE ANGLIA LIMITED	HSG Grants to Registered Providers	339,114.00
CIRCLE ANGLIA LIMITED Total		339,114.00
CITI LOGIK LIMITED	Consultancy-Project Management	71,983.90
CITI LOGIK LIMITED Total		71,983.90
CITY OF LONDON	Seconded Staff - Non Group	7,425.60
CITY OF LONDON Total		7,425.60
CITY OF LONDON - EPPING FOREST	Grants to External Organisations	1,500.00
CITY OF LONDON - EPPING FOREST Total		1,500.00
CITY OF WESTMINSTER	Grants to External Organisations	52,668.00
CITY OF WESTMINSTER Total		52,668.00
CITY YEAR LONDON	Grants to External Organisations	12,931.20
CITY YEAR LONDON Total		12,931.20
CITYMART.COM	Management & Support Consultancy	30,294.36
CITYMART.COM Total		30,294.36
CJG ENVIRONMENTAL MANAGEMENT	Other Professional Fees	5,000.00
CJG ENVIRONMENTAL MANAGEMENT Total		5,000.00
CL Ideas Ltd	Other Professional Fees	1,000.00
CL Ideas Ltd Total		1,000.00
CLASSICS FOR ALL	Grants to External Organisations	50,020.00
CLASSICS FOR ALL Total		50,020.00
CLIMATE ENERGY SERVICES LTD	Management & Support Consultancy	4,950.00
CLIMATE ENERGY SERVICES LTD Total		4,950.00
CLIVE GRAHAM	Staff Training	1,100.00
CLIVE GRAHAM Total		1,100.00
Coachhire4U LLP	Staff Entertainment	377.41
Coachhire4U LLP Total		377.41
COIN STREET COMMUNITY BUILDERS	External Events Roads Shows And Face To Face	10,186.55
COIN STREET COMMUNITY BUILDERS Total		10,186.55
COLT TECHNOLOGY SERVICES	Grants to External Organisations	3,000.00
COLT TECHNOLOGY SERVICES Total		3,000.00
COMMSWISE	Grants to External Organisations	1,950.00
COMMSWISE Total		1,950.00
COMMUNITY ACTION ZONE TRUST	Grants to External Organisations	700.00
COMMUNITY ACTION ZONE TRUST Total		700.00
COMMUNITY GOLF CIC	Grants to External Organisations	1,500.00
COMMUNITY GOLF CIC Total		1,500.00
COMPUTACENTER	Computer Hardware	58,490.71
	Computer Software	32,464.87
	Software Maintenance	5,421.52
COMPUTACENTER Total		96,377.10
COMRES	Research & Study Fees	8,940.00
COMRES Total		8,940.00
CONTINENTAL DRIFTS LTD	External Events Roads Shows And Face To Face	72,000.00
CONTINENTAL DRIFTS LTD Total		72,000.00
CORMACK TREE CARE LTD	Landscape Maintenance	900.00
CORMACK TREE CARE LTD Total		900.00
CORNER NINE ARTS PROJECT	Grants to External Organisations	1,460.00
CORNER NINE ARTS PROJECT Total		1,460.00
CORONA ENERGY RETAIL 4 LTD	Gas	3,353.91
CORONA ENERGY RETAIL 4 LTD Total		3,353.91
COUNCIL OF ASIAN PEOPLE	Grants to External Organisations	1,477.00
COUNCIL OF ASIAN PEOPLE Total		1,477.00
Create Cocktails Ltd	Event Management Fee	275.00
Create Cocktails Ltd Total		275.00
CREATIVE RECRUITMENT LTD	Agency Staff	9,509.00
CREATIVE RECRUITMENT LTD Total		9,509.00
CREATIVE TOURIST LIMITED	Consultancy-Commissioned Report	3,333.33
CREATIVE TOURIST LIMITED Total		3,333.33
CREATIVE X LIMITED	Printing For Marketing Materials	985.00
CREATIVE X LIMITED Total		985.00
CRISTIE DATA LIMITED	Computer Hardware	30,900.10
CRISTIE DATA LIMITED Total		30,900.10
CROWN WORLDWIDE LTD	Document Archive & Storage	12,254.08
CROWN WORLDWIDE LTD Total		12,254.08
CROYDON HARRIERS	Grants to External Organisations	750.00
CROYDON HARRIERS Total		750.00
CSM STRATEGIC	Planning & Development Consultancy	22,817.00
CSM STRATEGIC Total		22,817.00
CTI DIGITAL	IT Consultancy	28,425.00
CTI DIGITAL Total		28,425.00
CUBAN BOXING ACADEMY	Grants to External Organisations	1,200.00
CUBAN BOXING ACADEMY Total		1,200.00
CUK SECURITY SERVICES	Security Services (Guards	64,359.79
CUK SECURITY SERVICES Total		64,359.79

Transactions over £ 250.00

Reporting Period :

Quarter 2

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Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
CYCLING CLUB HACKNEY	Grants to External Organisations	1,500.00
CYCLING CLUB HACKNEY Total		1,500.00
D - ZINE FURNISHING SOLUTIONS LTD	Furniture & Equipment	303.45
D - ZINE FURNISHING SOLUTIONS LTD Total		303.45
DAGENHAM BANGLADESHI WOMEN & CHILDR	Grants to External Organisations	1,500.00
DAGENHAM BANGLADESHI WOMEN & CHILDR Total		1,500.00
DALMAIN SCHOOL	Grants to External Organisations	1,450.00
DALMAIN SCHOOL Total		1,450.00
Damien Anyasi	Event Management Fee	400.00
Damien Anyasi Total		400.00
DAO LU C.I.C.	Grants to External Organisations	520.00
DAO LU C.I.C. Total		520.00
DASH	Grants to External Organisations	1,500.00
DASH Total		1,500.00
DBR (LONDON) LIMITED	External Building Maintenance	16,892.41
DBR (LONDON) LIMITED Total		16,892.41
DEHAVILLAND INFORMATION SERVICES LT	Monitoring Of PR And Social Media	28,500.00
DEHAVILLAND INFORMATION SERVICES LT Total		28,500.00
DELOITTE & TOUCHE LLP	Disposal Fees - Property	1,648.00
DELOITTE & TOUCHE LLP Total		1,648.00
DENTONS UKMEA LLP	Legal Fees	2,475.06
	Management & Support Consultancy	6,550.00
	Disposal Fees - Legal	4,330.00
DENTONS UKMEA LLP Total		13,355.06
DISPLAYWAYS	Publications & Periodicals	250.00
	External Events Roads Shows And Face To Face	250.00
	Production Artwork And Design For Marketing	375.00
	Printing For Marketing Materials	250.00
DISPLAYWAYS Total		1,125.00
DRIVERS JONAS DELOITTE	Management & Support Consultancy	32,442.50
	Other Professional Fees	1,835.75
DRIVERS JONAS DELOITTE Total		34,278.25
DTZ	Property Management Fees	329.25
DTZ Total		329.25
EAST	Consultancy-Project Management	2,660.00
EAST Total		2,660.00
EAST LONDON HOCKEY CLUB	Grants to External Organisations	1,200.00
EAST LONDON HOCKEY CLUB Total		1,200.00
EAST LONDON NHS FT	Grants to External Organisations	1,500.00
EAST LONDON NHS FT Total		1,500.00
EAST THAMES GROUP LIMITED	HSG Grants to Registered Providers	1,254,517.00
EAST THAMES GROUP LIMITED Total		1,254,517.00
ECOTELE LIMITED	Grants to External Organisations	3,000.00
ECOTELE LIMITED Total		3,000.00
EDENRED (UK GROUP) LTD	Childcare Vouchers	29,723.40
EDENRED (UK GROUP) LTD Total		29,723.40
EDF ENERGY	Electricity	74,121.76
EDF ENERGY Total		74,121.76
EDUCATION ENDOWMENT FOUNDATION	Grants to External Organisations	50,000.00
EDUCATION ENDOWMENT FOUNDATION Total		50,000.00
ELITE TELECOM PLC / CAN NETWORK LTD	Telephone Line Rent, Calls & Equipment	698.58
ELITE TELECOM PLC / CAN NETWORK LTD Total		698.58
ELITE TELECOM PLC/CAN NETWORK LTD	Telephone Line Rent, Calls & Equipment	4,191.48
ELITE TELECOM PLC/CAN NETWORK LTD Total		4,191.48
ELITETELE.COM PLC	Telephone Line Rent, Calls & Equipment	3,492.90
ELITETELE.COM PLC Total		3,492.90
ENFIELD AND HARINGEY AC SPECIAL NEE	Grants to External Organisations	900.00
ENFIELD AND HARINGEY AC SPECIAL NEE Total		900.00
ENFIELD CHASE TENNIS CLUB	Grants to External Organisations	1,500.00
ENFIELD CHASE TENNIS CLUB Total		1,500.00
ENGLAND ATHLETICS	Grants to External Organisations	650.00
ENGLAND ATHLETICS Total		650.00
ENGLISH NATIONAL BALLET	Grants to External Organisations	5,000.00
ENGLISH NATIONAL BALLET Total		5,000.00
ENTERPRISE PLANTS LTD	Horticultural Expenses	1,616.77
ENTERPRISE PLANTS LTD Total		1,616.77
ENVIRONMENT AGENCY	Property Management Fees	1,290.00
ENVIRONMENT AGENCY Total		1,290.00
ENVIRONMENTAL VISION	Grants to External Organisations	6,500.00
ENVIRONMENTAL VISION Total		6,500.00
E-ON TRADING AS	Water	488.30
E-ON TRADING AS Total		488.30
EOS COMMUNICATIONS	Grants to External Organisations	2,542.00
EOS COMMUNICATIONS Total		2,542.00

Transactions over £ 250.00

Reporting Period :

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Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
EPIC CIC	Grants to External Organisations	1,500.00
EPIC CIC Total		1,500.00
ERICA PIENAAR	Consultancy-Project Management	612.50
ERICA PIENAAR Total		612.50
ERNST & YOUNG LLP	Non KPMG Audit Fees	63,000.00
ERNST & YOUNG LLP Total		63,000.00
ESRI (UK) LIMITED	Software Maintenance	6,815.00
ESRI (UK) LIMITED Total		6,815.00
ESSENSYS LTD	Grants to External Organisations	3,000.00
ESSENSYS LTD Total		3,000.00
ESTEEM MANAGED SERVICES LTD	Computer Hardware	11,776.58
ESTEEM MANAGED SERVICES LTD Total		11,776.58
ESTUARY HOUSING ASSOCIATION LIMITED	HSG Grants to Registered Providers	60,000.00
ESTUARY HOUSING ASSOCIATION LIMITED Total		60,000.00
ETC VENUES LTD	Marketing Exhibitions & Events	3,300.00
ETC VENUES LTD Total		3,300.00
ETHIX MANAGEMENT LIMITED	Furniture & Equipment	659.00
ETHIX MANAGEMENT LIMITED Total		659.00
EUROPEAN INSTITUTE OF PUBLIC	Staff Training	705.56
EUROPEAN INSTITUTE OF PUBLIC Total		705.56
EVERSHEDS	Legal Fees	155,513.20
	Management & Support Consultancy	800.00
EVERSHEDS Total		156,313.20
EVERSHEDS AG	Legal Fees	1,238.13
EVERSHEDS AG Total		1,238.13
EVERSHEDS LLP (CARDIFF)	Claim Settlements	1,928,080.47
EVERSHEDS LLP (CARDIFF) Total		1,928,080.47
E-VOLVE	Grants to External Organisations	2,960.00
E-VOLVE Total		2,960.00
EXCEL LONDON	External Meeting Room Hire & Expenses	13,176.00
EXCEL LONDON Total		13,176.00
EXCELL BUSINESS SYSTEMS LIMITED	Grants to External Organisations	4,800.56
EXCELL BUSINESS SYSTEMS LIMITED Total		4,800.56
EXCITECH LTD	Software Maintenance	3,197.00
EXCITECH LTD Total		3,197.00
EXPENSES PAID TO THIRD PARTIES	Business Fares	734.40
EXPENSES PAID TO THIRD PARTIES Total		734.40
EXPONENTIAL-E	Grants to External Organisations	9,262.00
EXPONENTIAL-E Total		9,262.00
F M CONWAY LTD	Consultancy-Commissioned Report	6,407.60
F M CONWAY LTD Total		6,407.60
FAMILY MOSAIC HOUSING ASSOCIATION	HSG Grants to Registered Providers	491,920.00
FAMILY MOSAIC HOUSING ASSOCIATION Total		491,920.00
FIDO.NET	Grants to External Organisations	9,000.00
FIDO.NET Total		9,000.00
FIELD STUDIES COUNCIL LTD	Grants to External Organisations	33,243.00
FIELD STUDIES COUNCIL LTD Total		33,243.00
FIGHT FOR CHANGE	Grants to External Organisations	15,000.00
FIGHT FOR CHANGE Total		15,000.00
FILM LONDON LTD	Grants to External Organisations	280,000.00
FILM LONDON LTD Total		280,000.00
FLUIDATA LTD	Grants to External Organisations	3,000.00
FLUIDATA LTD Total		3,000.00
FOCUS GROUP	Grants to External Organisations	8,500.00
FOCUS GROUP Total		8,500.00
FONTWORKS UK LIMITED	Computer Software	263.00
FONTWORKS UK LIMITED Total		263.00
FOODCYCLE	Grants to External Organisations	3,500.00
FOODCYCLE Total		3,500.00
FOOTBALL FOUNDATION	Grants to External Organisations	106,538.75
FOOTBALL FOUNDATION Total		106,538.75
FOREST YMCA	HSG Grants to Registered Providers	53,750.00
FOREST YMCA Total		53,750.00
FOUND IN MUSIC LIMITED	Management & Support Consultancy	1,500.00
FOUND IN MUSIC LIMITED Total		1,500.00
FREE THE CHILDREN	Grants to External Organisations	233,000.00
FREE THE CHILDREN Total		233,000.00
FREETHS LLP TRADING AS HENMANS	Legal Fees	971.40
FREETHS LLP TRADING AS HENMANS Total		971.40
FRENFORD CLUBS	Grants to External Organisations	1,500.00
FRENFORD CLUBS Total		1,500.00
FRESH NETWORKS GLOBAL LTD	Data Purchase	2,000.00
	Consultancy-Commissioned Report	1,500.00
FRESH NETWORKS GLOBAL LTD Total		3,500.00

Transactions over £ 250.00

Reporting Period :

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Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
FRESHMINDS LTD	Consultancy-Project Management	2,000.00
	Data Purchase	2,000.00
FRESHMINDS LTD Total		4,000.00
FRIENDSHIP SOCIETY	Grants to External Organisations	1,500.00
FRIENDSHIP SOCIETY Total		1,500.00
FUSION LIFESTYLE	Grants to External Organisations	2,950.49
FUSION LIFESTYLE Total		2,950.49
FUSION LIFETSYLE	Grants to External Organisations	660.00
FUSION LIFETSYLE Total		660.00
FUTURE OF LONDON 2011 LIMITED	Publications & Periodicals	8,910.00
FUTURE OF LONDON 2011 LIMITED Total		8,910.00
G V MEDIA GROUP LIMITED	Miscellaneous Costs	2,500.00
G V MEDIA GROUP LIMITED Total		2,500.00
GBM SERVICES LTD	Office Cleaning	121,284.64
	Property Management Fees	8,648.81
	Office Accommodation Moves	753.00
GBM SERVICES LTD Total		130,686.45
GEL APPOINTMENTS	Agency Staff	8,042.47
GEL APPOINTMENTS Total		8,042.47
GERALD EVE	Management & Support Consultancy	19,103.75
GERALD EVE Total		19,103.75
GIADA NAZARRI	Other Professional Fees	2,685.00
GIADA NAZARRI Total		2,685.00
GINGER TRAINING & COACHING LTD	Staff Training	1,000.00
GINGER TRAINING & COACHING LTD Total		1,000.00
GL HEARN LTD	Valuation Fees	10,000.00
GL HEARN LTD Total		10,000.00
GLASGOWS	External Events Roads Shows And Face To Face	57,173.69
GLASGOWS Total		57,173.69
GLEMNET LIMITED	Grants to External Organisations	3,000.00
GLEMNET LIMITED Total		3,000.00
GLENNY	Legal Fees	4,031.25
	Management & Support Consultancy	138,260.00
GLENNY Total		142,291.25
GLENTHORNE HIGH SCHOOL	Grants to External Organisations	14,780.00
GLENTHORNE HIGH SCHOOL Total		14,780.00
GLL	Grants to External Organisations	1,314.00
GLL Total		1,314.00
GLOBAL KNOWLEDGE NETWORK UK LTD	Staff Training	7,300.00
GLOBAL KNOWLEDGE NETWORK UK LTD Total		7,300.00
GONAWINDUA LTD T/A MALOCA	Event Management Fee	1,200.00
GONAWINDUA LTD T/A MALOCA Total		1,200.00
GOODMAN LOGISTICS DEVS (UK) LTD	Management & Support Consultancy	19,189.14
GOODMAN LOGISTICS DEVS (UK) LTD Total		19,189.14
GOVERNMENT KNOWLEDGE EVENTS LTD	Staff Training	275.00
GOVERNMENT KNOWLEDGE EVENTS LTD Total		275.00
Government Knowledge Training Ltd	Conferences & Seminars	320.00
Government Knowledge Training Ltd Total		320.00
GOVNET COMMUNICATIONS	Staff Training	301.75
GOVNET COMMUNICATIONS Total		301.75
GP STRATEGIES	Staff Training	2,841.60
GP STRATEGIES Total		2,841.60
GREATER LONDON VOLUNTEERING	Grants to External Organisations	11,167.00
GREATER LONDON VOLUNTEERING Total		11,167.00
GREEN CORRIDOR	Grants to External Organisations	21,000.00
GREEN CORRIDOR Total		21,000.00
GREENWICH & DOCKLANDS FESTIVALS	Grants to External Organisations	45,000.00
	External Events Roads Shows And Face To Face	42,500.00
GREENWICH & DOCKLANDS FESTIVALS Total		87,500.00
GREENWICH LEISURE LTD	Contracted Services Buildings	210,000.00
	Property Management Fees	1,453,619.65
GREENWICH LEISURE LTD Total		1,663,619.65
GROUNDWORK LONDON	Grants to External Organisations	108,300.84
GROUNDWORK LONDON Total		108,300.84
GVA GRIMLEY LTD	Management & Support Consultancy	26,001.80
	Property Management Fees	83,749.99
GVA GRIMLEY LTD Total		109,751.79
HACKNEY BULLS YOUTH RFC	Grants to External Organisations	1,000.00
HACKNEY BULLS YOUTH RFC Total		1,000.00
HACKNEY CHINESE COMMUNITY SERVICES	Grants to External Organisations	1,350.00
HACKNEY CHINESE COMMUNITY SERVICES Total		1,350.00
HACKNEY HURRICANES ATHLETICS CLUB	Grants to External Organisations	1,500.00
HACKNEY HURRICANES ATHLETICS CLUB Total		1,500.00
HALCROW GROUP LIMITED	Management & Support Consultancy	11,021.75

Transactions over £ 250.00

Reporting Period :

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Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
HALCROW GROUP LIMITED Total		11,021.75
HAMMERSMITH BASKETBALL CLUB	Grants to External Organisations	1,500.00
HAMMERSMITH BASKETBALL CLUB Total		1,500.00
HARBOTTLE & LEWIS LLP	Consultancy-Project Management	2,281.20
HARBOTTLE & LEWIS LLP Total		2,281.20
HARINGEY AQUATICS	Grants to External Organisations	598.00
HARINGEY AQUATICS Total		598.00
HARINGEY COUNCIL	Grants to External Organisations	255,457.00
HARINGEY COUNCIL Total		255,457.00
HARINGEY MENCAP	Grants to External Organisations	1,300.00
HARINGEY MENCAP Total		1,300.00
HARROW CLUB	Grants to External Organisations	1,500.00
HARROW CLUB Total		1,500.00
HARROW COUNCIL	Grants to External Organisations	97,168.22
HARROW COUNCIL Total		97,168.22
HARROW LEISURE CENTRE	Grants to External Organisations	1,440.00
HARROW LEISURE CENTRE Total		1,440.00
HARROW SQUASH CLUB	Grants to External Organisations	1,021.00
HARROW SQUASH CLUB Total		1,021.00
HARROW VULTRIX KORFBALL CLUB	Grants to External Organisations	1,500.00
HARROW VULTRIX KORFBALL CLUB Total		1,500.00
HAVAS PEOPLE LIMITED	Photography & Video	12,691.94
	Recruitment Agency Fees	27,439.68
	Recruitment Expenses	2,847.42
HAVAS PEOPLE LIMITED Total		42,979.04
HAYMARKET MEDIA GROUP LTD	Staff Training	250.00
HAYMARKET MEDIA GROUP LTD Total		250.00
HAYS ACCOUNTANCY PERSONNEL	Agency Staff	8,707.34
HAYS ACCOUNTANCY PERSONNEL Total		8,707.34
HEALTHIER LIFE 4 YOU FAMILY & COMMU	Grants to External Organisations	1,460.00
HEALTHIER LIFE 4 YOU FAMILY & COMMU Total		1,460.00
HENRY CAVENDISH PRIMARY SCHOOL PTFA	Grants to External Organisations	1,000.00
HENRY CAVENDISH PRIMARY SCHOOL PTFA Total		1,000.00
HERBERT SMITH FREEHILLS LLP	Legal Fees	3,899.49
HERBERT SMITH FREEHILLS LLP Total		3,899.49
HERNE HILL HARRIERS	Grants to External Organisations	1,300.00
HERNE HILL HARRIERS Total		1,300.00
HEXAGON HOUSING ASSOCIATION LIMITED	HSG Grants to Registered Providers	1,919,806.00
HEXAGON HOUSING ASSOCIATION LIMITED Total		1,919,806.00
HIGHBURY TABLE TENNIS CLUB	Grants to External Organisations	1,500.00
HIGHBURY TABLE TENNIS CLUB Total		1,500.00
HILLDROP AREA COMMUNITY ASSOCIATION	Grants to External Organisations	1,500.00
HILLDROP AREA COMMUNITY ASSOCIATION Total		1,500.00
HMRC	Miscellaneous Finance Expenses	281,910.00
HMRC Total		281,910.00
HMRC VAT	Miscellaneous Finance Expenses	5,647,849.70
HMRC VAT Total		5,647,849.70
HOLY TRINITY CE SCHOOL	Grants to External Organisations	66,150.00
HOLY TRINITY CE SCHOOL Total		66,150.00
HOME CONNECTIONS LETTINGS LIMITED	IT Consultancy	3,300.00
HOME CONNECTIONS LETTINGS LIMITED Total		3,300.00
HOMELESS LINK	Grants to External Organisations	15,000.00
HOMELESS LINK Total		15,000.00
HOMES & COMMUNITIES AGENCY	Other Professional Fees	2,769.33
HOMES & COMMUNITIES AGENCY Total		2,769.33
HUNTRESS SEARCH LTD	Agency Staff	75,970.69
HUNTRESS SEARCH LTD Total		75,970.69
HYDE HOUSING ASSOCIATION LIMITED	HSG Grants to Registered Providers	164,556.00
HYDE HOUSING ASSOCIATION LIMITED Total		164,556.00
ICM RESEARCH LIMITED	Research For Marketing Campaigns And Activities	18,000.00
ICM RESEARCH LIMITED Total		18,000.00
I-DASH LTD	Grants to External Organisations	3,000.00
I-DASH LTD Total		3,000.00
IDOX	Publications & Periodicals	36,886.00
IDOX Total		36,886.00
IMPACT DISTRIBUTION SERVICES LTD	Grants to External Organisations	5,000.00
	Printing For Marketing Materials	1,109.50
	Storage And Distribution Of Publicity Materials	538.50
IMPACT DISTRIBUTION SERVICES LTD Total		6,648.00
IMPERIAL COLLEGE	Grants to External Organisations	30,000.00
IMPERIAL COLLEGE Total		30,000.00
INDEPENDENT LIVING ALTERNATIVES	Staff Welfare Benefits	924.00
INDEPENDENT LIVING ALTERNATIVES Total		924.00
INDIGO2	External Events Roads Shows And Face To Face	8,690.00

Transactions over £ 250.00

Reporting Period :

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Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
INDIGO2 Total		8,690.00
INNOVAS SOLUTIONS LTD	Research For Marketing Campaigns And Activities	2,480.00
INNOVAS SOLUTIONS LTD Total		2,480.00
INNOVATION DANCE STUDIOS LTD	Grants to External Organisations	660.86
INNOVATION DANCE STUDIOS LTD Total		660.86
INSPIRE!	Grants to External Organisations	4,000.00
INSPIRE! Total		4,000.00
INSPIRED BY SPORTS CIC	Grants to External Organisations	1,500.00
INSPIRED BY SPORTS CIC Total		1,500.00
INSPIRED EXCHANGE LTD	External Events Roads Shows And Face To Face	1,210.00
INSPIRED EXCHANGE LTD Total		1,210.00
INSTITUTE FOR SUSTAINABILITY	Grants to External Organisations	10,000.00
INSTITUTE FOR SUSTAINABILITY Total		10,000.00
INSTITUTE OF EDUCATION	Grants to External Organisations	34,110.00
INSTITUTE OF EDUCATION Total		34,110.00
INSTITUTE OF PHYSICS	Grants to External Organisations	114,660.00
INSTITUTE OF PHYSICS Total		114,660.00
INTELLIGENCE SQUARED (UK) LTD	External Events Roads Shows And Face To Face	10,000.00
INTELLIGENCE SQUARED (UK) LTD Total		10,000.00
IO1 LTD	IT Consultancy	12,900.00
IO1 LTD Total		12,900.00
ISLINGTON AND SHOREDITCH HA LTD	HSG Grants to Registered Providers	31,155.00
ISLINGTON AND SHOREDITCH HA LTD Total		31,155.00
ISLINGTON BOAT CLUB	Grants to External Organisations	1,500.00
ISLINGTON BOAT CLUB Total		1,500.00
ISLINGTON COUNCIL	HSG Grants to Local Authorities	195,000.00
ISLINGTON COUNCIL Total		195,000.00
ITINERIS	Social Media And Digital Advertising Space	1,140.00
ITINERIS Total		1,140.00
ITM POWER TRADING LTD	Grants to External Organisations	1,222,007.50
ITM POWER TRADING LTD Total		1,222,007.50
IVO	Grants to External Organisations	25,325.00
IVO Total		25,325.00
JACKFRANCIS MEDIA LTD	Photography And Video Design And Production	1,730.20
JACKFRANCIS MEDIA LTD Total		1,730.20
JACOBS U.K LTD	Data Purchase	1,233.75
	Software Maintenance	7,061.25
JACOBS U.K LTD Total		8,295.00
JAMES O JENKINS	Photography And Video Design And Production	300.00
JAMES O JENKINS Total		300.00
JOEL COMMUNITY TRUST	Grants to External Organisations	600.00
JOEL COMMUNITY TRUST Total		600.00
JOHN MCGHEE QC	Legal Fees	6,600.00
JOHN MCGHEE QC Total		6,600.00
JONES LANG LASALLE	Management & Support Consultancy	25,000.00
	Property Management Fees	40,000.00
JONES LANG LASALLE Total		65,000.00
JONES YARRELL & CO LTD	Publications & Periodicals	789.30
JONES YARRELL & CO LTD Total		789.30
KAIROS TRAINING LIMITED	Staff Training	697.50
KAIROS TRAINING LIMITED Total		697.50
KANTAR MEDIA INTELLIGENCE LIMITED	Monitoring Of PR And Social Media	1,276.00
KANTAR MEDIA INTELLIGENCE LIMITED Total		1,276.00
KATE F JONES LTD	Consultancy-Project Management	17,325.00
KATE F JONES LTD Total		17,325.00
KATHERINE SPENCE	Consultancy-Commissioned Report	1,440.00
KATHERINE SPENCE Total		1,440.00
KEMSLEY LLP	Management & Support Consultancy	15,795.00
KEMSLEY LLP Total		15,795.00
KERB	Grants to External Organisations	8,333.33
KERB Total		8,333.33
KING'S COLLEGE HOSPITAL NHS FT	Recruitment Agency Fees	64,519.48
KING'S COLLEGE HOSPITAL NHS FT Total		64,519.48
KOIS MIAH	Equipment Repairs & Maintenance	350.00
	Other Professional Fees	250.00
	Photography And Video Design And Production	1,700.00
KOIS MIAH Total		2,300.00
KREATIVE BUNTING LIMITED	Publications & Periodicals	1,261.00
KREATIVE BUNTING LIMITED Total		1,261.00
L B BEXLEY	Grants to External Organisations	517,127.34
L B BEXLEY Total		517,127.34
L B OF HARINGEY	Grants to External Organisations	1,440,363.22
L B OF HARINGEY Total		1,440,363.22
L B TOWER HAMLETS	Grants to External Organisations	74,083.00

Transactions over £ 250.00

Reporting Period :

Quarter 2

Start Date:

20th July, 2014

End Date:

11th October, 2014

Financial Year :

2014/15

Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
L B TOWER HAMLETS Total		74,083.00
LIDLAW & CONSTABLE LTD	Staff Training	585.00
LIDLAW & CONSTABLE LTD Total		585.00
LAMBETH TEACHING SCHOOLS' ALLIANCE	Grants to External Organisations	42,400.00
LAMBETH TEACHING SCHOOLS' ALLIANCE Total		42,400.00
LAMPTON SCHOOL ACADEMY TRUST	Grants to External Organisations	25,791.00
LAMPTON SCHOOL ACADEMY TRUST Total		25,791.00
LARAC	Publications & Periodicals	395.00
LARAC Total		395.00
LASER SURVEYS LTD	Management & Support Consultancy	550.00
LASER SURVEYS LTD Total		550.00
LB CAMDEN	HSG Grants to Local Authorities	256,271.00
LB CAMDEN Total		256,271.00
LB HOUNSLOW	HSG Grants to Non-Registered Providers	360,631.00
LB HOUNSLOW Total		360,631.00
LB NEWHAM	HSG Grants to Local Authorities	330,000.00
LB NEWHAM Total		330,000.00
LBBD	Grants to External Organisations	1,080.00
LBBD Total		1,080.00
LEARNING UNLIMITED LTD	Grants to External Organisations	75,909.79
LEARNING UNLIMITED LTD Total		75,909.79
LEATHERMARKET JMB	Grants to External Organisations	11,725.00
LEATHERMARKET JMB Total		11,725.00
LEMON ZEST EVENTS LTD	Event Management Fee	3,250.00
LEMON ZEST EVENTS LTD Total		3,250.00
LEO TEXTILES LIMITED	Equipment Hire & Rental	4,061.80
LEO TEXTILES LIMITED Total		4,061.80
LEONARD CHESHIRE DISABILITY	Grants to External Organisations	86,025.54
LEONARD CHESHIRE DISABILITY Total		86,025.54
LEOPARD FILMS LTD	Photography & Video	46,304.32
LEOPARD FILMS LTD Total		46,304.32
LEOPARDS IN THE COMMUNITY	Grants to External Organisations	1,150.00
LEOPARDS IN THE COMMUNITY Total		1,150.00
LET'S THINK FORUM	Grants to External Organisations	37,498.65
LET'S THINK FORUM Total		37,498.65
LEVEL 3 COMMUNICATIONS UK LTD	Telephone Line Rent, Calls & Equipment	5,260.90
LEVEL 3 COMMUNICATIONS UK LTD Total		5,260.90
LHA-ASRA GROUP LIMITED	HSG Grants to Registered Providers	564,375.00
LHA-ASRA GROUP LIMITED Total		564,375.00
LIFELONG FAMILY LINKS	Grants to External Organisations	900.00
LIFELONG FAMILY LINKS Total		900.00
LIFT	Marketing Strategy And Consultancy	3,000.00
LIFT Total		3,000.00
LIONS SPORTS SERVICES CIC	Grants to External Organisations	1,500.00
LIONS SPORTS SERVICES CIC Total		1,500.00
LISTENING EARS	Grants to External Organisations	1,445.00
LISTENING EARS Total		1,445.00
LITTLE RED IDEAS LIMITED	IT Consultancy	30,708.00
LITTLE RED IDEAS LIMITED Total		30,708.00
LIVING POTENTIAL CONSULTING LIMITED	Staff Training	1,300.00
LIVING POTENTIAL CONSULTING LIMITED Total		1,300.00
LONDON AND QUADRANT HOUSING TRUST	HSG Grants to Registered Providers	271,211.00
LONDON AND QUADRANT HOUSING TRUST Total		271,211.00
LONDON BOROUGH HAMMERSMITH & FULHAM	Other Professional Fees	5,643.77
LONDON BOROUGH HAMMERSMITH & FULHAM Total		5,643.77
LONDON BOROUGH OF WALTHAM FOREST	Grants to External Organisations	883,198.45
LONDON BOROUGH OF WALTHAM FOREST Total		883,198.45
LONDON BOROUGH OF BARKING & DAGENHA	Grants to External Organisations	756.61
LONDON BOROUGH OF BARKING & DAGENHA Total		756.61
LONDON BOROUGH OF BARKING AND DAGEN	HSG Grants to Local Authorities	1,231,785.00
LONDON BOROUGH OF BARKING AND DAGEN Total		1,231,785.00
LONDON BOROUGH OF BARNET	Grants to External Organisations	1,261,624.38
LONDON BOROUGH OF BARNET Total		1,261,624.38
LONDON BOROUGH OF BRENT	HSG Grants to Local Authorities	210,000.00
LONDON BOROUGH OF BRENT Total		210,000.00
LONDON BOROUGH OF BROMLEY	HSG Grants to Local Authorities	16,650.00
LONDON BOROUGH OF BROMLEY Total		16,650.00
LONDON BOROUGH OF CAMDEN	Grants to External Organisations	4,884,848.62
	Seconded Staff - Non Group	13,949.25
LONDON BOROUGH OF CAMDEN Total		4,898,797.87
LONDON BOROUGH OF CROYDEN	Grants to External Organisations	307,865.26
LONDON BOROUGH OF CROYDEN Total		307,865.26
LONDON BOROUGH OF EALING	Grants to External Organisations	222,021.00
LONDON BOROUGH OF EALING Total		222,021.00

Transactions over £ 250.00

Reporting Period :

Quarter 2

Start Date:

20th July, 2014

End Date:

11th October, 2014

Financial Year :

2014/15

Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
LONDON BOROUGH OF ENFIELD	Grants to External Organisations	3,654,455.23
	HSG Grants to Local Authorities	202,500.00
LONDON BOROUGH OF ENFIELD Total		3,856,955.23
LONDON BOROUGH OF HACKNEY - BSP	Grants to External Organisations	1,194,696.30
LONDON BOROUGH OF HACKNEY - BSP Total		1,194,696.30
LONDON BOROUGH OF HARROW	Grants to External Organisations	98,060.00
LONDON BOROUGH OF HARROW Total		98,060.00
LONDON BOROUGH OF HAVERING	Grants to External Organisations	1,232,773.83
	HSG Grants to Local Authorities	125,284.00
LONDON BOROUGH OF HAVERING Total		1,358,057.83
LONDON BOROUGH OF HILLINGDON	Grants to External Organisations	411,403.59
LONDON BOROUGH OF HILLINGDON Total		411,403.59
LONDON BOROUGH OF HOUNSLOW	Grants to External Organisations	964,094.80
LONDON BOROUGH OF HOUNSLOW Total		964,094.80
LONDON BOROUGH OF ISLINGTON	Recruitment Expenses	384.00
LONDON BOROUGH OF ISLINGTON Total		384.00
LONDON BOROUGH OF LEWISHAM	Grants to External Organisations	3,089,000.00
LONDON BOROUGH OF LEWISHAM Total		3,089,000.00
LONDON BOROUGH OF MERTON	Grants to External Organisations	173,322.21
LONDON BOROUGH OF MERTON Total		173,322.21
LONDON BOROUGH OF NEWHAM	Grants to External Organisations	40,000.00
LONDON BOROUGH OF NEWHAM Total		40,000.00
LONDON BOROUGH OF REDBRIDGE	Grants to External Organisations	200,761.54
LONDON BOROUGH OF REDBRIDGE Total		200,761.54
LONDON BOROUGH OF SOUTHWARK	Grants to External Organisations	8,757.08
LONDON BOROUGH OF SOUTHWARK Total		8,757.08
LONDON BOROUGH OF SUTTON	Grants to External Organisations	8,173,776.17
LONDON BOROUGH OF SUTTON Total		8,173,776.17
LONDON COMMUNICATIONS AGENCY	Other Professional Fees	150,000.00
	Consultancy-Commissioned Report	30,096.89
LONDON COMMUNICATIONS AGENCY Total		180,096.89
LONDON COUNCILS	External Meeting Room Hire & Expenses	269.20
	Grants to External Organisations	12,500.00
	Management & Support Consultancy	399,935.56
LONDON COUNCILS Total		412,704.76
LONDON FESTIVAL OF ARCHITECTURE LTD	Grants to External Organisations	25,000.00
LONDON FESTIVAL OF ARCHITECTURE LTD Total		25,000.00
LONDON FIRST	Grants to External Organisations	100,000.00
LONDON FIRST Total		100,000.00
LONDON LGBT+COMM PRIDE CIC	External Events Roads Shows And Face To Face	10,000.00
LONDON LGBT+COMM PRIDE CIC Total		10,000.00
LONDON METROPOLITAN UNIVERSITY	Grants to External Organisations	40,816.00
LONDON METROPOLITAN UNIVERSITY Total		40,816.00
LONDON SQUASH CAMP	Grants to External Organisations	836.00
LONDON SQUASH CAMP Total		836.00
LONDON SUSTAINABILITY EXCHANGE	Grants to External Organisations	23,169.00
LONDON SUSTAINABILITY EXCHANGE Total		23,169.00
LONDON WILDLIFE TRUST	Grants to External Organisations	23,446.00
LONDON WILDLIFE TRUST Total		23,446.00
LONDON YOUTH CHOIR	Property Management Fees	500.00
LONDON YOUTH CHOIR Total		500.00
LONDON YOUTH SUPPORT TRUST	Grants to External Organisations	35,330.00
LONDON YOUTH SUPPORT TRUST Total		35,330.00
LOOK AHEAD HOUSING AND CARE	Grants to External Organisations	353,062.50
LOOK AHEAD HOUSING AND CARE Total		353,062.50
LPFA	Pension Augmentation	146,000.00
LPFA Total		146,000.00
LSE ENTERPRISE	Consultancy-Commissioned Report	2,625.00
LSE ENTERPRISE Total		2,625.00
LSR TRAINING AND DEVELOPMENT LTD.	Staff Training	690.00
LSR TRAINING AND DEVELOPMENT LTD. Total		690.00
LUCY GLOVER	External Events Roads Shows And Face To Face	3,034.76
LUCY GLOVER Total		3,034.76
LUISA SIEIRO DESIGN	PR Cost Product Cost & PR Fees	420.00
	Production Artwork And Design For Marketing	390.00
	Printing For Marketing Materials	420.00
	Design & Production Of Maps & Timetable Publicity	630.00
LUISA SIEIRO DESIGN Total		1,860.00
LYRIX ORGANIX	Staff Training	609.85
	External Events Roads Shows And Face To Face	3,000.00
LYRIX ORGANIX Total		3,609.85
M INTEGRATED SOLUTIONS PLC	External Events Roads Shows And Face To Face	38,412.00
M INTEGRATED SOLUTIONS PLC Total		38,412.00
M&C SAATCHI LTD	Photography & Video	50,000.00

Transactions over £ 250.00

Reporting Period :

Quarter 2

Start Date:

20th July, 2014

End Date:

11th October, 2014

Financial Year :

2014/15

Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
M&C SAATCHI LTD Total		50,000.00
MACCREANOR LAVINGTON	Consultancy-Project Management	30,000.00
MACCREANOR LAVINGTON Total		30,000.00
MAGIC WEB SOLUTIONS LTD	Other Professional Fees	2,500.00
MAGIC WEB SOLUTIONS LTD Total		2,500.00
MAIDEN LANE COMMUNITY CENTRE	Grants to External Organisations	1,500.00
MAIDEN LANE COMMUNITY CENTRE Total		1,500.00
MALT FILMS LTD	Photography And Video Design And Production	840.00
MALT FILMS LTD Total		840.00
MALTAWARD (BARRIERS) LTD	Security Equipment	660.00
MALTAWARD (BARRIERS) LTD Total		660.00
MARSHA POWELL	Grants to External Organisations	1,400.00
MARSHA POWELL Total		1,400.00
MARTIN ARNOLD ASSOCIATES LLP	Property Management Fees	6,375.00
MARTIN ARNOLD ASSOCIATES LLP Total		6,375.00
MARTINSPEED	Marketing Exhibitions & Events	1,636.46
	Storage And Distribution Of Publicity Materials	2,079.73
MARTINSPEED Total		3,716.19
MASK DOCUMENTS LTD	Printing For Marketing Materials	949.00
MASK DOCUMENTS LTD Total		949.00
MASTODON C LTD	Research & Study Fees	5,000.00
MASTODON C LTD Total		5,000.00
MATHEMATICS IN EDUCATION & INDUSTRY	Grants to External Organisations	88,240.00
MATHEMATICS IN EDUCATION & INDUSTRY Total		88,240.00
MAYFIELD SCHOOL	Grants to External Organisations	1,440.00
MAYFIELD SCHOOL Total		1,440.00
MCKINSEY & COMPANY, INC.	Consultancy-Project Management	229,045.00
MCKINSEY & COMPANY, INC. Total		229,045.00
Meanwhile Space CIC	Equipment Repairs & Maintenance	755.00
Meanwhile Space CIC Total		755.00
MEDCITY LTD	Grants to External Organisations	107,000.00
MEDCITY LTD Total		107,000.00
Media Solutions International Ltd	External Events Roads Shows And Face To Face	368.33
Media Solutions International Ltd Total		368.33
MEDIAEDGE:CIA UK LTD	Marketing Services	2,695.00
	Public Affairs & Media Relations	80,982.51
	Monitoring Of PR And Social Media	373.23
	Research For Marketing Campaigns And Activities	465.47
	Social Media And Digital Advertising Space	22,166.95
	Agency Fees Paid To Marketing Agencies	29,168.48
	Statutory Ads Notices Communications & Consultatio	3,205.84
MEDIAEDGE:CIA UK LTD Total		139,057.48
METROPOLITAN HOUSING TRUST LIMITED	HSG Grants to Registered Providers	291,599.00
METROPOLITAN HOUSING TRUST LIMITED Total		291,599.00
MICHAEL PAGE INTERNATIONAL RECRUIT	Recruitment Agency Fees	609.39
MICHAEL PAGE INTERNATIONAL RECRUIT Total		609.39
MICHAEL PAGE UK LTD	Agency Staff	38,620.92
	Recruitment Agency Fees	16,090.33
MICHAEL PAGE UK LTD Total		54,711.25
Midas Training Solutions Ltd	Staff Training	1,336.80
Midas Training Solutions Ltd Total		1,336.80
MIDDLE EASTERN WOMEN & SOCIETY ORGA	Grants to External Organisations	1,470.00
MIDDLE EASTERN WOMEN & SOCIETY ORGA Total		1,470.00
MIDLANDHR	Computer Hardware	4,787.00
	Computer Software	14,026.85
	IT Consultancy	29,680.00
MIDLANDHR Total		48,493.85
MIND IN CROYDON LTD	Grants to External Organisations	1,200.00
MIND IN CROYDON LTD Total		1,200.00
MINIBUS SHUTTLE SERVICE LTD	Business Entertaining	252.00
MINIBUS SHUTTLE SERVICE LTD Total		252.00
MISS C DAVIES	Event Management Fee	3,050.00
MISS C DAVIES Total		3,050.00
Miss I L De Nobrega	Other Professional Fees	350.00
Miss I L De Nobrega Total		350.00
MISS K V KENNEY & MR H CRASTON	Grants to External Organisations	5,000.00
MISS K V KENNEY & MR H CRASTON Total		5,000.00
MISS L WILLIAMS	Other Professional Fees	2,830.00
MISS L WILLIAMS Total		2,830.00
Miss NJIE	Miscellaneous Costs	250.00
Miss NJIE Total		250.00
MISS S CARTER- BOYNES	Other Professional Fees	500.00
MISS S CARTER- BOYNES Total		500.00
Miss T M Hart	Management & Support Consultancy	1,200.00

Transactions over £ 250.00

Reporting Period :

Quarter 2

Start Date:

20th July, 2014

End Date:

11th October, 2014

Financial Year :

2014/15

Appendix 1

Total Spend > £250

(All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
Miss T M Hart Total		1,200.00
MITCHELL COLLINS	Management & Support Consultancy	3,300.63
MITCHELL COLLINS Total		3,300.63
MOMART LIMITED	Other Professional Fees	600.00
MOMART LIMITED Total		600.00
MONO EUROPE LTD	Furniture & Equipment	1,600.37
MONO EUROPE LTD Total		1,600.37
MORE ASSOCIATES	Consultancy-Project Management	2,000.00
MORE ASSOCIATES Total		2,000.00
MORE LONDON	Property Service Charges	308.52
MORE LONDON Total		308.52
MPLC LTD	Stationery	2,800.00
MPLC LTD Total		2,800.00
MR J CHEIKH	Refreshments/Meals at Meetings	361.50
MR J CHEIKH Total		361.50
Mr P Clifton	Event Management Fee	1,000.00
Mr P Clifton Total		1,000.00
Mr S J Brookes	Event Management Fee	250.00
Mr S J Brookes Total		250.00
MULTITUDE OF SPORT GROUP	Grants to External Organisations	1,500.00
MULTITUDE OF SPORT GROUP Total		1,500.00
MUNCHKIN SPORTS LTD	Grants to External Organisations	1,200.00
MUNCHKIN SPORTS LTD Total		1,200.00
MUSEUM OF LONDON	External Events Roads Shows And Face To Face	2,400.00
	Research For Marketing Campaigns And Activities	3,200.00
MUSEUM OF LONDON Total		5,600.00
MWL PRINT GROUP	Art And Poetry Installations And Programmes	490.00
MWL PRINT GROUP Total		490.00
MYSCIENCE	Grants to External Organisations	120,000.00
MYSCIENCE Total		120,000.00
NABIHAH SACHEDINA	Consultancy-Project Management	27,780.00
NABIHAH SACHEDINA Total		27,780.00
NATASHA KHAMJANI	Event Management Fee	1,500.00
NATASHA KHAMJANI Total		1,500.00
NATEISHA DECRUZ-YOUNG	Consultancy Evaluation Assessment	1,050.00
NATEISHA DECRUZ-YOUNG Total		1,050.00
NATIONAL LITERACY TRUST	Grants to External Organisations	30,872.00
NATIONAL LITERACY TRUST Total		30,872.00
NCVO	Staff Training	285.00
NCVO Total		285.00
NEP CYMRU OB LTD	Photography & Video	9,328.00
NEP CYMRU OB LTD Total		9,328.00
NETTHINGS LIMITED	Staff Training	4,648.75
NETTHINGS LIMITED Total		4,648.75
NETWORK HOUSING GROUP LIMITED	HSG Grants to Registered Providers	506,100.00
NETWORK HOUSING GROUP LIMITED Total		506,100.00
NEW YOUTH GENERATION	Grants to External Organisations	1,500.00
NEW YOUTH GENERATION Total		1,500.00
NEWHAM AND ESSEX BEAGLES AC	Grants to External Organisations	1,500.00
NEWHAM AND ESSEX BEAGLES AC Total		1,500.00
NEWLON FUSION	Grants to External Organisations	1,276.00
NEWLON FUSION Total		1,276.00
NEWLON HOUSING TRUST	HSG Grants to Registered Providers	284,380.00
NEWLON HOUSING TRUST Total		284,380.00
NEWSQUEST (LONDON) LTD	Publications & Periodicals	650.00
NEWSQUEST (LONDON) LTD Total		650.00
NEXTGENACCESS LTD	Grants to External Organisations	6,000.00
NEXTGENACCESS LTD Total		6,000.00
NEXTHR	Staff Training	1,891.85
NEXTHR Total		1,891.85
NEXUS IP LTD	Grants to External Organisations	8,900.00
NEXUS IP LTD Total		8,900.00
NHS ENGLAND	Seconded Staff - Non Group	27,517.00
NHS ENGLAND Total		27,517.00
NHS NWL CSU	Seconded Staff - Non Group	17,540.20
NHS NWL CSU Total		17,540.20
NIACE	Grants to External Organisations	5,867.50
NIACE Total		5,867.50
NLA MEDIA ACCESS LTD	Monitoring Of PR And Social Media	56,928.13
NLA MEDIA ACCESS LTD Total		56,928.13
NORBURY PARK LAWN TENNIS CLUB	Grants to External Organisations	1,080.00
NORBURY PARK LAWN TENNIS CLUB Total		1,080.00
NORLAND MANAGED SERVICES LIMITED	Building Maintenance & Electricity	228,501.93
		4,798.26

Transactions over £ 250.00	
Reporting Period :	Quarter 2
Start Date:	20th July, 2014
End Date:	11th October, 2014
Financial Year :	2014/15
<i>Appendix 1</i>	

Total Spend > £250 (All)

Vendor Name 1	Expenditure Account Code Description	Sum of Grand Total
NORLAND MANAGED SERVICES LIMITED	Furniture & Equipment	7,352.07

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