

# The Greater London Authority's Business Plan 2015-17

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**May 2015**

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# Overview

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## The role of the GLA and GLA Group

The Greater London Authority (GLA) at its inception was often characterised as a ‘strategic’ body: an institution to think through the imperatives and opportunities facing London; a hub around which others could be brought together for the benefit of London; and a platform to help the Mayor put forward London’s case nationally and internationally.

Yet since April 2012 the GLA has also been a major commissioner of activity in its own right. The Mayor argued for and secured new powers for the GLA to tackle London’s housing challenges and promote economic development, from the Homes and Communities Agency (HCA) London and the London Development Agency (LDA) respectively. At the same time, the GLA inherited responsibility for 670 hectares of public land in London, of which 90% is now either already developed, currently in development or being marketed.

Taken together, the GLA Group – which also includes Transport for London (TfL), Mayor’s Office for Policing and Crime (MOPAC) and the London Fire and Emergency Planning Authority (LFEPA) – has a budget of some £16.7 billion of taxpayers’ money. So its role and impact is significant.

Working with others has always been vital to the GLA’s success; not just with the GLA Group but as a convenor of and contributor to a wider network of partnerships. London’s local authorities and businesses are key to these partnerships. That is true especially of the London Enterprise Panel (LEP). The Panel advises the Mayor on jobs and growth in the capital – which remains a top priority for the Mayor – and in particular: on strategic investment; on promoting enterprise, innovation and skills; and on enhancing competitiveness to the benefit of Londoners.

In West London, and in order to realise the full development potential of Old Oak and Park Royal, a newly created Old Oak and Park Royal Development Corporation (OPDC) will operate from 1 April 2015, bringing about an opportunity to deliver 24,000 homes and 55,000 jobs in Old Oak, and a potential £15 billion contribution to the UK economy.

## This business plan

The Mayor’s 2020 Vision and the Long Term Economic Plan for London set out how the capital can stimulate new jobs, make major improvements to transport systems, open up new sites for housing and improve the skills of Londoners.

The Mayor is also spearheading the London Infrastructure 2050 programme, which is establishing the infrastructure London needs to remain one of the best cities in the world to live, work and do business in. This is a long term drive to prioritise capital investment and improve infrastructure delivery in the capital, working with government, business, utility and transport providers and regulators.

The GLA has a vital role to play in delivering the Mayor’s vision and his priorities; and the purpose of this document, the core GLA’s business plan, is to set out how each of the GLA’s directorates will play its part.

The plan is not of itself intended to capture everything that we do. Nor is it a blueprint detailing precisely how we will go about delivering our work and projects. That is properly the role of more detailed work plans that flow from and into this document. But it does set out the core GLA's key actions and programmes over the medium-term and puts them in context.

The GLA refreshed its approach to business planning for the 2014-15 financial year, publishing a new style business plan covering a two-year period. For 2015-17 the plan has been reviewed and refreshed to account for new and emerging priorities – and progress over the year.

The business plan is structured by directorate and unit. A high level budget for 2015-16 for each directorate is followed by an overview of the roles and responsibilities of constituent units, their top priorities and then a narrative exploring those priorities in more detail. At the end of each section, Key Performance Indicators (KPIs) and milestones that we will use to track delivery are listed.

The programmes and actions listed for 2016-17 come with a number of caveats. Chief among these is that there are as yet no details on Government departmental allocations (other than housing capital funding) for 2016-17 and future years. In turn, GLA allocations for that year are indicative estimates. Given the end of the mayoral term in 2016, it is also expected that a new incoming Mayor would wish to revisit the budget and business plan.

Additional budget information is shown towards the end of the document at Annexes A and B. Note that while budgets reflect the position at the time of publication, carry forward requests from 2014-15 will be reviewed under year-end closing procedures.

## Major programmes and objectives

The Mayor is determined that every penny from the taxpayer delivers value for money. So we will ensure our resources are directed to where they can have the greatest impact. We will place a premium on sensible financial stewardship, the pursuit of greater efficiency and on leveraging in external resources to complement those of the Mayor wherever suitable. And we will ensure the Mayor's pledge to cut council tax by ten per cent by the end of this mayoral term is met.

The Mayor has two top priorities – which are complementary.

First, secure jobs and growth for the capital. We will therefore make sure that wherever possible our programmes and initiatives help to create or support jobs – and contribute to the Mayor's target to create 200,000 jobs over the mayoral term – and strengthen London's economy across all boroughs.

Second, increasing the supply of housing for Londoners: finding every way possible for hard working Londoners to access high quality, affordable housing. The Mayor is on track to deliver 100,000 low cost homes by 2016. The task now is to go further and faster, putting in place the resources to almost double house-building and build at least 42,000 new homes a year, every year, for the next 20 years. Between 2015 and 2018 the GLA will invest £1.8 billion to deliver new homes, tackle wider housing shortages and improve existing homes. This includes government funding of £1.25 billion to support the delivery of 42,000 affordable homes in 2015-18, £200m to accelerate the delivery of sub-market homes for working Londoners through the London Housing Bank, £200m additional funding from Government to assist in unlocking and accelerating 50,000 homes through Housing Zones and £145 million in 2015-16 to improve the condition of at least 9,500 council-owned homes to the Decent Homes standard.

The major GLA aims supporting the Mayor's ambitions are, as follows:

- Strengthen local economies through the Mayor's Regeneration Fund and a focus on London's high streets;
- Give talented young Londoners the opportunity to contribute to London's success by creating up to 250,000 apprenticeships by 2016;
- Use the GLA's planning powers and significant land holdings to stimulate regeneration and create jobs and homes, including unlocking the potential of the Old Oak and Park Royal Opportunity Area through the OPDC;
- Plan for London's future, putting in place policies and strategies to seize the opportunities and address the challenges, including securing tomorrow's infrastructure.
- Increase the supply of affordable homes, delivering 100,000 over two mayoral terms, and identify new and better approaches to increasing housing supply such as the creation of Housing Zones;
- Tackle rough sleeping, with the aim that no-one spends a second night out or lives on the streets;
- Drive up standards in London's schools, boosting attainment and giving every child the platform they need to succeed;
- Retrofit, to increase the environmental efficiency of more of London's homes and public sector workplaces, saving carbon and cutting bills;
- Make London greener and cleaner by supporting the planting and management of the capital's trees and the improvement of green spaces identified in the All London Green Grid – the capital's green infrastructure;
- Launch Licence Lite – the granting of a junior electricity supply licence by OFGEM to enable the GLA to become an operational licenced energy supplier to stimulate the development of energy generation schemes in London;
- Work with stakeholders to deliver more local energy generation projects for a lower cost, more secure and lower carbon energy supply for London;
- Work to continue to improve London's air quality through developing plans for the Ultra-Low Emission Zone and through the Mayor's Air Quality Fund;
- Build on the London 2012 sporting legacy further by continuing to attract major international sports events to London and further boost sport at the grassroots level;
- Through Team London, help and encourage Londoners to volunteer and do something great for their city;
- Enhance London's cultural capital and deliver a diverse programme of events to create economic value, excite and put London in the world's spotlight;

- Present London's case to Government and internationally as the world's destination for investment, tourism and talent.

The 2015-16 budget ensures the GLA is able to deliver on the priorities above.

## Equal Life Chances for All

The Equality Act 2010 placed a statutory duty on public bodies to consider and promote equality. Equal Life Chances for All (ELCfA) is the GLA's framework for promoting equality: it contains our equality objectives and measures, as required under the Act. The framework is kept under review and regularly updated.

The framework speaks to the Mayor's determination to adopt an integrated approach to combating exclusion and disadvantage. That means ensuring equality is not a separate adjunct to our main strategies and policies but rather an integral element of them. To this end, there is a close alignment between the priorities and work-streams described in this business plan and the objectives in ELCfA. We report progress against the ELCfA's measures each year in the Mayor's Annual Equalities Report.

Specifically, steps will be taken to engage diverse groups in policy and project development, bring diverse groups together to promote understanding and take steps to remove the disadvantage some groups' experience

### Equal Life Chances for All aims

- Ensure the capital's diverse communities, particularly the most vulnerable and disadvantaged, benefit from London's success.
- Ensure services delivered by the GLA Group are accessible and appropriate to all Londoners.
- Support businesses to consider social issues in their corporate planning to bring real change to people's quality of life.
- Work with the GLA Group – and more widely with London councils, the public, private, voluntary and community sectors – to provide practical solutions that tackle inequality effectively.
- Support the development across the London economy of diverse markets, workforces and suppliers.
- Ensure the mainstreaming of the Paralympic legacy so disabled people are able to fully access opportunities.
- Ensure we communicate and engage with all of London's communities so we understand and respond to the different needs of all Londoners.
- Seek to influence discussion about equality and diversity at local, national and international levels.

## Tracking delivery: Key performance indicators

The 2013-14 version of this plan established a suite of GLA KPIs and associated targets. This was the first time the GLA has sought formally to identify its top outcome measures and reflected the expansion of our budgets and responsibilities. The GLA committed to keeping the suite of KPIs under review. Over the past year some of the KPIs have been refined to make them more useful and robust measures of performance. We will continue this approach, proactively identifying where and how indicators can be improved. We will also when necessary introduce new indicators to monitor emerging priorities.

Three new KPIs are being introduced. The first two reflect the Authority's work to improve Londoners' health and reduce health inequalities. These are number of schools achieving Healthy Schools accreditation, and number of employers accredited to the Healthy Workplace standard. The third

indicator is a new performance indicator to replace completed environment targets: number of green spaces restored or created through the Big Green Fund II.

In addition, the indicator measuring progress against the target to find ten GLA Group sites for new schools has been exceeded a year early and taken out of the headline KPIs. Year-end 2014-15 KPI performance data will provide an opportunity to ensure targets are both challenging and grounded. Any further changes to targets will be made in time for and reflected in the quarter one KPI performance report to the Assembly's Budget Monitoring Sub-Committee.

This year's KPIs are as follows:

#### Economy and regeneration:

- Jobs created through GLA Group investment and associated spend.
- Number of new apprenticeships started.
- Number of employers signed up to the London Living Wage.
- Square metres of public realm improved or created through GLA investment and associated spend.
- Value of match funding secured from partner bodies as a result of GLA investment through the Mayor's Regeneration Fund and Outer London Fund.

#### Environment

- Number of green spaces restored or created through the Big Green Fund II.
- CO<sub>2</sub> savings as a direct result of Mayoral programmes in energy supply.

#### Housing and land

- Number of affordable homes delivered.
- Number of council homes improved through the decent homes programme.
- Percentage of new rough sleepers who did not spend a second night out as a result of the GLA-funded No Second Night Out service.
- CO<sub>2</sub> savings as a direct result of Mayoral programmes: homes (including RE:NEW);
- CO<sub>2</sub> savings as a direct result of Mayoral programmes: workplaces (including RE:FIT)
- Area of land released by the GLA for development.

#### Education and Youth

- Number of schools achieving Healthy Schools accreditation
- Number of employers accredited to the Healthy Workplace standard
- Number of young Londoners achieving an improved and sustained outcome.
- Number of schools supported to improve their practice.
- Number of Londoners participating in sport or physical activity through the Mayor's Sports Legacy Programme.

#### Volunteering

- Number of volunteering opportunities taken up through Team London.

#### Efficiency

- Return on investment made to secure outside sponsorship.
- Percentage of correspondence responded to in full within 20 working days.
- Percentage of invoices from small and medium sized enterprises paid within ten days.
- Average number of working days per GLA employee lost to sickness absence.

Of course, numerical measures need to be complemented by qualitative assessment. So as well as reporting against the above KPIs every quarter to the Assembly's Budget Monitoring Sub-Committee, we will continue to publish and report:

- progress in delivering the GLA's investment projects to the Investment and Performance Board (IPB) and to the Budget Monitoring Sub-Committee;
- And also on progress in delivering the Mayor's manifesto commitments and 2020 vision ambitions to IPB.

These mechanisms will be complemented by ongoing review of business plan delivery by the Head of Paid Service and his Corporate Management Team and the more detailed monitoring that takes place at directorate and team level.

## The London Assembly

The London Assembly is an elected watchdog for the capital made up of the 25 Assembly Members (listed at Annex E). Its role is to hold the Mayor to account and to investigate issues of importance to Londoners.

While this plan is primarily concerned with the work of the Mayor – the Mayor being the executive arm of the GLA and responsible for the vast majority of its budget – it also covers the work of the Assembly and its Secretariat.



# Development, Enterprise and Environment

The Development, Enterprise and Environment Directorate (DE&E) is responsible for driving the Mayor's priorities on jobs and growth and makes London a better place in which to live and work and to visit both now – by improving London's green spaces, local places, public realm and environment – and in the future – by setting parameters that guide what, where and how London builds, develops and conserves.

The directorate does so through programmes such as the Mayor's Regeneration Fund (MRF), the High Street Fund and the Growing Places Fund (GPF); and by preparing and implementing the Mayor's environment, transport and economic strategies and the London Plan.

DE&E also helps London fulfil its national and global potential, and to play its role as the engine of economic growth for the UK as a whole, by building strong and collaborative relationship between business, boroughs and the Mayor around a set of ambitious shared objectives.

## Budget 2015-16

	Net budget	Staff	
	£000	£000	FTE
Executive Director	970	169	1.0
Economic and Business Policy	17,207	1,693	27.5
Environment	3,958	1,895	37.0
Planning	2,465	2,345	46.0
Transport	492	472	8.5
Regeneration	5,478	1,722	29.0
<b>Revenue</b>	<b>30,570</b>	<b>8,296</b>	
<b>Capital</b>	<b>170,470</b>		
<b>Total budget</b>	<b>201,040</b>	<b>8,296</b>	<b>149.0</b>

# Economic and Business Policy

The overarching objectives of the Economic and Business Policy Unit (EBPU) are to:

- fulfil the Mayor's statutory role to promote economic development in London, delivering the Mayor's Economic Development Strategy (EDS) and working in partnership with the LEP;
- deliver the Mayor's business, skills and economy commitments;
- spearhead effective promotion of London internationally, including managing the GLA's relationship with London & Partners, promoting exporting opportunities and supporting business delegations on the Mayor's international visits;
- demonstrate the need for and benefits of investment in London;
- ensure that the needs of London's businesses are reflected in the Mayor's strategies and communicated to central government;
- work closely with GLA Economics and others to identify where and to what extent market failures exist and the potential for the Mayor and the GLA more widely to address them.

## Priorities

- Deliver growth and jobs, including meeting the Mayor's 200,000 jobs target, through the priorities set by the LEP, including through:
  - Prioritising infrastructure investments in the capital, making concrete the 2050 London infrastructure plan;
  - delivering capital programmes for further education, high streets and workspaces (working with the Regeneration Unit) and pilot policy projects from funding secured from the first and second Government 'Growth Deals';
- Campaign for opportunity in London's businesses by:
  - delivering the Mayor's apprenticeship target; and
  - Further exceeding the Mayor's original London Living Wage target.
- Promote London as the business capital of the world, including:
  - Developing further London's trade and investment opportunities, and in particular helping Small and Medium Enterprises (SMEs) to export more through the Mayor's £1.4 million Export Programme; and
  - Working with London & Partners to market London to overseas investors, tourists and students capitalising on the strong, public good, brand value of 'London' itself.
- Promote London as a centre for innovation, research, technology and growth by:
  - Continuing to support MedCity, focusing on coordination and collaboration across London and the South East, promoting the region internationally as the undisputed world-leading destination for life science research and application.
  - delivering the LEP Digital Skills Programme through the Growth Deal to improve education/training and industry links and access to the industry by talented young people; and

### The Economic Development Strategy

The Mayor's long term economic development strategy has five objectives:

- To promote London as the world capital of business, the world's top international visitor destination and a leading international centre of learning, research and creativity.
- To ensure that London has the most competitive business environment in the world.
- To make London one of the world's leading low carbon capitals
- To give all Londoners the opportunity to take part in London's economic success, access sustainable employment and progress in their careers.
- To attract the investment in infrastructure and regeneration which London needs.

- Working with colleagues across the GLA Group and stakeholders to deliver the Mayor's Smart London plan, realising its vision to grow this sector and use 'the creative power of new technologies to serve London and improve Londoners' lives.'
- Influence national and EU policy to deliver economic growth by:
  - Lobbying for London's economic development priorities to be recognised in the next spending review of the new Parliament and subsequent fiscal events;
  - Continuing to make the case for fiscal devolution away from Whitehall to London government,
  - Delivering future rounds of growth deals and similar Whitehall funding programmes, continuing to work with London boroughs and business; and
  - Ensuring London benefits from Horizon 2020 and other EU funding sources.

## Business and London government – a strong partnership

The LEP is the local enterprise partnership for London. Chaired by the Mayor of London, it is the body through which the Mayoralty works with London's boroughs, business and TfL to take a strategic view of the regeneration, employment and skills agenda for London.

Membership is drawn from eminent members of London's business community and local authorities. Harvey McGrath (former Chairman of Prudential Plc and currently Chairman of Governors of Birkbeck College) serves as deputy chair. The Panel works within the framework provided by the statutory London-wide strategies; including the Mayor's EDS, Transport Strategy, Housing Strategy and the London Plan.

Since the GLA was established, the Mayor has taken the lead in fostering a strong, mutually-beneficial relationship between business and the public sector. With nearly three-quarters of London's jobs in the private sector, working with business is essential to achieving shared economic and social objectives. While business is well-represented on the LEP, joint-working is also bolstered by the Mayor's International Business Advisory Council for London (IBAC London) and the London Business Advisory Council. The former brings together leaders from multinational companies to advise on securing the capital's position as a top global city. The latter comprises London First, the London CBI, London Chamber of Commerce and the Federation of Small Business, who meet regularly with the Mayor's Office to set out their key priorities and raise any concerns.

The unit will continue working with these forums and others to ensure business's voice is heard and to communicate the Mayor's priorities to business.

The Mayor continues to support an increase in the number of Business Improvement Districts (BIDs), aiming for 50 by the end of this mayoral term. There are currently 41 and definite proposals for a further 5 to be created by December 2015, with the remainder in the pipeline.

## Science and technology

The unit helps the Mayor nurture London's growing strengths in this area, working with the Digital creative, scientific and tech sub-group of the main LEP Board. Promotion and coordination are key roles for the GLA in helping this sector.

Beneath this, the Smart London Board helps to articulate city challenges as market opportunities and to diffuse technological innovation throughout the economy. The Mayor's 2013 Smart London Plan sets out a range of deliverables for the coming years to ensure London is at the forefront of developing and using technology that makes a positive difference to Londoners. In 2015, one of the key priorities will be to bring together and support people working on existing 'smart' city activity through the Smart London Innovation network, in particular helping entrepreneurs develop new products and bring them to market

Working with stakeholders in Cambridge, Oxford and London, last year the GLA set up MedCity, a new initiative to promote the region's extraordinarily strong medical and life science sectors. A key priority will be to ensure MedCity delivers its agreed second-year business plan, ensuring even greater regional collaboration, landing inward investment targets, and promoting widely the nexus of economic strengths in the south of England.

## Influencing national policy

Cities are major economic centres in their own right. An obvious role for city government is to ensure policies set by Whitehall departments are fit for, and support, London. EBPU provides advice to the Mayor's team across a range of public policies and helping the Mayor to assert his voice in national debates affecting the capital. He continues to champion a competitive business environment that is internationally connected and open, supportive of entrepreneurs and communities.

### The LEP economic development plan (An Agenda for Growth and Jobs 2036)

The LEP published an economic development plan to 2036 for the capital (December 2014). The plan proposes ten action areas under four key themes:

#### A: Cementing leadership: **The Global Hub**

- Stay open for business: strengthen London's voice on national policies that could put London's status as the global hub for business and finance at risk: particularly immigration and the UK's relationship with Europe.
- Increase focus on emerging markets: develop new approaches and radically step up promotion to win emerging market investment, business, visitors, talent and students, starting with Asia.
- Improve global access: accelerate the creation of aviation capacity in the South East and improve the visa system for global visitors.

#### B: Fuelling more diverse growth: **The Creative Engine**

- Train more technical talent: respond to market shortages of technically-capable workers by improving education and training at all levels from school through to adult education.
- Improve digital connectivity: ensure high-speed, affordable, secure and resilient digital connectivity across the whole of London.
- Improve funding for growing SMEs: expand access to equity-based funding opportunities for high-growth SMEs, filling the gap between start-up funding and flotation.

#### C: Addressing weaknesses: **The City that works**

- Secure long-term infrastructure investment: negotiate greater devolution of taxes raised in London and expand London's ability to capture the uplift in property values from transport investment.
- Accelerate housing delivery: improve incentives, coordination, capabilities and resourcing across the GLA and the boroughs to increase dramatically the planning and building of new homes.
- Develop Londoners' employability: dramatically scale up efforts to ensure that everyone who grows up in London is equipped to compete for jobs in a changing and increasingly competitive labour market

Finally, in all these areas, the aim is to **support UK-wide growth**: step up support to economic development across the UK, with a stronger role in promoting city devolution, forging regional co-operation and designing complementary growth strategies

The unit will continue to work in partnership with London's business community to meet these challenges.

London remains unusually dependent on national government for its finances; far more so than most comparable international cities. The independent London Finance Commission (May 2013) made a range of evidence-based recommendations for fiscal devolution to the Mayor and London government more widely. During 2014, its key insights have been adopted by others, including the Core Cities, the Chartered Institute of Public Finance and Accountancy, the Local Government Association, and the Royal Society of Art's City Growth Commission, chaired by Jim O'Neill, ex-chief

economist of Goldman Sachs. There is now a UK-wide call for appropriate devolution to all levels, a call that is increasingly reflected in government policy. The unit will continue to provide analysis and evidence to support lobbying efforts for devolution.

### London Infrastructure Plan to 2050

The Mayor published a suite of documents in March 2015, following a major consultation exercise in the second half of 2014 on his draft infrastructure plan for the capital. The task of delivering the infrastructure that will sustain London's long-term growth is immense and involves, among many other areas for action:

- Understanding better what constitutes good growth and ensuring that is delivered across the capital;
- Making the case for a step change in capital investment now the city has surpassed its previous population record; and
- Ensuring much better coordination in the planning and delivery of housing, transport and utilities.

This is a long term drive to improve infrastructure delivery in the capital, which is being led by the Mayor's infrastructure delivery board, a public private partnership of London government, business, utility and transport providers and regulators.

Given London's dependence on government funding, there is an ongoing need to demonstrate the necessity of investment in London as the engine of the UK's economy. The unit therefore works across the GLA Group to provide evidence-based submissions to the Treasury and other government departments on general and project specific funding requirements. An early spending review is expected in the new Parliament and the team will work with the rest of the GLA to promote London's economic and social development within UK government spending decisions.

The Mayor's 2020 Vision highlights of the need to invest in new and renewed infrastructure to support a growing London. The unit produced London's first Long Term Infrastructure Plan which runs to 2050, and has generated a number of new

work streams which the team will be coordinating (see box).

## Increasing opportunity

The Mayor and the National Apprenticeships Service have had a great success since his first term in increasing the number and quality of apprenticeships available. The number of apprenticeships in London increased by 162 per cent; from 17,000 in 2008-9 to over 45,000 in 2012-13. This was achieved by investing, by speaking directly to employers and through strong marketing and communications – emphasising the benefits of apprenticeships not just to the apprentice but to business as well. In support of the apprenticeships campaign, the LEP in 2013-14 invested £1.5 million of GPF to double the national SME Grant Incentive to £3,000 in London, providing a stronger incentive for small businesses to offer apprentices and help cover their costs of doing so. Following its success, the GLA has committed further funding from the European Social Fund (ESF) to double the incentive to £3,000 for SMEs from January 2015.

There is more to do. Many of London's businesses can place greater weight on recruiting young Londoners; on providing flexible working arrangements; and on work experience opportunities. They also need to do more to integrate apprenticeships into their workforce planning. Crucially, businesses

are often not aware of the funding available to support them in these efforts. Yet when they do recruit an apprentice or work with a local college or training provider, their experience is overwhelmingly positive.

To address this, the LEP has allocated a further £1 million GPF to market and communicate more widely and compellingly the business benefit of recruiting apprentices. The marketing campaign 'University of work' launched in autumn 2014.

The unit will continue to work with the National Apprenticeships Service, London employers and careers services to see up to 250,000 apprenticeship places created by 2016. The GLA Group also leads by example, taking on 1,000 apprentices each year in its direct and contractor workforce.

Since it was introduced in 2005 the London Living Wage (LLW) has kept pace with average earnings and prices, establishing a benchmark at which earnings will prevent poverty. That it has been consistently higher than the national minimum wage reflects London's high cost of living. The Mayor continues to support the campaign and the GLA Group, one of London's large employers, continues to lead the way: over 3,000 employees working for GLA Group contractors now benefit from the LLW.

Over the past years the London Living Wage campaign has developed an accreditation process to recognise and celebrate Living Wage Employers; and to provide assurance and standardisation. The scheme also helps to promote the London Living Wage so that it becomes a recognised and familiar 'brand' similar to the Fair Trade mark. GLA Group is now fully accredited. The Mayor backs the annual Living Wage Week and announces the revised London rate each year.

As well as leading for the GLA on support for the LLW generally, the unit has worked closely with the Living Wage Foundation, London Citizens and others to deliver two specific commitments made by the Mayor:

- increase to 250 the number of companies offering the LLW; and
- lobby government to adopt the LLW across Whitehall.

Progress on the first of these commitments has been swift: at the end of January 2015 the number of organisations paying the LLW had increased to 516 (from 106 at the end of March 2013). Of these, the private sector was the best represented with 247 Living Wage accredited employers, followed by 192 in the third sector and 77 in the public sector.

The unit will continue to work closely with the Living Wage Foundation and London Citizens with the aim of increasing the number of accredited Living Wage employers throughout the remainder of the current mayoralty. The Mayor has also specifically committed to help increase the number of companies in the retail and hospitality sectors who are committed to the Living Wage. So the unit will focus efforts on these sectors in particular, in addition to its broad-based and ongoing business engagement work.

#### **Understanding and supporting economic sectors – Food**

The food sector is worth £17 billion to London's economy. As part of its food programme, the team will continue to support young Londoners looking to take up apprenticeships, work placements, and jobs in London's hospitality sector, including through a partnership with the British Hospitality Association.

The Urban Food Routes programme will provide grants and business support to innovative small London food businesses. GLA will continue to work in two flagship food boroughs, Croydon and Lambeth, to make food healthier for all who live work and visit there.

The unit, in liaison with the GLA Government Relations team will write letters to central Government departments to urge them to pay the London Living Wage. It will offer meetings to discuss formally committing to sign-up as a Living Wage accredited employer with the Living Wage Foundation.

EBPU has undertaken an equalities assessment to identify how equality can be mainstreamed within the unit's work, and to ensure compliance with the duties set out in the Equality Act 2010. Actions to help eliminate unlawful discrimination and advance equality of opportunity include:

- integrating equality within the Mayor's Export Programme, ensuring fair access to the programme for businesses owned by London's diverse communities;
- ensuring LEP sub-regional events are accessible and engage diverse groups; and
- Establishing the LEP Digital Skills Programme that will include measures to address underrepresentation of diverse groups in the industry.

## Tracking delivery

### Key performance indicators

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

Performance	Targets	
At Q2, 2014-15	2015-16	Project Lifetime (Mayoral term)
First two quarters: 20,529 Target for the year: 50,000 Lifetime achieved to date: 115,660	<b>50,000</b>	<b>200,000</b>

#### Commentary and notes

Data is collected every 6 months and Q3 and 4 2014-15 are not yet available. 115,660 jobs are estimated to have been created and supported since 2012-13. It is forecast that the 14-15 target will be hit and that a further 52,976 jobs will be created next year.

Number of new apprenticeships started

Performance	Targets	
At Q3, 2014-15	2015-16	Project Lifetime (2012-16)
at Q3: 31,570 Target for the year: 50,000 Lifetime 2012 to date: 116,160	<b>79,684</b>	<b>250,000</b>

#### Commentary and notes

Since the beginning of the mayoral term provisional data shows that 116,160 apprenticeships starts were achieved in London underperforming against the target.

To drive up apprenticeship numbers GLA has:

- Used ESF funding to double the national incentive to £3,000 for London small businesses who take on an apprentice
- Ran an awareness raising and direct mail/telemarketing promotional campaign aimed at small firms under the

'University of Work' creative.

- Created an Employer-Led Apprenticeship Creation Programme grant funding organisations to engage with employers to drive up apprenticeship numbers in London.
- Funded the Apprenticeship Information Ambassadors Network's work in schools to encourage young people in to apprenticeships.
- Continued a campaign to encourage large employers in London to take on apprentices.

Significant changes to the apprenticeship system have limited the growth of apprenticeship starts in 2012-14. This is a trend consistent with national performance.

## The number of employers signed up to the London Living Wage

Performance	Targets	
2014-15	2015-16	Project Lifetime (Mayoral term)
267 Lifetime 2012 to date: 560	<b>+25</b> (250 total)	<b>250</b>

### Commentary and notes

The total number of employers paying the London Living Wage has increased substantially and already reached the lifetime target. Note that to count towards this KPI, employers must have a London office and be fully accredited with the Living Wage Foundation. The KPI covers all types of organisation, including those in the public and third sectors.

## Key milestones

What	By when
Enterprising London	
Commission LEP Digital Skills Programme	Q1 2015-16
Completion of SME additional incentive scheme	Q1 2015-16
Completion of Employer-Led Apprenticeship Creation Programme	Q1 2015-16
Publish first version of London's science and technology cluster map	Q1 2015-16
Launch the Infrastructure Smart London Innovation Network	Q2 2015-16
MoUs signed between New York University, Kings College London, and University of Warwick to establish CUSP London	Q2 2015-16
Launch London's first connectivity rating scheme	Q2 2015-16
Publish Connectivity Map for London	Q2 2015-16
Deliver five more international trade missions as part of the Mayor's Export Programme	Q2 2015-16
Delivery of three ITM Power hydrogen refuelling stations	Q3 2015-16
Complete delivery of the Angels in MedCity investment programme	Q3 2015-16
Launch LEP/London HEI business engagement event	Q3 2015-16
Completion of Apprenticeship Information Ambassadors Network Project	Q4 2015-16



What	By when
Launch MedCity Seed fund	Q4, 2015-16
London and partners milestones	
Deliver London Tech Week	Q2 2015-16
Launch Student Press Engagement	Q2 2015-16
Launch Euro HQ Campaign	Q3 2015-16
Launch Leisure Tourism Campaign	Q4 2015-16

# Regeneration

The overriding aim of the Regeneration Unit is to drive and shape growth in London's town centres, economic centres and high streets. In doing so, the team works:

- To deliver predominantly place-based regeneration projects in line with agreed Mayoral programmes and priorities and.
- To maximise the economic and social benefits of Mayoral investment through high-quality and targeted regeneration schemes.

The Unit strives to get maximum impact from existing and emerging funding streams, realising the Mayor's and the LEP's priorities for regeneration in London, while demonstrating creativity and innovation in regeneration. Programmes are delivered with a range of partners to secure maximum leverage and impact from regeneration projects. They build on a robust body of evidence describing how regeneration can drive growth and pointing to what works.

In all of its projects, the Unit tries to communicate the Mayor's priorities on regeneration to raise awareness, build capacity and share best practice, while remaining a flexible resource, able to act swiftly and positively to secure new regeneration opportunities. We ensure all investments promote equality, and work to deliver and secure diverse and inclusive opportunities and services.

## Priorities

- Create jobs and delivering growth in London's high streets and town centres through the MRF, the High Street Fund and the capital projects funded by the GPF and overseeing wider programme delivery.
- Deliver maximum impact from existing and emerging funding streams, realising the Mayor's and the LEP's priorities for High Streets and Places of Work, among others.
- Promote high quality regeneration through the work of the Mayor's Design Advisory Group (MDAG) and associated projects.
- Provide support to other GLA Units to maximise the cross-cutting outcomes of strategic regeneration opportunities.
- Enable better business performance by improving broadband connectivity through the Super Connected Cities Plan (SCCP).
- Work with partners to secure a sustainable long term future for Crystal Palace Park.
- Help London to maintain its competitive edge by investing significantly in London's Further Education (FE) College estate to enable it to respond to the changing skills needs of London's labour market.

## High streets and town centres

High Streets and Town Centres matter. They are much more than just places to shop; they are the heart of social and civic life. Outside the Central Activity Zone, more than half of London's jobs are within 200 metres of the high street network, and two thirds of people live within ten minutes' walk of one. Therefore London's high streets play an important role in London's economy and London's liveability –and they support housing growth. However, retail is declining on the high street and whilst work must continue to support retailers, this provides an opportunity to diversify and create distinctive places to attract more visitors and business.

The MRF was launched as a response to the problems in the capital in August 2011. In total, £70 million is being invested in London's worst affected areas. The Regeneration Unit selected projects by taking into account the impact of the unrest on the area, and also each project's potential to create jobs and stimulate and secure growth. This has resulted in a broad range of projects, such as: business support; employment and training schemes; public realm works; and large-scale infrastructure investment.

In 2014-15 MRF projects made a real difference on the ground in local communities, and they will continue to deliver large scale capital projects in Croydon, Haringey and Southwark in 2015-16. The Regeneration Unit will go on to evaluate completed projects, perform an audit of existing data, and identify opportunities for improvement.

#### **Spacehive:**

As part of the delivery of the £9m High Street Fund, the Regeneration Unit has pioneered a relationship with a UK-founded crowdfunding platform for civic projects – Spacehive. It is now developing this relationship further by releasing two tranches of smaller grant funding to a wider range of organisations, including not just boroughs but also community groups, charities and schools. Development of this relationship, including further development of Spacehive's platform to make it more appropriate to regeneration programmes, will continue during 2015-16.

The Mayor's Outer London Fund (OLF) has also been central to efforts to support London's town centres and high streets. All OLF projects were completed in 2014-15, and the Regeneration Unit subsequently commissioned an independent evaluation into OLF, which will be presented soon. This evaluation will assess which strategies have had the biggest impact, and note where things need to be done differently in future to inform future programmes. The learning captured through the evaluation of the OLF and other major programmes, including the Portas Pilots, helps inform future work and evidence resulting impact.

In 2014-15 the Regeneration Unit used £9 million of its allocated resources to establish the new High Street Fund. A series of conversations took place with the London boroughs and other high street stakeholders to test the prescription set out in 'The Mayor's Action For High Streets', and to help refine the parameters for future funding ahead of the launch of the High Street Fund Prospectus.

The Prospectus set the criteria and eligible activities for future high street investment and support from across the GLA. It invited submissions to deliver activities across 4 key themes:

- Proactive stewardship – to establish local partnerships that encourage change, and to develop high street strategies
- Stimulating activity – to improve the look and feel of places, making them more welcoming
- Occupying empty space - to help bring back a high street bustle and ensure a diverse and desirable range of uses
- Accommodating growth – to boost the high street's role in supporting and shaping development and manage town centre intensification

Celebrating and supporting London's markets has always sat within the Directorate's overarching High Streets agenda. The High Street Fund is directly investing in markets in 14 of the 42 projects to be funded. There are also six market projects receiving funding through the New Homes Bonus (NHB). Support will continue with the Growth Deal 2 funding, to be allocated in 2015-16, as part of a wider package of investment delivering growth on high streets. It is expected that a minimum of five markets should receive a total of £1m.

In 2015-16 the successful applicants of High Street Funding will deliver inclusive projects contributing a significant level of outputs (including jobs, apprenticeships and high quality public realm and green space), outcomes and match funding investment, and will contribute to strengthening the vibrancy and economic activity on London's high streets and their environs.

## New Homes Bonus

The Government's announcement of the Growth Deal for London in July included £70m of NHB funding to be used with London's boroughs on projects to support the LEP's Jobs and Growth Plan. NHB is a non-ring-fenced grant to local authorities, calculated broadly on the number of homes built in each authority. All London boroughs will contribute a proportion of this funding to the £70m, based on their NHB allocation for 2015-16.

Each borough's NHB top slice will be returned to its community via the LEP-endorsed NHB Programme. The assessment of borough proposals has sought to ensure that the activity funded is well aligned with the LEPs priorities, as outlined in the Jobs and Growth Plan. It will also seek to compliment other major funding streams.

### New Homes Bonus:

The number and value of LEP NHB projects is listed below by theme

Theme	No. of proposals	Value (£million)
Apprenticeship, Skills and Training	32	21.62
Business Support	16	6.00
Digital, Creative, Science and Technology	3	1.15
High Streets	29	22.70
Places of Work	17	11.93
Resilience and Low Carbon	7	0.79
Unlocking Development	12	0.47

The programme will seek to deliver the following:

- Get long term unemployed Londoners back into work with employer focused programmes that aim to integrate local services;
- Drive local economic growth by re-vitalising and diversifying London's high streets;
- Provide much needed incubator, accelerator or co-working spaces for small businesses across London;
- Support small businesses to grow, focusing on sectorial and local opportunities, and to become more energy efficient;
- Unlock key development sites to deliver jobs, homes and commercial space and ensure local people benefit from these opportunities.

In 2015-16 grant agreements will be drawn up and entered into with all London Boroughs and delivery begins from April onwards.

## Growth Deal 2

Through £20m of Growth Deal 2 funding for High Streets and Places of Work in 2016-17, the Regeneration Unit will build on previous successes by deploying capital funds to increase the opportunities for business growth and up-skilling. Growth Deal 2 investment will lead to greater resilience and provision of infrastructure to meet current and future demand at a time of continued economic recovery, unprecedented population growth and changing requirements for investment.

The scale of this investment matches the current pipeline of projects established through the NHB funded LEP Programme and the High Street Fund. The high levels of demand from boroughs and delivery partners have led to large numbers of bids from across London for previous funding rounds, and the fact that the High Street Fund was heavily oversubscribed, despite the constraints of tight delivery timescales and limited project size, indicates that this investment will enable us to run a sustained and meaningful programme which includes a broad range of proposals. Activity in 2015-16 will include agreeing proposals for the allocation of funding and entering into grant agreements with delivery partners.

## Growing Places Fund

£111m of funding from the Growing Places Fund (GPF) has been allocated by the LEP for major regeneration projects that support delivery of the 'Jobs and Growth Plan for London'. The Regeneration Unit manages the fund, and leads on the capital and infrastructure projects. There are four major strands to the programme: Infrastructure; Skills and employment; Micro businesses and small and medium enterprises; and Digital Creative, Science and Technology.

Projects under these themes include:

- £8.5m capital funding to improve Hackney Wick Station supporting the creation of a new neighbourhood centre and unlocking nearby development opportunities
- £25m for the London Co-Investment Fund, an equity investment fund providing finance for science, digital and technology SMEs in London
- £720,000 towards the Mayor's Export Programme match funded by the same sum from the European Regional Development Fund, to increase both the number of London SMEs selling overseas and the value of the sales generated
- £1.12m seed funding for 'Med City', a collaboration between the GLA/London & Partners, LSIO (Life Science Investment Organisation), Wellcome Trust, AHSCs/AHSNs, and other university and business partnerships

## Further Education Capital and Places of Learning

Government has confirmed that up to £120m capital funding will be made available to the LEP for further education in 2015-16 and 2016-17 as part of the LEP's Growth Deal settlement announced in July 2014. Growth Deal 1 makes available £55m in 2015-16 as well as £65m in 2016-17, and Growth Deal 2 an additional £38m in 2017-18.

The Regeneration Unit oversees this investment in further education infrastructure and estate to support the delivery of improved and specialised provision of skills training in London. The LEP launched a Prospectus and to date there have been two calls for Expressions of Interest and a significant amount of interest from colleges, private and voluntary providers. The first tranche of projects was presented to the LEP for allocation in March 2015 with delivery starting this year. The Regeneration Unit manages the entire fund with expert input from other GLA teams and units including: Economic and Business Policy, Finance, Environment, Housing and Land and GLA Economics. By ensuring that complementary actions across themes work together, we will secure even greater leverage and added value.

The Regeneration Unit has also proposed a more coordinated approach to investment in vocational education and training by encouraging proposals from partnerships between learning providers, local authorities, stakeholders and employers that can exploit the overlaps between key themes of Places of Learning, Places of Work and High Streets.

## Places of work

The Mayor is committed to supporting SMEs and their growth. The LEP jobs and growth plan argues that in order to maximise growth and employment potential for the capital, businesses must be supported to make the journey from start-up to high growth. The LEP is focusing on four interrelated areas:

- access to finance
- increasing trade and export
- business support
- networks and workspace

### World Expo 2025:

In 2015, the Regeneration Unit is leading on the bid consideration phase of the World Expo 2025, which involves developing and analysing the economic impact of London hosting such an event. Detailed work on this, including site analysis work, costings, governance, funding and business engagement continues throughout 2015-16.

Through its programmes the Regeneration Unit will support London's SMEs by addressing the changing requirements of workspace provision in and around employment areas, for example, by responding to demand for move-on space and through the development of employment-led regeneration projects to support growth in these areas. Projects will include direct capital investment in new or improved workspace, as well as support to develop more Business Improvement Districts (BIDs). The Regeneration Unit will work with delivery partners to support micro, small and medium enterprises and deliver affordable, inclusive workspace.

Projects will build on experience from the existing MRF, OLF and GPF programmes. This includes the successful employment and enterprise hub at 639 Tottenham High Road, the Willesden Library Lab, Box-shop at Sidcup, the Blackhorse Workshop, Camden Collective and Old Vinyl Factory as well as lessons learned from previous European Regional Development Fund (ERDF) funded projects like Queen Mary Innovation Centre.

## Maximising the outcomes of strategic regeneration

The Regeneration Unit works with a range of partners from within and outside the GLA to ensure all regeneration projects and programmes align with the full range of Mayoral priorities. We strive to target investments in places with the greatest potential to secure inclusive jobs and growth opportunities. As well as helping the boroughs of Haringey and Croydon deliver strategic regeneration backed by significant Mayoral investment, it is also involved in places such as Elephant and Castle, Old Oak Common and Old Kent Road.

The Mayor's investment in London's Great Outdoors, through both TfL and GLA programmes, amounts to hundreds of millions of pounds. GLA programmes include not just the public realm elements of the OLF and MRF, but also the Big Green and the 'cultural activation' of public spaces. The Regeneration Unit works across the GLA group to ensure projects and programmes are aligned and the benefits of Mayoral investment are effectively communicated. A public-facing campaign is being planned for 2015.

The Regeneration Unit also continues to support the work of the Mayor's Design Advisory Group (MDAG) on London's public realm. MDAG has a remit to put London in the forefront of inclusive and sustainable design. Its objectives are to:

- advise the Mayor, his advisers and relevant staff across the GLA Group on place shaping, regeneration and design issues
- champion high standards of architecture, urban design, Public Realm and infrastructure design
- liaise closely with the planning service on the formulation and completion of future Opportunity Area Planning Frameworks
- act as a resource and network for TfL/GLA and the London Legacy Development Corporation (LLDC) on other projects, policy development and schemes, including major urban realm improvements

The Regeneration Unit will continue to support MDAG to develop new strands of investigation, inform programme development and reflect on forthcoming project proposals.

## Crystal Palace Park

How best to realise the potential of Crystal Palace Park has been debated for decades. Now the Regeneration Unit – working with colleagues at the London Borough of Bromley, the four neighbouring boroughs and the GLA's Strategic Projects and Property Unit – is supporting new and exciting proposals to secure a sustainable future for the park.

The Regeneration Unit is also committed to providing short-term improvements to the Park is developing a £2m programme of work to enable and deliver these, in consultation with the local community, to be implemented from June 2015.

Building on the work being completed in 2015-16 regarding the wider Crystal Palace area, and specifically the town centres of Anerley Penge and Upper Norwood, the Regeneration Unit will continue to develop the findings of the study as a framework for continued community and borough dialogue in the area.

It is also working closely with Housing and Land to develop proposals to secure a long term, sustainable future for the park.

## The London SuperConnected Cities Plan

The London SuperConnected Cities Plan (SCCP) is designed to maximise the availability of high-speed broadband and wireless connectivity across London, thereby supporting economic growth. It has as its focus SMEs, which are the lifeblood of the capital's economy. The plan supports the Mayor's manifesto commitment to raise London's connectivity – broadband and Wi-Fi – and to have the fastest connections in any European city.

The demand-led SME connection voucher scheme is providing subsidy for micro-grant vouchers for eligible SMEs to pay for the capital cost of taking superfast broadband services from commercial broadband service providers. This direct investment in the provision of ultrafast broadband will support the development of London's businesses and future economy and is critical to the realisation of Mayoral objectives. The voucher scheme is helping SMEs across London to benefit from ultrafast broadband connectivity – supporting SME and wider economic growth through greater inward

investment, more business start-ups and new jobs. The scheme has been supported by a LEP approved fund of £1 million of revenue from GPF.

The existing scheme concludes in March 2015 and therefore in 2015-16 activity will focus on converting approved vouchers into connections and evaluation. However, the Regeneration Unit is exploring the scope for continued delivery of the scheme in 2015-16 following an announcement from the Treasury that a further £40 million will be made available nationally.

In 2014, the Regeneration Unit also led the wider pan-London connectivity workstream, which included organising a Mayoral summit with all the key players across London and creating a work plan for all parties to improve connectivity infrastructure across London. It will continue to support EBPU in this endeavour during 2015-16.

## Digital Transformation, Digital Skills, and Old Street

As well as pioneering the Spacehive initiative, the Regeneration Unit has led a piece of work with the Future Cities Catapult to investigate how a number of GLA programmes may be shaped, influenced and funded in new, inclusive, digitally-enabled ways. This work will continue throughout 2015-16.

The Regeneration Unit is also working closely with EBPU to develop the digital skills programme, and with Equalities around the Digital Inclusion strategy.

The Regeneration Unit will:

- explore scope for furthering the aims of the Institute through the Further Education (FE) sector via the funded programme
- work with Hackney Council and private developers to regenerate and develop the area around Old Street roundabout, with the aim of providing commercial and showcasing space for tech city businesses
- Work with TfL Surface, Underground and Commercial regarding the transformation of Old Street station, so it provides an appropriate gateway to tech city.

## Tracking delivery

### Key performance indicators

Square metres of public realm improved or created through GLA investment and associated spend

Performance	Target
2014-15	2015-16
111,716 Target was 80,124 Achieved since 2013: 143,830	<b>49,887</b>

#### Commentary and notes

Counted upon completion of the public realm schemes. Performance for Q4 is extremely high, this is due to a number of



OLF projects completing delivery and submitting their self-evaluation documents, which contained verified output figures.

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

Performance	Targets		
2014-15	2015-16	2016-17	Project Lifetime (2012-17)
£12.5m Target was £16.5m Achieved since 2012: £36.9m	<b>£10.7m</b>	<b>£9.8m</b>	<b>£61.3m</b>

### Commentary and notes

Data provided through the quarterly grant claims certified by the Boroughs' Section 151 officers. Lower actual for 2014-15 correlates with some of the Outer London Fund project slippages and are expected to be delivered in 2015-16

## Key milestones

What	By when
High Streets and Places of Work	
Launch the second round of Spacehive	Q1, 2015-16
High Street Fund projects move into grant agreement	Q1, 2015-16
Agree proposals for Growth Deal 2 High Streets and Places of Work	Q1, 2015-16
High Street Fund projects completed	Q4, 2015-16
High streets and town centres: Mayor's Regeneration Fund	
LB of Croydon: South End high street work complete	Q1, 2015-16
LB of Croydon: New Addington public realm works complete	Q3, 2015-16
LB of Croydon: London Road high street work complete	Q4, 2015-16
LB of Croydon: West Croydon Investment Package completed	Q4, 2015-16
LB of Southwark: Peckham Rye Station project completed	Q4, 2016-17
LB of Haringey: Employment Support employment and skills training for residents and local businesses completed	Q2 2016-17
LB of Haringey: Opportunity Investment Fund first round of investment completed	Q2, 2016-17
LB of Haringey: North Tottenham package of improvements completed	Q4, 2016-17
Growing Places Fund	
Works commence on the Central Research Laboratory project in Hayes	Q1, 2015-16
Barking Riverside road infrastructure works commence	Q2, 2015-16

What	By when
Evaluation of London Works project complete	Q2, 2015-16
Hackney Wick station improvements commence	Q4, 2015-16
Further Education Capital Investment Fund	
Round 1 projects commence delivery	Q1, 2015-16
Round 2 Detailed applications submitted	Q1, 2015-16
Round 2 Projects commence delivery	Q2, 2015-16
Launch further rounds	Q3, 2015-16
Crystal Palace Park	
Undertake project development stage of park improvements, by LB Bromley	Q3, 2015-16
Commence construction phase of park improvements, by LB Bromley	Q4, 2015-16
New Homes Bonus	
All Boroughs entry in funding agreement commence LEP NHB programme delivery	Q1, 2015-16
The London SuperConnected Cities Plan	
All approved connection vouchers have connections completed and grant paid	Q2, 2015-16

# Environment

The Environment Unit delivers the Mayor's vision for London by helping to create a world city that is resilient, efficient and uses resources responsibly; a place where businesses want to be based and people want to live and work.

The unit's primary responsibilities are to set the strategic policy framework, to develop programmes and to create and support the partnerships that translate policy into outcomes. It does this through an Environment Strategy for London that addresses: energy and climate change mitigation; air quality; water supply and management; climate change adaptation; waste management; and biodiversity and the natural environment. Partners include government departments, London boroughs, the commercial sector and voluntary organisations.

The unit gives advice, provides pump-prime funding and directly deliver projects when it is necessary to pilot, test or coordinate environmental initiatives. As well as directly delivering Mayoral initiatives, the unit influences the programmes and projects of the wider GLA Group.

Current programmes build on existing strengths while placing particular emphasis on securing investment for London, creating jobs and drawing on and bolstering volunteering. Areas of focus for attracting investment include waste, water, energy and green infrastructure and new opportunities in the low carbon and adaptation economy.

## Priorities

The Environment Unit's priorities are structured under two overarching objectives. Growing London's low carbon and environmental goods and services sector is a third objective, cutting across all programmes.

A resource efficient city by:

- Improving energy efficiency, to increase energy 'headroom' and minimise costs; through, for example, the unit's decentralised energy programmes, providing support to RE:NEW and RE:FIT and the Business Energy Challenge.
- Improving water efficiency to balance supply and demand and minimise costs by lobbying government and the water companies and piloting water efficiency measures.
- Transforming waste into a resource, working with the London Waste and Recycling Board and delivering the circular economy scoping study and the Biofuel project.

A resilient, greener city by:

- Enhancing London's air quality and fulfil statutory obligations by influencing government and European policy and delivering programmes such as the Mayor's Air Quality Fund.
- Increasing the resilience of London and Londoners to extreme weather by working with London's water companies to improve the water efficiency of schools and homes. Improve London's green infrastructure to maximise the opportunities and multiple benefits a greener city provides. For example, through the work of the Green Infrastructure Task Force, and the delivery of a suite of initiatives, including the Mayor's Big Green Fund 2 and his activities to increase tree cover.

## A resource efficient city

A resource efficient city is a city that seeks to minimise its consumption of resources, reduces its reliance on finite or unsustainable materials, and seeks to maximise the value and potential of by-products and waste materials. Focussing on energy, water and waste, the unit will work in partnership with public and private sector stakeholders to develop and deliver programmes that meet the following targets and standards set out in the Environment Strategy, the London Plan and commitments made by the Mayor:

- reduce CO<sub>2</sub> emissions by 60 per cent from 1990 levels by 2025;
- generate 25 per cent of London's energy locally; and
- reduce London's waste generation to save one mega tonne of CO<sub>2</sub> equivalent per year by 2031.

The London Green Fund (LGF) is a £110m repayable investment fund set up to support waste management, decentralised energy and energy efficiency schemes that will help to meet the above targets. It was launched in 2009 by the Mayor and is comprised of £60m from the European Regional Development Fund, £32m from the former London Development Agency (LDA), and £18m from the London Waste and Recycling Board (LWARB). The LGF is on course to be fully committed to green infrastructure projects across London by December 2015, and has already leveraged over £1bn on top of the original investment. The projects supported are reducing 215,000 tonnes of carbon dioxide per annum, diverting 330,000 tonnes of waste from landfill and creating 2,000 jobs.

Working with the Economic and Business Policy Unit, Environment will make the most of the opportunity that exists between smart technology and energy, water and waste. As part of that agenda, the unit will submit a bid to the European Union for funding through the Horizon 2020 programme. It will also continue to deliver smart technology initiatives funded by Innovate UK including agile urban logistics demonstrators. Working with European partners and the London Borough of Islington, the Celsius project will expand an existing heat network and utilise previously wasted heat from the London Underground and a nearby electricity sub-station.

The GLA also supports Hydrogen London, a partnership of private and public sector organisations which aims to make the capital a leading early adopter of hydrogen fuel cell technologies and services. The team continues to roll out a major EU programme called HyFIVE, which will deliver three hydrogen refuelling stations and up to fifty hydrogen fuel cell cars in the capital by 2017. City Hall's first hydrogen week was held in March 2015 and another will be planned for 2016.

Retrofitting housing stock addresses fuel poverty by minimising the impact of future energy price increases and reduces emissions. The unit will continue to support the Housing and Land Directorate's RE:NEW and RE:FIT programmes including helping to shape the new phase of RE:FIT. The unit will work with government to maximise the resources London's fuel poor have access too, and Lobby government to ensure London benefits from Allowable Solutions. The Mayor's corporate sector emissions programme – the Business Energy Challenge – will build on last year's work, culminating with a Mayoral-led award scheme.

Supporting from the Mayor's Infrastructure Plan, the unit will continue to develop the London Energy Plan. This two-year project is identifying what, where and when new energy infrastructure and efficiency programmes are required to improve energy security.

The plan will also support initiatives such as the decentralised energy programme delivered through the Decentralised Energy Programme Delivery Unit (DEPDU). The GLA, with support from the European Commission's ELENA fund, is contracted to bring at least £60.5 million of decentralised

energy projects to market by July 2015 having agreed a one year extension to original 2014 contract end date. The extension was granted in recognition that the original three year development timescale was too short for major projects that require three to seven years to develop.

To date nine projects have been brought to market with an investment value ranging from £56 million to £62 million. During the next financial year, the last of the project, the Environment Unit is expecting a minimum of four further projects to be delivered with an investment value in excess of £40 million. DEPDU has supported and is currently supporting over 17 projects with good delivery prospects, representing a total project pipeline worth £150 million. As the ELENA funding is drawing to a close, a business plan is being developed for Energy for London (DEPDU's successor), and potential funding sources including ERDF are being identified.

Officer representation on the Board and the Investment Committee of the London Waste and Recycling Board (LWARB) continues to help ensure investment in infrastructure to improve London's waste recycling performance. LWARB's investments are recycled back to the Board and so will allow it to become self-sustaining from 2015-16. Separately, the unit is working with TfL, London boroughs and producers to see that 20 per cent of London's bus fleet fuel is from used cooking oil and tallow by 2020.

## A resilient, greener city

A resilient, greener city is a city which: can adapt to the potential impacts of climate change; improves the quality of its air and river water; and enhances the ecological and amenity value of its green spaces and canopy of trees.

Focusing on adaptation, air quality, delivering high quality public realm and on green infrastructure, the Environment Unit will work with public and private sector stakeholders and NGOs to develop and deliver programmes that aim to meet the following targets and standards set out in the Environment Strategy, the London Plan and commitments made by the Mayor:

- increase green cover in the Central Activities Zone by five per cent by 2030;
- increase tree cover by five per cent by 2025;
- deliver 100 pocket parks and 10,000 street trees; and
- Have the best air quality of any major world city by 2020.

Long-term exposure to air pollution can have deleterious impacts on health, especially that of the young and vulnerable, and so, improving air quality is a top priority for the Mayor. While London meets eight out of the nine European Union standards for air pollutants, London and the UK still do not meet EU limits for nitrogen dioxide. As a result the European Commission has commenced legal action against the UK government.

Working with a range of partners including TfL and the boroughs, the unit will continue to develop air quality policy; for example, by securing additional Government and European funding to implement the Ultra-Low Emissions Zone (ULEZ) and zero emission capable taxis. It will also develop a new mechanism for Local Air Quality Management – a statutory process through which the Mayor coordinates monitoring, review and assessment of air quality at the borough level, including the delivery of Air Quality Management areas.

The unit will continue to lobby the European Union for a robust air quality package of measures and work with the North West European cities partnership (JOAQUIN). And it will continue to work with

TfL on the Air Quality Fund, which is supporting £20 million of locally targeted projects to improving air quality. The GLA will also start to implement new minimum emission standards for construction sites, which will be introduced in September 2015.

London's green infrastructure (its parks, green spaces, trees and green roofs, green walls and rain gardens) provide a range of benefits. They absorb rain and help manage flood risk, provide shade and help keep the city cool in hot weather. And they are used to grow food, are places for sport and leisure and a home for London's wildlife. Its importance was reflected in the Mayor's London Infrastructure Plan published in 2014. The resulting Green Infrastructure Task Force established by the Mayor will present the Mayor with recommendations for a long-term strategy for London's Green Infrastructure. It will identify barriers which have hindered the Capital's green infrastructure and propose a strategic framework to encourage better co-ordination, planning design and management to ensure better and more effective investment in the future. Building on the manifesto commitments to establish 100 pocket parks and plant 10,000 street trees, the unit will invest a further £1 million in 2015-16 in projects to create and improve green space in London and deliver the Mayor's ambition to increase tree cover by five per cent by 2025.

Extreme weather is becoming more common and it is imperative that we work to increase London's resilience. Whilst London is relatively well protected against tidal flooding, it is much more vulnerable to river and surface water flooding; a situation further exacerbated by an ageing combined sewer infrastructure which in places runs three-quarters full even before any rainfall. The Environment Unit will continue to help boroughs manage surface water flood through the Drain London Forum. This year a Sustainable Drainage Action Plan for London will be published, setting out how London's existing 'grey' infrastructure will be complemented with green infrastructure to manage flood risk.

## London's green economy

The unit will seek to ensure that all its projects underpin and respond to the priorities of the LEP to stimulate London's economy and attract investment.

The green economy (the low carbon environmental goods and services sector) was worth £25.4 billion to London in 2011-12 and it has grown approximately five per cent year on year and employs over 163,000 people. Growing London's green economy will bring multiple additional benefits: it will create the skills and services required to deliver housing, infrastructure and environmental programmes; it will enable us to compete for a greater share of the national and global demand for services in these sectors; and it will help us improve the quality of lives of Londoners. We have a good understanding of this sector through previous analysis. The Environment Unit will use the understanding it has gained to ensure that London gains maximum advantage from the growth in this sector.

The successful Mayor's Low Carbon Entrepreneur award was held for the fourth time in spring 2015, providing a further opportunity for London's brightest young minds to help the capital reduce its carbon emissions as well as encouraging investment and growth in the capital's green economy.

## The wider environment

Environmental improvement is very much dependent upon individuals and communities having a better understanding of the issues which shape both the quality of their lives and the places where they live. Consequently the unit across its work aims to promote greater awareness of these issues and support civic action and volunteering to achieve greener, cleaner, safer neighbourhoods.

## Tracking delivery

### Key performance indicators

#### Number of green spaces restored or created through the Big Green Fund II

New target
2015-16
<b>5</b>

##### Commentary and notes

The Pocket Parks, Street Trees, and Area of Green Space created or restored KPIs have ended.

88 Pocket Parks were delivered in 2014-15, with 12 due for completion in the first quarter of 2015-16. Confirmation will be reported in the first KPI quarterly report. The target of 300 acres of Green Space restored or created was achieved and a further 273 acres will complete by the summer. 10,915 Street trees were planted over 2013-14 and 2014-15 exceeding the 10,000 target. This is in addition to the 10,221 planted in 2008-12.

In during 2015-16, five projects funded through the Big Green Fund II which will deliver green space improvement across the Capital. The projects are due to be delivered within the year and completed in March 2016.

#### Tonnes of CO<sub>2</sub> saved as a direct result of Mayoral programmes: c) energy supply

Performance	Targets	
2014-15	2015-16	Project Lifetime (2010-21)
4,810 Target was 5,160 Achieved 2012 to date: 14,289	<b>6,169</b>	<b>251,314</b>

##### Commentary and notes

This KPI captures savings only from those projects that DEPDU has supported, that the GLA own, and for which estimates for CO<sub>2</sub> savings (based on installed operational capacity) are available (currently Gospel Oak, Olympic Fringe and Crystal Palace). 2014-15 under-performance is due to some delays in implementation.

This represents the total tonnes of CO<sub>2</sub> saved over the period.

### Key milestones

What	By when
A resource efficient city	
Award the 2015 Low Carbon Entrepreneur prize	Q1, 2015-16
Submit the Smart Cities Lighthouse bid	Q1, 2015-16
Sign up 120 businesses to Business Energy Challenge	Q3, 2015-16
Delivery of three ITM Power hydrogen refuelling stations	Q3 2015-16
Publish the London Energy Plan	Q4, 2015-16

What	By when
Announce DEPDU successor arrangements	Q4, 2015-16
Encourage at least ten local authority and TfL bus fleets to participate in the London biofuels market	Q4, 2015-16
Deliver the DEPDU target, bringing projects valued at more than £61 million to the market	Q2, 2015-16
Implement DEPDU successor operation	Q1, 2016-17
Complete and evaluate the Agile Urban Logistics pilot	Q4, 2015-16
A resilient, green city	
Publish the London Sustainable Drainage Action Plan	Q3, 2015-16
Complete RE:LEAF 2015 Community Grants projects	Q4, 2015-16
Complete Big Green 2 Green Infrastructure Projects	Q4, 2015-16
Green Infrastructure Taskforce report recommendations reported to the Mayor	Q3, 2015-16
Introduce new emission standards for non-road mobile machinery at construction sites	Q4, 2015-16



# Transport

Transport is the Mayor's single largest area of executive responsibility: TfL, chaired by the Mayor, has circa 20,000 staff and an annual budget of over £9 billion. Its role is to implement the Mayor's Transport Strategy for London and manage those transport services across the capital for which the Mayor has responsibility. The Transport Unit at the GLA works closely with TfL in scoping, shaping, developing and tracking delivery of a wide range of programmes across each transport mode and all parts of London. It is focussed on driving forward the pace of TfL delivery, working with stakeholders and providing support at the early stages of policy development and project delivery. It also provides policy advice and research for the Mayor's Office, particularly the Deputy Mayor for Transport.

The unit has three main areas of responsibility:

- **TfL delivery management:** Working with TfL and other stakeholders to monitor and ensure delivery of the Mayor's transport priorities and key projects within deadline, to budget and to high standards.
- **Transport policy and strategy:** Advising on and helping develop Mayoral transport policies and the Mayor's Transport Strategy, as well as transport aspects of other strategies.
- **Making the case for transport:** Providing input into government budget and Spending Review submissions.

## Priorities

- Accommodate and support a growing city by implementing the recommendations of the Mayor's 2050 Infrastructure Plan and progress work relating to London's growth areas and vital rail and tube investment and upgrades.
- Oversee TfL's £4 billion roads investment programme, including helping to drive forward transformational road schemes at locations such as Elephant and Castle, Vauxhall Cross, Wandsworth Gyratory, Kings Cross/Euston Road and Bow Roundabout.
- Raise the profile of TfL's road safety programme within London through greater engagement with government, London boroughs and stakeholders.
- Work with the Mayor's Cycling Commissioner and TfL to implement the Mayor's Vision for Cycling – a £913 million, ten-year investment programme to transform cycling in London.
- With TfL and partners, maintain the momentum of the River Action Plan to meet the Mayor's target of 12 million passengers a year on the river by 2020.
- Monitor and, alongside TfL, ensure delivery of the Mayor's accessibility action plan 'Your accessible transport network'.
- Coordinate efforts with TfL to introduce an Ultra-Low Emission Zone by 2020 to encourage only the cleanest vehicles in central London.
- Influence central government policy so as to maximise investment in London's transport network, for future potential schemes such as Crossrail 2, an extension to the Bakerloo line and rail improvements in the Upper Lea Valley, to unlock housing developments and accommodate London's rapidly growing population.
- With TfL, establish London as a testing ground for autonomous cars and innovative vehicle technologies that will better protect vulnerable road users.
- Ensure a smooth transition of Greater Anglia services to TfL and continue to make the case to Government for further devolution of suburban rail franchises, particularly services operating entirely within (or occasionally just beyond) the London boundary on the South Eastern franchise,

from 2018; the South Western franchise, from 2019; and the Thameslink / Southern / Great Northern franchise, from 2021.

## Transport to support a growing London

Given London's rapidly growing population, it is vital that the Mayor and TfL continue to invest in the transport network; not just to enhance capacity but to make the network more reliable. To this end, the unit is working with TfL and partners to ensure that the right programmes and projects are in place to support London's growth.

A particular focus for the unit is London's growth areas. Improving transport accessibility within these areas is often the key to unlocking their potential; and a prerequisite for ensuring their development is sustainable. The unit is working closely with TfL, across the GLA and with external parties to progress transport schemes in areas such as the Upper Lee Valley, Barking Riverside, Royal Docks and Brent Cross Cricklewood. In the Upper Lee Valley, for example, we are working with partners across the region to make the case to Network Rail and central government for four-tracking the West Anglia Main line by 2025 to unlock housing growth, create jobs and improve journey times and reliability to London, Stansted Airport and Cambridge. It will also form an important precursor to Crossrail 2.

Crossrail is Europe's largest infrastructure project and is on track to open in 2018. But we are also working on what will follow Crossrail, particularly Crossrail 2. The proposed new high-frequency, high-capacity line will run through London and into Surrey and Hertfordshire. It will add capacity to the rail network in London and the south east, supporting economic regeneration by providing the infrastructure needed to build new homes and create more jobs. The unit is working with TfL on the business case for the scheme that will show how at least half of the new line's costs could be met through private sources. An application for powers could be made by the end of 2017 with construction commencing by 2020. We are also working to progress the Bakerloo line extension, taking on board the responses to the consultation to extend the line through Southwark towards Lewisham, Bromley and Hayes.

TfL's Roads Modernisation Plan sets out how more than £4bn will be spent over the next decade to improve the efficiency, safety and reliability of the road network. This includes automating traffic light systems to further increase the ability to reduce delays. Over the longer term, more radical solutions are being explored for their potential to keep London moving including reducing the volume of freight traffic at peak times and replacement road capacity through new tunnels.

Some of London's major gyratories are being completely redesigned to support growth by making surrounding areas better places to live, work and visit. The unit is helping to progress major work in locations including Vauxhall Cross, Elephant and Castle and Wandsworth Gyratory, facilitating joint working between the GLA, TfL, boroughs and developers to ensure the success of these multi-million pound schemes. Construction is already underway at Oval Triangle and works will get underway at Elephant and Castle and Bow Roundabout in 2015.

## Tracking delivery

### Key milestones

What	By when
Transport	
Freight (delivery & servicing) strategy for consultation published by TfL	Q1, 2015-16
Transition of the operation of the Liverpool Street to Shenfield service from Greater Anglia to Crossrail	Q1 2015-16
Commence implementation of TfL's Ranks Action Plan and Suburban Action Plan)	Q1, 2015-16
Upper Lee Valley 4-tracking business case submitted to Network Rail from the Mayor and TfL	Q1, 2015-16
Devolution of Greater Anglia rail services to TfL from Liverpool Street to Enfield Town, Cheshunt (via Seven Sisters) and Chingford	Q1, 2015-16
Night Tube service launch in September by Mayor and TfL	Q2, 2015-16
2016 fares decision made by Mayor	Q3, 2015-16
Application for powers to build the Silvertown Tunnel submitted by TfL	Q3 2015-16
Construction of the East-West and North-South superhighways completed and opened by Mayor	Q4, 2015-16
Completion of pier extensions at Westminster, Embankment and Bankside fulfilling commitments in the Mayor's River Action Plan	Q4, 2015-16
Mayor's Roads Task Force Incubator Fund Phase 1 trials completed by TfL	Q4, 2015-16
Intelligent Speed Assistance trial on London Buses completed	Q4, 2015-16
At least 95 per cent of bus stops fully accessible, meeting Mayoral target	Q3, 2016-17

# Planning

The overarching objectives of the Planning unit are to:

- Deliver the Mayor's commitments to provide the new homes and jobs for a growing London taking account of the Mayor's 2020 Vision and 2050 Infrastructure Plan as well as his London Plan and other strategies;
- Fulfil the Mayor's statutory roles to prepare and monitor the Spatial Development Strategy (the London Plan), ensuring borough Local Plans are in general conformity with it; that relevant bodies beyond London are informed and consulted on it and that account is taken of the national duty to cooperate;
- Advise the Mayor on over 350 planning applications of potential strategic importance that are referred to him each year, ensuring they comply with Mayoral policies, and meet statutory deadlines;
- Plan for a growing London by providing a pre-application advice service for strategic developments, preparing Supplementary Planning Guidance and adopting planning frameworks for Opportunity Areas in partnership with the relevant local planning authorities and other stakeholders.

## The London Plan

The London Plan is the overall strategic plan for London, and sets out a fully integrated economic, environmental, transport and social framework for the development of the capital to 2036. It forms part of the development plan for Greater London. London boroughs' local plans need to be in general conformity with the London Plan, and its policies guide decisions on planning applications by councils and the Mayor.

## Priorities

- Prepare and plan for a growing London by completing the current London Plan through minor Alterations on parking and housing standards, and by starting a full review to identify and address long term growth pressures, and to publish Supplementary Planning Guidance on Housing and the Central Activities Zone to ensure its effective implementation;
- Ensure that borough Local Plans support implementation of the London Plan by making appropriate provision for new homes and jobs
- Work with authorities in the wider south east to establish new arrangements to more effectively coordinate strategic policy and investment across the wider region
- Deliver the Mayoral priority to realise the full development potential of existing Opportunity Areas by completing Opportunity Area Planning Frameworks for: City Fringe, Old Oak Common, Harrow, Bexley, London Riverside, Isle of Dogs, the Royal Docks and Old Kent Road;
- Deliver the Mayoral priority to identify new opportunity areas: work with Kingston, Haringey, Hounslow and Sutton to bring such areas forward in the next iteration of the London Plan
- Provide for the homes and jobs that London needs by delivering timely planning decisions on developments of potential strategic importance, offering a high quality pre-application service to customers, and implement more effective case management systems
- Influence national policy so that the growth of homes and jobs in London can continue
- Engage effectively in GLA/TfL priority projects such as the Infrastructure Delivery Board, Housing Zones and Crossrail 2

## Review of the London Plan

In adopting the Further Alterations to the London Plan, the Mayor has established an integrated economic, environmental, transport and social framework for the growth of the capital to 2036. It sets out a step change in housing supply for Londoners: one of the Mayor's top priorities. But the changes will also provide a platform for the Mayor's ambitions for places, neighbourhoods and buildings. And they will help ensure London's growth is sustainable – economically, socially and environmentally – and takes place within the philosophical and tangible parameters of the existing plan. That is, to accommodate growth within London's current boundaries and without intruding on green space.

Measures to implement the revised London Plan must continue. In 2014-15 the Mayor published a suite of Supplementary Planning Guidance to help guide local planning authorities. These included a new SPG on Accessible London which provides advice to boroughs, developers, designers and planning applicants on implementing inclusive design principles effectively and on creating an accessible environment in London, with particular emphasis on the access needs of disabled and older people. In order to assist boroughs in meeting the new, higher, housing targets, new guidance on housing will be published in 2015. The Mayor will also publish new guidance on the Central Activities Zone to address its unique characteristics and to coordinate strategic policy across the ten boroughs which contain it so it can continue to play its distinct metropolitan, national and global roles at the heart of London's economy.

The Mayor has accepted that a full review of the London Plan is required to address the long term challenges facing London as it houses more people than ever before and continues to grow.. This will need to be closely integrated with the Infrastructure Plan that is looking forward to 2050. There are strong strategic inter-dependencies between London and the wider south east that underpin their collective economic success – geographically and economically this is much bigger than any other city region in the country. In consultation responses to the Further Alterations to the London Plan and the Mayor's 2050 Infrastructure Plan there were suggestions that there is potential for developing more effective arrangements over time to:

- identify the broad strategic challenges and opportunities facing the area;
- represent them to relevant agencies, including government and the Mayor;
- and develop policy options to address them.

In parallel with work on the review of the Plan, the team will be discussing with representatives of the wider South East potential arrangements for strategic policy and investment coordination.

In the short term the Mayor has agreed that his Housing Standards should be revised in light of government's building regulations and housing standards review. He has also asked the Outer London Commission to consider parking policies in outer London, in the light of recent government guidance on parking standards. These changes will require publishing minor alterations to the Plan in 2015. These alterations will be accompanied by an Integrated Impact Assessment, which will include consideration of equalities effects.

## Opportunity Areas

The London Plan identifies 38 opportunity areas – London's reservoirs of brownfield land. In 2014-15 the Mayor adopted Planning Frameworks for City Fringe, Southall and Euston; and in 2015 five new areas were added as a result of the Further Alterations: Canada Water, Old Kent Road, Harrow and Wealdstone, Bromley and Old Oak Common. Taken together the Opportunity Areas have the potential to accommodate over 300,000 homes and more than 500,000 jobs. Over the course of the business

plan period the Planning team will lead and support the GLA, boroughs and other public and private sector organisations seize their potential by preparing a number of Opportunity Area Planning Frameworks (OAPFs). This year's budget has allocated over £200k to enable the unit to bring forward a number of Frameworks, as set out in more detail in the milestones section below. All Frameworks are supported by an Equalities Impact Assessment.

The Planning Unit will be working closely with the Housing & Land Directorate to take forward the Mayor's broader housing agenda by providing the wider planning context for Housing Zones and new forms of housing such as those emerging through the Private Rented Sector. Similarly, it will be supporting implementation of the 2050 Infrastructure Plan by ensuring that the planning system responds positively to energy, water and e-connectivity infrastructure provision, as well as exploring mechanisms to support transport investment. In particular, the unit is leading on the Opportunity Area Case Studies, looking at mechanisms to ensure utility providers are actively planning for the infrastructure identified in the Development Infrastructure Funding studies.

## Strategic planning applications

In 2015-16 the Planning team provided advice to the Mayor on a record number of planning applications, reflecting the extraordinary growth that London has experienced since the end of the recession. This is likely to continue into 2015-16 and investment has been made in new systems to ensure cases are managed efficiently and effectively. The system will also allow the team to better monitor the outcome of decisions; providing up to date information on implementation of London Plan policies.

In 2015 the team managed a number of applications that had been called-in for decision by the Mayor. The planning team will continue to advise the Mayor on whether calling-in a strategic application would be the most appropriate mechanism to achieve his objectives. Representation Hearing reports include an assessment of equality considerations.

The team also continues to provide pre-application advice to developers and planning authorities, ensuring that proposals comply as far as possible with the Mayor's planning policies.

## Government policy

The Government has made significant changes to the planning system since 2010. The Planning team provides advice to the Mayor on the impact of these changes on planning in London. With an election in 2015 there are likely to be further changes over the year. The Mayor has expressed concern over the effect of changes to permitted development rights for change of use from office to residential. The Planning team is monitoring the impact of these changes, and considering the impact of future proposals which may threaten London's global role as an economic centre.

In February 2015 the Mayor agreed with Government a Long Term Economic Plan for London. This includes proposals to devolve specific London-related planning powers that have hitherto remained with central Government, including safeguarded wharves, protected views, the Thames Policy Area, and the definition of central London. The Mayor will continue to seek opportunities for further devolution of planning powers to London.

## Community Infrastructure Levy

The CIL is a comparatively new way of securing funding to help meet the costs of infrastructure needed to support an area's growth. The Mayor started levying a CIL in April 2012 to help pay for Crossrail. In 2014 the Mayor conducted a formal review of the effect of his CIL on development in London. The review was led by TfL, with input from the Planning Unit. The Planning unit will work with TfL to consider the future use of MCIL in the light of the 2050 Infrastructure Plan and emerging projects such as Crossrail 2. As boroughs introduce their own CILs, the Mayor will scrutinise each proposal to ensure it takes due regard of the Mayoral CIL and does not put delivery of the London Plan at risk.

## Tracking delivery

### Key milestones

What	By when
Planning for a growing London	
Following adoption of the Further Alterations, publish consultation draft minor alterations to the London Plan on Housing Standards and Parking	Q1, 2015-16
Follow-up the Wider South East Summit with agreed mechanism for working across boundaries	Q1, 2015-16
Adopt the Tech City/City Fringe OAPF	Q1, 2015-16
Implement the modernised system for casework and produce quarterly performance reports	Q2, 2015-16
Adopt the London Riverside OAPF	Q3, 2015-16
Publish for consultations the draft OAPF for Bexley Riverside/Thamesmead and the draft OAPF for the Royal Docks	Q3, 2015-16
Complete Supplementary Planning Guidance (SPG) for Housing and CAZ	Q3, 2015-16
Prepare scoping report for the full review of the London Plan	Q4, 2015-16
Monitor the London Plan by producing the Annual Monitoring Report	Q4, 2015-16
Meet the statutory timetable for referred applications of potential strategic importance and call-ins	Q4, 2015-16
Publish for consultation the draft OAPF for Isle of Dogs	Q4, 2015-16
Work with Kingston, Haringey, Hounslow and Sutton on potential new Opportunity Areas	Q4, 2015-16
Deliver pre-application advice service according to published service standards	Q4, 2015-16
Scrutinise borough Local Plans and ensure they boost supply by exceeding London Plan housing figures	Q4, 2015-16
Monitor Mayoral CIL and scrutinise borough CIL proposals to ensure they take	Q4, 2015-16

What	By when
account of MCIL and support growth in London	
Provide planning and implementation advice in the development and progression of the 2050 Infrastructure Plan, Housing Zones and Crossrail 2	Q4 2015-16



# Housing and Land

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The Housing and Land (H&L) Directorate is responsible for the Mayor's plans to deliver new and improved homes and cohesive communities. Working closely with boroughs and partners, H&L manage the Mayor's housing investment programmes and land and property assets to support the building of affordable homes, job creation and regeneration.

H&L is chiefly responsible for:

- producing and delivering the Mayor's statutory Housing Strategy
- managing the Mayor's housing programmes (investment of approximately £1.8 billion 2015-18) to deliver new affordable homes, improve existing social rented homes and undertake of other housing initiatives including environmental retrofit programmes
- managing a land and property portfolio of 670 hectares
- delivering a range of major regeneration projects
- putting in place pan-London services to address rough sleeping and improving mobility of existing social tenants.

The directorate comprises three units, the duties of which are outlined below:

## Programmes, Policy and Services

- Monitoring the budgets and outputs of the investment programmes managed by the directorate. Ensuring that the correct decision-making process is followed and providing programme-management support to the rest of the directorate.
- Providing housing policy advice and support to the Mayor's Office, and preparing, monitoring and revising the statutory London Housing Strategy, producing the underpinning evidence base.
- Commissioning and providing services to Londoners. This includes delivering multi-million pound programmes such as RE:NEW and RE:FIT to retrofit London's homes and public sector workplaces; managing the Seaside & Country Homes scheme that enables older people in social housing to relocate outside London; managing Housing Moves, the pan-London mobility scheme for social housing tenants; and providing a programme of pan-London services to tackle rough sleeping.

## Investment and Operations

- Providing the key point of contact for London's 33 local authorities on housing related issues. Managing programmes delivering low cost housing to rent or buy, including the Mayor's 2015-18 Affordable Housing Programme, Housing Zones and the London Housing Bank. Managing a number of smaller programmes including, the Decent Homes Backlog investment programme, the Mayor's Care and Support Specialised Housing Fund, and the Homelessness Change and Platform for Life Fund.

## Strategic Projects and Property

- Overseeing a range of regeneration projects and managing the GLA's land and property portfolio. To ensure the portfolio is managed in a tax compliant and efficient manner, the GLA has formed two limited companies, GLA Holdings Limited and GLA Land and Property Limited.

- Working with TfL, MOPAC and LFEPA – and the wider public sector – to get surplus land into development with a priority being to increase London’s housing stock.

## Budget 2015-16

	Net budget	Staff	
	£000	£000	FTE
Executive Director	194	194	1
Investment and Operations	1,999	2,039	32
Programme, Policy and Services	13,738	2,106	37
Strategic Projects and Property	12,379	1,387	20
<b>Revenue</b>	<b>28,310</b>	<b>5,726</b>	
<b>Capital</b>	<b>586,168</b>		
<b>Total budget</b>	<b>614,478</b>	<b>5,726</b>	<b>90</b>

## Priorities

- Take forward the proposals in the Mayor’s statutory Housing Strategy for increasing housing delivery across all tenures, including the full delivery of the Mayor’s Housing Covenant 2015-18 Programme and improving the housing offer for working Londoners.
- Manage the Mayor’s target of 100,000 affordable homes over his two terms, including 55,000 affordable homes by December 2015.
- Establish the London Land Commission to drive forward the release of surplus public sector land for housing and economic development.
- Help 250,000 Londoners into home ownership, including through the First Steps Challenge Fund launched in January 2015.
- Improve the housing offer for working Londoners by increasing access to intermediate housing, supporting leaseholders, improving the private rented sector through the London Rental Standard and ensuring working Londoners are given greater priority in social housing allocations.
- Bring forward proposals within designated Housing Zones to deliver 50,000 homes of all tenures by 2025.
- Manage the Mayor’s target of 3,000 new affordable homes through the London Housing Bank.
- Make the case for long term stable funding for housing investment
- Encourage new entrants to London’s house building and development sector.
- Improve the quality of existing homes and workplaces, in particular by investing to ensure London councils are in a position to make all their homes meet the decent homes standard by 2016 and by delivering the RE:NEW and RE:FIT programmes.
- Support vulnerable Londoners by supporting purpose-built older people’s housing
- Halving severe overcrowding and maintaining the Mayor’s pan-London services for rough sleepers, including No Second Night Out.
- Address the geographical mismatch between London housing supply and housing need, and increase opportunities for housing mobility-
- Ensure all surplus GLA landholdings have a clear exit strategy by end of May 2016 and accelerate housing delivery on GLA owned sites.

## Increasing the supply of new homes

London's population is increasing, its economy is growing and its social and cultural life has never been more exciting. The city's remarkable success, however, comes at a cost.

Following 30 years of inadequate home building, London is faced with a massive shortage of good quality accommodation that is affordable to those who wish to live and work in the capital.

A key part of the Mayor's 2020 Vision – and one of his top two priorities – is to tackle 'perhaps the gravest crisis the city faces – the shortage of housing Londoners can afford.'

The shortage of housing pushes up prices and rents, with punishing impacts on access and affordability. Rising housing costs are also particularly affecting working households on low and middle incomes which could strike a serious blow to the UK's economic growth and competitiveness. Homelessness and overcrowding remain stubbornly high.

The Mayor's overriding aim is to increase the supply of well-designed housing across all tenures to at least 42,000 new homes per annum for the next ten years with at least 17,000 affordable and 5,000 for long-term market rent.

As well as delivering the Mayor's target for 100,000 low cost homes over two mayoral terms to 2016, the GLA has committed £1,250m to deliver low cost homes in the 2015-18 period.

In September 2014, the Mayor launched the London Housing Bank with the aim of accelerating the pace of development and generating additional housing supply, particularly on large sites with loan or equity funding to increase the supply of intermediate homes for rent and sale. An additional investment of £180m was made available in January 2015 for the delivery of 4,000 shared ownership homes by 2020, in the First Steps Challenge Fund.

There is a new Housing Zones programme, focussing on key regeneration areas to accelerate housing production with 20 Housing Zones targeted to build 50,000 homes by 2025. Working closely with London boroughs, the Mayor has made £400 million of funding available for this new initiative to be used flexibly to maximise the number of new homes built and address the unique challenges at each site.

In addition to investment, Housing Zones will offer focused planning, place-making and intensive engagement with the wide range of delivery partners important to making things happen, from utility companies to Network Rail and TfL. The first nine Housing Zones were designated in February 2015, with at least a further eleven expected in 2015-16.

One of the Mayor's key priorities is to improve standards for the quality and design of housing, making sure homes meet the needs of a changing population throughout their lives – and having been built to the highest environmental standards. The Mayor's London Housing Design Guide outlines a set of design standards which are being applied through the London Plan and the Mayor's affordable housing programmes. GLA officers have been working closely with Government for some time to ensure that its Housing Standards Review takes into account the Mayor's Housing Standards. Government's last consultation paper suggested that there has been considerable success in this, with equivalent standards now being proposed as an option for planning authorities across the country to adopt where justified. The proposed regime will require the adoption of standards through the statutory plan making process. The result will be an authoritative and consistent approach to standards across the whole of London, enforced through planning policy and building regulations. It is

intended that a minor Alteration to the London Plan will be published in 2015 to implement this in advance of the next full review of the London Plan.

## Meeting a range of housing needs

Rough sleeping remains a significant problem in the capital. To address this, the Mayor is responsible for commissioning pan-London rough sleeping services, as well as delivering the Homelessness Change programme to improve hostel stock. The most notable of these services is No Second Night Out (NSNO). The project has played a major role in increasing the proportion of rough sleepers moved off the street; in 2013-14, 70 per cent of people who were new to the streets and were seen sleeping rough did not spend a second night on the streets during the year. This compares with 51 per cent in 2007-8.

Other GLA-commissioned services include No Living on the Streets and the London Street Rescue outreach team. The directorate is also administering the first ever Rough Sleeping Social Impact Bond. With £5 million of funding, this innovative project is targeting a group of 800 entrenched rough sleepers. At the end of January 2015, only 103 of the cohort had been seen rough sleeping on London's streets during the previous quarter.

Overcrowding is a blight on the lives of tens of thousands of London's families. The Mayor is addressing this by increasing the supply of affordable homes; both larger homes for overcrowded families and smaller homes to enable households to downsize, thus freeing up larger homes. Under-occupiers also receive priority in the GLA's mobility schemes.

Important steps are being taken to support London's private rented tenants and in May 2014 the Mayor launched the London Rental Standard which introduced a new accreditation scheme for the city's landlords. This includes a major marketing campaign to publicise and promote the standard, and a commercial partnership with three corporate sponsors to promote and incentivise take-up of the scheme. Following the first eight months of operation, over 14,000 London landlords were accredited, representing at least 110,200 properties, including 293 letting agent firms with 551 branch offices across London.

The GLA will invest £145 million to bring at least 9,500 borough-owned homes up to the Decent Homes standard by end March 2016. This additional funding has been awarded to nine London boroughs to modernise stock, improve environmental performance and stimulate nearby development on infill sites.

The Government has put in place a cap to the service charge contribution of leaseholders where works are funded by the GLA, but the Mayor will also work to ensure additional protections are in place for leaseholders. In the assessment and management of the 2015-16 Decent Homes programme the GLA has ensured that the financial impacts on leaseholders have been considered and borough landlords have been encouraged to offer appropriate support to their leaseholders.

In addition to Decent Homes, the Mayor is working to extend environmental retrofitting in London's building stock. This reduces both damaging CO<sub>2</sub> emissions and energy consumption resulting in cheaper bills for London's families and businesses. Stimulating retrofitting from its current levels will bring investment into London, create jobs and has the potential to regenerate entire neighbourhoods

The Mayor is therefore continuing to deliver the RE:NEW programme, now in its third phase. The programme has led domestic retrofit activity in London, delivering approximately 29,000 tonnes of

CO<sub>2</sub> savings across nearly 110,000 homes. The wider market has retrofitted over 500,000 homes in London.

In August 2014 RE:NEW introduced a three year Support Team, funded by £2.8 million from the GLA and the European Investment Bank. This helps registered providers, boroughs and the private sector to increase the scale of domestic retrofit, speed up project delivery and improve value for money. As at the end of January 2015, support plans had already been agreed with 32 boroughs and registered providers. Help has been provided to retrofit almost 4,000 homes, generating about 3,500 tonnes of CO<sub>2</sub> savings per annum from investment of £19 million. Alleviating fuel poverty is often a focus of social housing schemes, particularly benefiting older people, who account for a significant proportion of the fuel poor.

RE:FIT is the GLA retrofit programme for public buildings and workplaces. The RE:FIT Programme Delivery Unit has generated a pipeline of works and 180 London public sector organisations are now participating in the programme. These include 30 of London's local authorities, 25 NHS organisations and 125 other organisations, such as central government, museums and educational institutions. As at the end of January 2015, the programme had supported the retrofit of 408 of London's public sector buildings, generating estimated CO<sub>2</sub> savings of some 30,300 tonnes per annum and capital savings of £5 million per annum from investment of around £63 million. The GLA is aiming to retrofit 600 buildings and generate savings of 45,000 tonnes of CO<sub>2</sub> by end of 2015. Plans are underway for a new and enhanced phase of RE:FIT, following the end of the current phase in September 2015.

## Bringing forward land for development

The directorate manages a land and property portfolio of some 670 hectares including about 100 hectares of water in the Royal Docks, and oversees a range of regeneration projects. Most of these schemes are housing-led developments of which the vast majority are in contract or are being actively marketed and procured for development. The GLA's land portfolio and interest in joint ventures has the potential to deliver 40,000 homes, much of which is already in development. The London Development Panel, launched in May 2013, is being widely promoted and used by the GLA, functional bodies, boroughs and other public bodies including NHS Trusts to bring public land forward for development in a timely and efficient way.

H&L is also responsible for the day-to-day management of the National Sports Centre at Crystal Palace and for negotiating and settling claims arising from compulsory purchase orders. This includes claims relating to the acquisition of the Olympic Park site in Stratford and Wembley Stadium access.

The key land and property priorities for the directorate are to:

- prepare and execute an exit strategy for all sites transferred to the GLA as part of the devolution settlement;
- bring forward the regeneration of key schemes including the Royal Docks and Greenwich Peninsula.
- accelerate the release of public land for development through the establishment of the London Land Commission.
- ensure the development of the full potential of 11,000 new homes at Barking Riverside through the construction of a new overground rail extension from Barking town centre.

The regeneration projects currently being managed by the directorate include working with development partners to progress planning and funding to redevelop large sites at Silvertown Quays

and Royal Albert Dock in the Royal Docks Enterprise Zone. In 2015 a joint venture partner will be selected to bring forward the development of some 40 hectares of industrial land in the London Boroughs of Newham, Barking & Dagenham and Havering and the procurement of delivery partners will commence in the spring of 2015 for strategic sites at Stephenson Street in Newham and Beam Park, Dagenham, which together have capacity for more than 4,000 homes. The directorate is also leading on large-scale regeneration projects at Kidbrooke, Greenwich Peninsula (12,850 homes), Barking Riverside (10,800 homes), Blackwall Reach and the London Sustainable Industries Park.

## Tracking delivery

### Key performance indicators

#### The number of affordable homes delivered

Performance	Targets	
2014-15	2015-16	Project Lifetime (2008-16) <sup>1</sup>
17,914 Target was 17,890 Achieved since 2008: 94,317	<b>5,683</b>	<b>100,000</b>

##### Commentary and notes

The 2014-15 outturn does not yet include additional completions expected to be reported through DCLG statistics in November 2015. This will reduce the total required in 2015-16 to achieve the lifetime target of 100,000.

#### The number of council homes improved through the decent homes programme

Performance	New target
2014-15	2015-16
Provisional: 18,774 Achieved since 2011: 56,614 2011-15 target was 45,000	<b>9,900</b>

##### Commentary and notes

The Mayor achieved his target of 45,000 homes made decent in quarter 3. Note that outputs are reported a quarter in arrears and subject to change once boroughs confirm final numbers, therefore quarter 4 is provisional.

A new one year additional programme has been agreed which will fund 9 boroughs that have over 10% of their stock that still don't meet the decent homes standard from April 2012. This programme will ensure circa 9,900 homes are brought up to the decent homes standard and mean all boroughs can deal with the last 10% of their backlog non decent stock decency of their stock independently from April 2016.

#### Percentage of new rough sleepers who did not spend a second night out as a result of the GLA-funded No Second Night Out service

Performance	Targets
2014-15	2015-16

Quarterly: 91% (target was 90%)  
Annual: 86% (target was 80%)

Quarterly: **90%**  
Annual: **80%**

#### Notes

In quarter 4 14-15, 398 rough sleepers were seen by NSNO, 361 of whom did not spend a second night out during the quarter. Quarterly figures relate to rough sleepers seen by the service during the respective quarter 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.

### Tonnes of CO<sub>2</sub> saved as a direct result of Mayoral programmes: a) homes (including RE:NEW)

Performance	Targets		
2014-15	2015-16	2016-17	Project Lifetime (2009-18)
3,448 Target was 9,666 Achieved to date: 29,269	<b>36,834</b>	<b>36,500</b>	<b>118,821</b>

#### Commentary and notes

The tCO<sub>2</sub> saved as a direct result of Mayoral homes efficiency programmes KPI fell short of target for the year. The underperformance has been reprofiled into the final year of operation. This was due to 1) delays in receiving confirmation that projects have gone into contract and subsequent contractual evidence from clients for projects supported by the RE:NEW Support Team 2) delays in contracting for a number projects supported by the RE:NEW Support Team. It is anticipated that these projects will go ahead in the next financial year.

This KPI is based on the anticipated savings from each carbon reduction measure installed using Department of Energy and Climate Change and GLA figures. To the end of 2012-13, figures are based on savings from measures installed. All future savings will be reported at the point of contract. Project lifetime figures are an aggregate of the savings from the measures installed over the lifetime of the projects, per annum.

### Tonnes of CO<sub>2</sub> saved as a direct result of Mayoral programmes: b) workplaces (including RE:FIT)

Performance	Targets
2014-15	2015-16
Provisional: 28,201 Target was 16,877	<b>30,000</b>

#### Commentary and notes

Note that savings are reported at the point of contract. Performance is currently higher than forecast due to early sign-off of buildings contracts. The programme achieved more than double its target of 45,000 Tonnes of CO<sub>2</sub> saved in 2011-15 (Provisional lifetime actuals 90,930). The annual target for 2015-16 has been upped from 13,023 to 30,000 to reflect the overachievement (This is not a cumulative target. It will be delivered entirely in 2015-16).

### The area of land in hectares released by the GLA for development via a Development Agreement or Land Sale Contract

Performance	Targets
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2014-15	2015-16	Project Lifetime (Mayoral term)
9.8 Target was 50.8 Lifetime achieved: 157	65.2	<b>222.2</b>

#### Notes

The lifetime period has been extended to cover the full mayoral term to 2015-16 and reflecting some delays to the original forecast projections of land release. The 2014-15 target was not achieved but numbers are forecast to be delivered in 2015-16. The lifetime target has been increased from 198 ha of land released to more than 222 ha by the end of next year. Numbers reported have been fully updated and are based on development agreements being in place, or heads of terms agreed for GLA sites.

## Key milestones

What	By when
Increasing the supply of new homes	
Sign agreements with DCLG on Financial Transactions for London Housing Bank and Housing Zones	Q1, 2015-16
Achieve the Mayor's 55k affordable housing pledge by December 2015	Q3, 2015-16
Enter in to initial contracts for investment for the first Housing Zones	Q3, 2015-16
Designate 20 Housing Zones (total)	Q4, 2015-16
Deliver the Mayor's target of 100,000 affordable homes over his two terms	Q1, 2016-17
First starts on sites delivered with London Housing Bank funding	Q3, 2016-17
Meeting a range of housing need	
Procure a new RE:NEW framework	Q1, 2015-16
Deliver retrofit capital projects worth £67 million through RE:FIT	Q1, 2015-16
Produce a Commissioning Framework for the Mayor's rough sleeping services	Q2, 2015-16
Retrofit 200 schools through RE:FIT	Q3, 2015-16
Retrofit 100 public buildings through RE:FIT	Q4, 2015-16
Enter into contract Phase 2 of the Care & Support Specialised Housing Fund	Q4, 2015-16
Procure a new RE:FIT framework and a new RE:FIT Programme Delivery Unit	Q1, 2016-17
Bringing forward land for development	
Begin the procurement process for a development partner for the Stephenson Street site in Newham	Q1, 2015-16
Begin the procurement process for a new operator for Crystal Palace National Sports Centre	Q1, 2015-16
Begin the procurement process for a development partner for the Beam Park site	Q2, 2015-16



What	By when
in Barking and Dagenham and Havering	
Select a joint venture delivery partner for the Industrial Land portfolio	Q2, 2015-16
Total 1,000 homes started on site at Barking Riverside	Q3, 2015-16
Establish the London Land Commission and publish a register of public sector land in London	Q4, 2015-16
650 homes completed on the Greenwich Peninsula	Q4, 2015-16

# Communities and Intelligence

The Communities and Intelligence Directorate (C&I) fulfils a diverse range of activities to make London a better place to live, visit and enjoy. We provide support to improve Londoners' health, both at school and at work. We improve young Londoners' education and their life chances. We fund a major post-Olympics sports legacy programme to encourage grassroots sport and to promote London as a destination for key international sports events. We promote and provide a rich and varied cultural offer; and we draw investment into London's economy by supporting the creative industries to keep London at the forefront of world cities. In all this and more, we foster and promote diversity and equal life chances for all; and we look to Londoners to do something great for their city by volunteering through our Team London initiatives, building on the splendid example of the Olympic volunteers.

Second, through the Intelligence Unit, the Directorate provides a critical role in providing intelligence and insight into London and Londoners. It does this by providing research, data management, monitoring, analysis and economic services. It also leads for the GLA on championing and exploiting city and open data. Finally, the Unit incorporates the Delivery Team which, in particular, is responsible for carrying forward the ESF 2014-20 Programme to help provide jobs and training for young and adult Londoners.

## Budget 2015-16

	Net budget	Staff	
	£000	£000	FTE
Executive Director	974	174	1.0
Health and Communities	21,571	3,310	62.0
Intelligence (including European Social Fund)	2,359	2,262	37.5
Team London	1,045	531	10.0
<b>Revenue</b>	<b>25,949</b>	<b>6,277</b>	
<b>Capital</b>	<b>1,300</b>		
<b>Total budget</b>	<b>27,249</b>	<b>6,277</b>	<b>110.5</b>

# Health and Communities

The Health and Communities Unit works to secure lasting improvements in the quality of life for all Londoners. It does so by developing and implementing policies across:

- Education and youth
- Health
- Sport
- Culture
- Diversity and social policy
- Sustainable Development

## Priorities

- Improve educational outcomes for young Londoners by:
  - Supporting and enhancing excellent teaching in London schools by improving teacher subject knowledge and raising academic attainment via the London Schools Excellence Fund
  - Improving outcomes for disadvantaged children in particular through the dissemination of good practice via London Schools Gold Club events and seminar programme
  - Increasing teacher and student knowledge of London, its history, cultural and scientific institutions and bring learning to life through the London Curriculum
- Improve the health of Londoners by:
  - Working with partners and the London Health Board to implement the London Health Commission's recommendations.
  - Tackling obesity, action through the Healthy Schools London programme, active travel initiatives and active urban design.
  - Improving the health of the working age population, extending the scope and reach of the London Healthy Workplace Charter with a particular focus on mental health
- Help young people fulfil their potential by:
  - Extending the impact of the Mayor's Mentoring Programme, beyond the initial 1000 beneficiaries, and supporting Leadership Clubs for over 1,700 struggling school children across 35 schools; and
  - Helping young people move on from school and into work and training, through the Mayor's Academies and European Social Fund programmes.
- Increase the literacy and academic English skills of pupils and improve the English skills of their mothers
- Secure a sustained increase in participation in sport and physical activity and reduce inactivity in London by delivering phase 2 of the Mayor's Sports Legacy Programme; and help London remain a top global destination for major sporting events.
- Reinforce London's position as a world capital for creativity and cultural commerce, enabling Londoners of all ages and backgrounds to participate in the capital's cultural life, putting culture at the heart of planning and regeneration, and securing a lasting cultural legacy from London 2012.
- Work with government and partners to build on and secure a long-lasting legacy from the 2012 Paralympic Games.

- Work with the London Sustainable Development Commission and help deliver its programmes sustainable initiatives of pan London significance.

## Education and youth

A strong education system is vital for jobs and growth. So the Mayor wants London's schools to be among the best in the world, with a good school place for every child. He wants all London state schools to provide young people with a rich and challenging academic grounding. And he wants to ensure young Londoners are equipped with the skills, knowledge and creativity to succeed – and to compete successfully for jobs and university places against the global talent our city attracts.

Specifically, the Mayor wants to see improvements in literacy and numeracy among children leaving primary school; and higher standards in maths, sciences and languages in London's secondary schools; increasing stretch for the most able pupils and raising achievement for pupils from disadvantaged circumstances.

To become a world leader in education, London must embrace new ideas and learn from the best. The London Schools Excellence Fund projects will continue to deliver through the summer 2015 and complete their self-evaluation reports in September 2015. The over-arching meta-evaluation will be completed by the end of 2015. During summer and autumn terms the projects will begin to demonstrate pupil impact and undertake school-to-school sharing of good practice and resources. Through the Careers Clusters element, secondary schools and Further Education colleges will work together to develop a programme that will improve career guidance, links with employers and support work placements.

Two important initiatives the GLA is funding and overseeing are the Mayor's Mentoring Programme and Leadership Clubs. The former is providing appropriately trained adult volunteer mentors to 1,000 black boys aged ten to 16 in seven boroughs with disproportionate levels of youth violence. Additional funding has been awarded by the Mayor for further mentoring activity in 2015-16. Leadership Clubs have taken place in 35 schools and 1,744 pupils have benefited. The clubs will continue to September 2015.

In October 2012 the Mayor's Education Inquiry Panel published its final report.

The report emphasised the need to 'go for gold', moving from achievement to excellence in London's schooling. The Mayor published an Education Delivery Plan in February 2013, setting out how the GLA will take forward the Panel's 12 recommendations. In 2014 it was extended to cover the Mayor's work on youth alongside his work in education.

The delivery plan has been refreshed for 2015-16. Key actions for the GLA over the period of the business plan include:

- Managing delivery of the London Schools Excellence Fund. The Fund is drawing on £24 million of resources, with £20 million provided by the Department for Education, to deliver 106 projects to improve teacher subject knowledge working with schools and other agencies to create cultural change, improve teaching standards and raise achievement.
- Continuing to deliver the London Schools Gold Club – an annual scheme to identify exceptional schools, and deliver a series of events led by Gold Club schools to share their practice with other schools.
- The London Curriculum will strengthen subject teaching with 15 new humanities units and bring learning to life by drawing on London's rich heritage linking schools to cultural and heritage bodies. The programme is being expanded in 2016 with additional subjects in primary and secondary schools.
- Hosting the 'London Education' conference and publishing an annual report to share good practice and monitor performance trends in London schools.

In addition, we will continue to work with 30 NEET young people through the GLA's Peer Outreach Team (POT). The POT is commissioned by the Mayor and GLA to engage, inspire and gather the opinions of young Londoners to help shape policies, strategies and services. And in so doing, each young person gains valuable project management and event training expertise.

The number of young people in London is growing fast; indeed, faster than in any other region in England. By 2021 the number of primary age children will increase nearly 20 per cent. That equates to 4,600 primary classes. So London desperately needs more, good quality capacity.

The Mayor recognises the growing need for school places and the negative consequences for families across the city. The GLA is therefore encouraging and supporting new schools in the capital – including a new generation of 'free schools'. Not just to help address the shortage of school places; but also to give parents greater choice and encourage innovation. The Mayor pledged to deliver ten GLA Group sites for free schools over the course of this mayoral term. In June 2014 the Mayor announced land for nine free schools, plus an academy and a University Technical College. Since then two more GLA Group sites have been sold for free schools (Bow and Silvertown Fire Stations).

### London Health Commission

In October 2014, the London Health Commission published its final report. 'Better health for London'

The report emphasised the need to engage Londoners around health and to improve health care services in the capital. It outlined 10 ambitions for the city

1. Give all London's children a healthy, happy start to life.
2. Get London fitter with better food, more exercise and healthier living
3. Making work a healthy place to be in London
4. Help Londoners kick unhealthy habits
5. Care for the most mentally ill in London so that they live longer, healthier lives
6. Enable Londoners to do more to look after themselves
7. Ensure that every Londoner is able to see a GP when they need to and at a time that suits
8. Create the best health and care services of any world city throughout London
9. Fully engage Londoners in the future health of their city
10. Put London at the centre of global revolution in digital health

The Mayor published his response to the Commission and 'Better Health for London Next Steps' in March 2015, setting out how the GLA working with partners will take forward the Commission's recommendations.

## Health

Good health of Londoners underpins the capital's ability to create jobs and growth, therefore the Mayor's ambition is to make London the healthiest global city and a good place to live and work.

London can and should be a place where everyone has the chance to lead a healthy and fulfilling life. However, Londoners experience stark and unacceptable differences in their wellbeing and life expectancy. The Mayor is working through his Health Inequalities Strategy with partners and across all his policies to make London a city where everyone can thrive regardless of who they are and where they live. Following consultation with a diverse range of London's stakeholders, a new delivery plan for the Health Inequalities Strategy will be published in 2015.

In September 2013 the Mayor asked Lord Darzi to chair an independent London Health Commission to explore and make recommendations on how Londoners' health and healthcare might be improved. The commission published its report 'Better Health for London' in October 2014. Following this, the Mayor, London Councils and partners have agreed to refresh and refocus the London Health

Board. The restructured Board brings together the elected Mayor and Council Leaders with health professionals to agree London-wide action to improve health and reduce health inequalities. It oversees the agreed steps arising from the London Health Commission report and tracks progress on key London health issues.

More than a third of London's 11 year-olds are overweight; about one in five is obese. These figures compare unfavourably with those for England as a whole. The Mayor is educating young people about the benefits of adopting a healthy lifestyle through the Healthy Schools London programme, an awards scheme that recognises and celebrates schools' work to promote good health to their children and to which 1,438 London schools have now signed up.

The Mayor also supports London Food Flagships, an innovative programme being piloted in Croydon and Lambeth to improve food across the whole environment, using schools as a catalyst to drive change.

#### **London Healthy Workplace Charter**

The London Healthy Workplace Charter supports employers of all sizes and sectors to promote healthy eating and physical activity to their employees, with an annual awards ceremony for employers demonstrating commitment, achievement and excellence in this area. So far 52 London employers have received an award including TfL and the GLA, both of which have been accredited as excellent. The programme will be expanded in 2015-16 to focus further on supporting SMEs and NHS employers to achieve a healthy workplace award

## **Sport**

The Mayor is committed to delivering a lasting sporting legacy from the 2012 Olympic and Paralympic Games. The Mayor's Sports Legacy Programme is a £22.5m grassroots sports investment programme that, to date, has leveraged more than £31m of match funding; meaning a total of over £53m has been pledged to London's grassroots sporting infrastructure since 2009 as a result of the programme.

To date:

- 106 community sports have been rebuilt or refurbished, increasing capacity to more than 85,000 users per week,
- more than 13,000 people were trained as coaches,
- hundreds of grassroots projects have been supported, benefitting more than 400,000 individuals including teaching more than 32,000 people to swim in mobile swimming pools deployed across 27 boroughs to date.

Increasing the number of disabled people participating in sport has been an important priority cutting across this work. In partnership with Interactive and NHS London, the Mayor produced Inclusive and Active 2 which encourages providers to make sport more accessible. Any organisation which receives funding must set out a plan showing how they will adopt and deliver the strategy.

Major sports events bring a range of benefits to London. They generate significant economic dividends; increase the city's international exposure, driving tourism and trade; and providing a great opportunity for Londoners to come together and get involved. The Sports Team works with partners to identify and assess major events that reinforce London's position as the world's premier host for international sport.

London has already secured a fantastic array of events for the coming years, including the 2015 Rugby World Cup, the 2016 Track World Cycling Championships, the 2017 IAAF and IPC World Athletics Championships, the 2018 Women's Hockey World Cup and the UEFA 2020 Championships

semi-final and final to name a few. The GLA is heavily involved in the delivery of all these events. Further funds have been made available in the budget to attract future major sports events.

In addition, the Mayor is committed to ensuring that when London hosts major sports events local people and communities benefit both at the time and over the long term. To this end, the recently published strategic framework for major events requires every event seeking the support of the Mayor and other London stakeholders to demonstrate how their event will benefit Londoners through increased opportunities to participate in sport, volunteer, or attend. The Mayor has set aside £750k and pooled resources with Sport England to fund community legacy programmes that will run before, during, and after any major event coming to the capital with Mayoral backing.

## Culture

The Culture Strategy is the principal means by which the Mayor sets out his vision for cultural London. Its implementation is overseen by the London Cultural Strategy Group, a high level expert advisory board. The Mayor does not have a single delivery agency for culture. Therefore the Culture team works across local and national government, cultural institutions, creative industries, public funders, sponsors and philanthropists, and also with individual artists, to deliver the Mayor's vision.

The success of this approach was vividly demonstrated when the Mayor played a central role in delivering the 2012 Festival – the largest cultural festival London has ever seen. But London's role as a pre-eminent cultural centre cannot be taken for granted: other cities covet London's position. Over the next few years, the Mayor is committed to cementing a cultural legacy for London capitalising on the aspiration, creativity and momentum generated by 2012's cultural festivities.

The first Cultural Tourism Vision for London was launched by the Mayor in March 2015. This will promote an expanded cultural offer to visitors - of which four out of five cite culture as the main reason they choose to visit the capital. To support this work the Culture Diary will be built up to become the go-to online planning tool for the cultural sector.

Support will continue for the Museum of London – the world's largest urban history museum. Last year, over one million people visited the Museum of London and Museum of London Docklands, making it a record breaking year. The Museum aims to attract 1.5 million visitors each year to its two sites by 2018. The Museum's other strategic priorities are to generate £100m in income, engage over 850,000 schoolchildren and increase research activity. Additional funding of £250k will also assist the Museum to conduct a feasibility study into moving to Great Smithfield market. The study will report its findings in the autumn.

The World Cities Culture Forum, led by the Mayor, is the world's leading network of city leaders developing culture as a central policy strand in cities. The partnership will be expanded, increasing the number of cities involved. Learning has taken place in priority areas for London such as creative workspace, planning, cultural tourism, cultural districts, sustainable finance models and public access.

The Mayor continues to support the creative industries, drawing investment into London's economy by funding international promotional events such as London Fashion Week, London Film Festival and London Design Festival. The Games industry will also join the creative industries portfolio with work taking place to develop a new Games Festival in March 2016. Investment will include measures to open up the creative industries workforce to an even wider range of Londoners e.g. a new traineeship programme targeting BAME communities wishing to work in animation.

The Mayor is particularly keen to ensure young Londoners have access to the capital's rich cultural assets. The team will continue to deliver: the new Music Education Action Plan for London; support for the Mayor's Music Fund – which helps thousands of young instrumentalists from financially disadvantaged backgrounds access tuition; Gigs – the Mayor's annual free music festival which nurtures and showcases talented 11 to 25 year-old musicians from all backgrounds and Busk in London, a one-stop shop for busking to ensure London remains a live music capital.

The Mayor will continue to advocate for reform on immigration to ensure London continues to attract and retain the best and brightest international artistic talent; support skills development in the creative industries which is vital for London to remain competitive in the global marketplace and champion increased workspace for artists.

London's rapid growth often puts pressure on important cultural assets such as creative workspace, music venues and heritage. The Mayor is supporting areas of the capital with unique character and identifying ways to retain key attributes, for example, the creative entertainment zone in and around Soho, which is also an important hub for live music and the capital's LGBT communities.

The Mayor will support access to culture through the promotion of art in the public realm; not least through the delivery of Big Dance, the largest celebration of dance in the world, and the flagship Fourth Plinth Commission – the world's most talked about sculpture commission. New initiatives in development include: the Illuminated River supporting a permanent world class light commission for London bridges; London Light Festival, a brand new major free winter attraction; and a culture-led place making plan for the Royal Dock.

## Diversity and social policy

The Mayor places a high priority on bringing Londoners together and tackling inequality. This is embodied in the Mayor's framework for equality, Equal Life Chances for All (ELCfA), which includes pan-GLA equality objectives. The framework was developed to address London's significant pockets of deprivation and inequality and to inform solutions that address community cohesion, inclusion and tackling disadvantage. At the heart of the approach advocated by the framework is the concept of mainstreaming, whereby all parts of the GLA and GLA Group think about how to promote equal life chances as part of their mainstream work.

The unit supports mainstreaming by supporting GLA teams on equality matters, including advice on the decision making process.

The team facilitates ongoing engagement with diverse stakeholders; this includes biannual meetings with groups representing disabled people; lesbian, gay and bisexual groups; trans organisations and migrant and refugee groups. These meetings are a means to engage diverse groups on policy formulation including housing, crime and community safety and health.

The unit will continue to play a role in securing a lasting legacy from the Paralympic Games, working with government and partners to support the Paralympic Legacy Advisory Group and the Built Environment Professional Education Project.

The team published a Digital Inclusion Strategy in January 2015 as part of the commitment made in the Smart London Plan. Further work will be done to mainstream digital inclusion across the GLA and look for opportunities to work with the private sector in this area.



The Age Friendly London and Friendly London reports will be published by September 2015. Further work delivering on the actions will be done in partnership with the Mayor's Older People's Advisory Forum.

The unit will continue to support the London Strategic Migration Partnership (LSMP), which brings together key stakeholders to provide a leadership, advisory and coordination function on migration and asylum issues in Greater London.

Integration projects such as 'English: the Key to Integration' remain a priority. This project drawing on £1.5 million of European Integration Funds and £0.5 million from the GLA's London Schools Excellence Fund, will boost the teaching of pupils with English as an additional language within schools. It will also teach non-European Union mothers English and help them get involved in the life of their children's school.

The team continues to deliver the Mayor's annual Know Your Rights campaign, which aims to encourage older people to claim benefits and other sources of financial support to which they may be entitled.

## Sustainable development

The essence of delivering sustainable development is ensuring that social, economic and environmental improvement is delivered to the long-term benefit of London. Advising the Mayor on his statutory sustainable development responsibilities is the London Sustainable Development Commission (LSDC), a group of independent experts supported by the Sustainable Development Team.

London is already the leading centre for low carbon finance and has built a worldwide reputation for financial and technical expertise. The Mayor has asked the Commission under its new leadership to pay particular attention to work to accelerate the growth of low carbon industries in the capital. The aim will be to help London earn an international reputation as a centre for excellence in the use and development of clean technologies, and to ensure the capital reaps the economic rewards that should flow.

The LSDC advises on strategies and policy, and delivers tangible outputs through the London Leaders programme.

The Mayor will also continue to support, through the LSDC, the London Leaders programme. The programme identifies and nurtures some of London's most exciting and innovative new leaders in sustainable business and communities, supporting them to demonstrate sustainability in action and the contribution of green entrepreneurs to the London economy and the city's quality of life. The programme has supported 80 London Leaders to date and is currently themed around green entrepreneurship – part of Commission's commitment to the green economy agenda. Projects that the chosen London Leaders for 2015 will support include a social enterprise teaching Londoners how to fix their electronics and use them for longer; an urban aquaponics farm; a café franchise run by older women to help tackle social isolation; and a business that makes fruit snacks from surplus food waste and seeks to employ people affected by food poverty.

## Tracking delivery

## Key performance indicators

### Number of schools achieving Bronze accreditation as part of the Healthy Schools programme

Performance	Targets		
New corporate indicator	2015-16	2016-17	Project Lifetime (2014-17)
Total to end of 2014-15: 611	<b>249</b>	<b>451</b>	<b>1,311</b>

#### Commentary and notes

HSL makes awards at three levels: bronze, silver and gold. Schools achieving a bronze award can then work toward silver and gold. To date 136 schools have received a silver award and seven schools a gold award.

### Number of Healthy Workplace employers accredited

Performance	Targets		
New corporate indicator	2015-16	2016-17	Project Lifetime (2014-17)
Total to end of 2014-15: 52	<b>68</b>	<b>130</b>	<b>250</b>

#### Commentary and notes

The London Healthy Workplace Charter provides a structured framework to support business investment in staff health and wellbeing and an accreditation process to recognise and reward employers' activities in this area. The evidence for this type of public health intervention is very strong, both in terms of economic saving and improving population health. By 2017 we aim for 1,000 employers to have signed-up and 250 of these to have received accreditation.

### Number of young Londoners achieving an improved and sustained outcome

Performance	Targets		
2014-15	2015-16	2016-17	Project Lifetime (2013-17)
3,873 Target: 2,972 Cumulative 2013 to date: 11,719	<b>1,563</b>	<b>25</b>	<b>12,406</b>

#### Commentary and notes

The target has been extended and increased to reflect extension of some of the programmes including Supplementary programmes for schools. The GLA is seeking approval to apply to be a ESF local match funder. As this work is still in development, the target does not include any new GLA ESF local match funded programme outcomes at this stage.

### Number of schools supported to improve their practice

Performance	Targets		
2014-15	2015-16	2016-17	Project Lifetime (2014-17)
3,994 Target: 3,700	<b>820</b>	<b>1020</b>	<b>5,540</b>

### Commentary and notes

A school may be counted more than once if they participate in several GLA projects. The target has been expanded and increase to reflect future activity including LSEF, London Curriculum and Gold Club

## Number of Londoners participating in sport or physical activity through the Mayor's Sports Participation Programme: Phase 2

Performance	Targets	
2014-15	2015-16	Project Lifetime (2013-16)
35,340 14-15 target: 32,548 Achieved 2013 to date: 40,840	<b>23,850</b>	<b>62,263</b>

### Commentary and notes

Target levels have been increased from 37,783 lifetime to almost double: 62,263. The increased target figure reflects projected outturn after more than one year of delivery, and takes account of funding that will be allocated to participation projects linked to forthcoming major events.

## Key milestones

What	By when
Education and youth	
Commission phase 3 of the Mayor's Mentoring Programme	Q1 2015-16
London Schools Excellence Fund legacy activity commissioned	Q2 2015-16
Leadership Club programme completes	Q2, 2015-16
Deliver the third London Schools Gold Club school-to-school seminar programme	Q3, 2015-16
Commission the Career Cluster ESF programme	Q3 2015-16
London Ambition website delivered to support schools and business engagement	Q3 2015-16
London Schools Excellence Fund evaluations completed	Q3, 2015-16
Together with the Intelligence Unit, assess development funding for a pan-London 'Young People on the Edge of Care' Social Impact Bond	Q4, 2015-16
Roll-out the London Curriculum to primary schools	Q3, 2016-17
Mayor's Mentoring Programme completes	Q4 2016-17
Health	
Support the London Health Board quarterly meetings with one of those meetings being held in public	Q1- Q4 2015-16
Publish the refreshed delivery plan for the Health Inequalities Strategy	Q2, 2015-16
Mount a London-wide campaign with the London Ambulance Service and other partners to encourage responsible drinking and reduce alcohol-related incidents	Q3, 2015-16

What	By when
Hold a health inequalities convention aimed at public health teams to explore partnership action	Q3, 2015-16
Coordinate delivery of year two activities of the TfL Health Action Plan, including producing a manual to support the use of health measures in transport business cases and delivering training to support practitioners in using the manual.	Q4, 2015-16
Accredit 120 employers to the London Healthy Workplace Charter	Q4, 2015-16
Sign up 95 per cent of London's schools to the Healthy Schools programme	Q4, 2015-16
Sport	
Finalise delivery arrangements for 2017 IPC World Athletics Championships	Q1, 2015-16
Successfully conclude city involvement in FINA World Series Diving, ITU World Series Triathlon, Eurohockey Championships, 2015 Rugby World Cup, Prudential RideLondon and various other events	Q1,2,3 2015-16
Club capacity building funding agreement signed and programme launched	Q1, 2015-16
Summer 2015 FreeSport bidding round launched	Q1, 2015-16
Winter 2015 FreeSport bidding round launched	Q4, 2015-16
Delivery completed for all phase 2 participation projects	Q4, 2015-16
Completion of all phase 2 facilities projects	Q4, 2015-16
Culture	
Deliver first phase of #LondonMusicPledge including the London Music Awards	Q1, 2015-16
Museum of London business plan approved and published	Q1, 2015-16
Launch Busk in London website and deliver Gigs 2015	Q2, 2015-16
Deliver the 2015 creative industries festival season (London Fashion Week; London Collections: Men; London Design Festival; and London Film Festival: Mayor's Gala)	Q3, 2015-16
Deliver annual World Cities Culture Summit and publish an update to the World Cities Culture Report	Q3, 2015-16
Launch phase 2 of the international Culture Diary	Q4, 2015-16
Launch a new Games Festival	Q4, 2015-16
Launch a new free London Light Festival	Q4, 2015-16
Deliver quarterly meetings for the London Cultural Strategy Group and the London Arts and Culture Forum	Q4, 2015-16
Unveil the new Fourth Plinth Commission on Trafalgar Square	Q2, 2016-17
Deliver Gigs 2016	Q2, 2016-17
Deliver Final Big Dance 2016	Q2, 2016-17
Deliver the 2016 creative industries festival season (London Fashion Week;	Q3, 2016-17

What	By when
London Collections: Men; London Design Festival; and London Film Festival: Mayor's Gala)	
Deliver annual World Cities Culture Summit	Q3, 2016-17
Deliver quarterly meetings for the London Cultural Strategy Group and the London Arts and Culture Forum	Q4, 2016-17
<b>Diversity and social policy</b>	
Agree a business plan for the LSMP with UK Visas and Immigration (Home Office)	Q1, 2015-16
Publish the Mayor's Annual Equalities Report	Q1, 2015-16
Publish the Age Friendly and Friendly London reports	Q2, 2015-16
Publish an evaluation report on English: the Key to Integration in London	Q2, 2015-16
Five further professional institutions to commit to amend their professional educational standards by embedding inclusive design into their accreditation criteria.	Q4, 2015-16
Three universities in each of the seven key professional areas (architecture, landscape architecture, planning, highway and transport planning, surveying, engineering and facilities management) will have developed an Inclusive Design Teaching / Learning Strategy to uplift teaching and learning opportunities within their Built Environment courses.	Q4, 2015-16
Launch an education award that encourages students and teachers to demonstrate inclusive design in their teaching projects and coursework	Q4, 2015-16
Deliver the Mayor's annual Know Your Rights campaign	Q4, 2015-16
<b>Sustainable development</b>	
Develop a new business plan under the direction of the new leadership of the LSDC	Q1, 2015-16
Recruit and launch the next round of London Leaders	Q3, 2015-16
Deliver at least four events to support and grow the London Leaders Alumni network	Q3, 2015-16
Having successfully supported the 2013-14 cohort of London Leaders, produce an evaluation of their outcomes and success	Q4, 2015-16
Obtain ISO 20121 certification for events run by the GLA's Facilities and Events teams	Q4, 2015-16
Deliver at least three workstreams to highlight sustainable development issues in London, through events, reports and stakeholder engagement	Q4, 2015-16



## Team London

Built on the success of volunteering at London 2012, Team London is a Mayoral initiative to promote volunteering across the capital and to encourage Londoners to 'go local and do something great for their city'. Team London is also working to build the next generation of volunteers, connecting young people with their communities and giving them the skills, networks and experiences they need to find work, and to bring together business and third sector to increase impact across the capital. The Team London Unit was set up in 2013 and work can broadly be divided into three areas:

1. Youth programmes – inspiring the next generation of volunteers, encouraging them to build the soft skills they need to find work in the future.
2. Legacy programmes – continuing to deliver a visitor welcome through the Team London Ambassadors programme and work with Major Events.
3. Third Sector brokerage and support – supporting the third sector to deliver impact through connecting charities with volunteers, businesses, skills development and grants.

## Priorities

- Create the next generation of volunteers by increasing social action among young people – and in doing so, tackle youth unemployment. This will be delivered by engaging 2,000 schools by 2017 in the Team London Young Ambassadors programme and 5,000 16-24 year olds in volunteering as a route to work programmes by 2017
- Engage businesses to support young people to volunteer, to offer jobs for the Volunteering as a Route to Employment, Education and Training programme, and to advertise roles on the jobs board of the new speed volunteering site
- Encourage 100 businesses to sign the Mayor's Corporate Commitment this year.
- Support the third sector to deliver impact projects in their local community through a small grants programme, connecting them with businesses and developing the skills of third sector staff and trustees through a training offering that will be developed in 2015-16
- As part of the Olympic and Paralympic legacy continue to deliver a 'Visitor Welcome' through Team London Ambassadors during the summer and at Christmas at key tourist hotspots
- Raise the profile of and promote volunteering in the capital through media, marketing and by recognising volunteers and their work through the Team London Awards ceremony
- Increase volunteering in general by encouraging, signposting and helping Londoners to take-up opportunities across the capital and providing the infrastructure for them to do this, including delivering a new speed volunteering platform and an app in 2015-16

## Helping Londoners do something great for their city

Team London is the umbrella term for the Mayor's volunteering programme and ambitions. It was first established in 2011 and then re-launched in May 2013 following the huge success of the 2012 Games-time volunteering movement.

Games Makers and Team London Ambassadors were widely acknowledged to have played a starring role in the success of the Games. The unit continues to deliver legacy programmes, with plans for another 500 Team London Ambassadors to provide a Visitor Welcome at nine key tourist hotspots in

the summers of 2015 and 2016. In addition, the unit is working with major sporting and cultural events coming to the capital to broker opportunities for volunteers to be a part of these fantastic opportunities.

A key priority for the unit is to build the next generation of volunteers to improve social cohesion, build the skills, networks and experiences young people need to find work and encourage volunteering from an early age. To date over 80,000 individuals have registered to volunteer through the Team London website and 1,200 charities have signed up to offer volunteering opportunities.

Working with Free the Children UK, the unit is engaging London's schools to inspire young people to do something great for their city. Over 800 schools have signed-up so far. Key to the programme are adult Borough Ambassadors who work within schools to encourage and nurture social action among young people on the issues that matter to them. Over 100,000 young people have been reached through inspirational assemblies and workshops to date and teachers have reported not only increased awareness of local issues, but improvements in behaviour and attitudes to learning as a result of the programme. In 2015-16 this programme will aim to scale to 1,000 schools and by 2016-17 have offered the programme to all state schools in London, with over 2,000 schools engaged in the programme. Last year, Team London launched the London Knowledge Quiz, complementing the London Curriculum, which further engages and excites young Londoners, teaching them about their city's history, geography and culture. This year, the aim is to engage more schools in the London Knowledge Quiz, encouraging more young people to use London as their classroom for learning.

The next phase of the unit's youth work focusses on 16-24 year olds, directly connecting their volunteering experiences with work by using volunteering to build the skills and confidence that they need to get their first paid job.

Two programmes deliver this: first, HeadStart London, co-created and delivered by charity The Challenge, inspires 16-18 year old Londoners to volunteer for a minimum of 16 hours with a local charity and as a reward offers employability workshops from business partners, communications coaching and guaranteed interviews for part-time or seasonal work. Launched in June 2014, the programme aspires to support 5,000 young people to build their employability skills by 2017. Already over 100 young people have been classed as 'work ready' by the business partners on the programme.

The second programme works with 18-24 year olds who are unemployed. It provides support in the form of bespoke training plans, mentoring and opportunities to volunteer at London's major sporting and cultural events, aims to help them get ready to take-up apprenticeship and job opportunities, or where required further education and training to support their future. This year's pilot saw over 200 young people volunteer and over 100 go on to education, employment or training.

From January 2016 we will expand the programme to support over 1,000 young people to volunteer and 500 into work, education or training by 2018.

The unit is harnessing the Mayor's profile and influence to engage and galvanise companies across the capital and encouraging businesses to recognise the value of volunteering experience when recruiting. The aim is to have over 100 businesses signed up to the Mayor's Corporate Commitment in the next year. In addition the unit is working to engage businesses to support the work of the unit with young people, currently Unilever, Lloyds Banking Group, Bloomberg, New Look and Starbucks support the programmes, and Team London will seek four further partners to offer jobs and investment in young people's volunteering efforts.



The Mayor is well-placed to drive further improvements in volunteering infrastructure and to support grassroots organisations. As such, the GLA will invest in technology to help volunteers find and fulfil opportunities more easily. In 2015-16 Team London will launch a new speed volunteering platform, targeted at students and busy corporates to remove some of the traditional barriers to volunteering, and offer a different way in which people can offer their time to make their city a better place. Building on this innovation, Team London will look to launch an app to make volunteering even more accessible to busy Londoners.

Team London will continue their communications and engagement programme which will help to recruit and retain volunteers across London, and continue to use marketing campaigns to engage Londoners in the importance of volunteering. Team London will also build new programmes to support the third sector in the coming years by offering workshops to Trustees and small charity staff, building their skills and knowledge to enable them to create even more impact for their organisations and London as a whole.

Finally, the unit will continue to work closely with partners in government and the third sector to measure the impact of volunteering more effectively so we can identify and direct volunteers to the programmes which deliver the greatest benefit for London and Londoners.

## Tracking delivery

### Key performance indicators

#### Number of volunteering opportunities taken up through Team London

Performance	Targets	
2014-15	2015-16	Project Lifetime (2013-16)
Provisional: 43,914 Target was 35,000 Lifetime since 2013: 62,605	<b>48,000</b>	<b>100,000</b>

#### Notes

Provisional performance in 2014-15 is ahead of the target and on track to meet the 100,000 by 2016.

The current set of targets and activity relates to 'active volunteering': people who have gone on to take part in volunteering opportunities through the Team London website or through funded Team London programmes.

### Key milestones

What	By when
Helping Londoners do something great for their city	
Engage 100 businesses in the Mayor's Corporate Commitment	Q1, 2015-16
Launch the Speed Volunteering App	Q2, 2015-16
Deliver the London Knowledge Quiz	Q2, 2015-16

What	By when
Complete year one of the HeadStart London programme, ensuring over 500 young people volunteer and over 100 are declared work ready	Q2, 2015-16
Engage 1,000 schools in the Team London Young Ambassadors programme	Q2, 2015-16
Provide 8,000 volunteers through the Small Grants programme	Q2, 2015-16
Deliver the Visitor Welcome programme on nine sites across London	Q2, 2015-16
Deliver the Annual Team London awards ceremony	Q3, 2015-16
Deliver a student marketing campaign	Q3, 2014-15
Deliver two Trustee events and three charity bootcamps	Q3, 2014-15
Engage 1,700 schools in social action through Team London's Young Ambassadors	Q4, 2015-16
Launch volunteering as a route to work programmes to support unemployed veterans, parents returning to work and 18-24 year olds	Q4, 2015-16

# Intelligence

The Intelligence Unit adds to the GLA's wider understanding of London – its economy, its communities and its place in the rapidly changing wider world. It does so by:

- providing high quality analysis, research, appraisal, business case and evaluation expertise to the Mayor's Office, London Assembly and GLA policy staff;
- offering data and analytical services to London boroughs and the Functional Bodies; and
- Leading for the GLA on the exploitation of city and open data and helping to shape London as a Smart City.

The unit comprises economists, statisticians, public opinion researchers, demographers, crime analysts, GIS and city data experts.

Attached to the Intelligence Unit is the Delivery Team. The team supports the Mayor's objectives of creating jobs for Londoners and helping young Londoners gain the skills and experience they need to compete in London's competitive labour market.

## Priorities

- Supply high quality social and economic analysis and population projections to help plan for London's future and improve service delivery.
- Support the Mayor's Smart London ambitions and the London Infrastructure Plan by creating in the London Datastore a focal point for data-driven innovation and by developing a broader city data environment in which more data is exploited in a safe, secure and open manner. We will also continue to design our own data-driven products.
- Promote transparency and accountability through the London City Dashboard.
- Continue to promote debate and generate ideas for improving the capital on Talk London, while continuing to hold a wide range of consultations on the issues that matter to Londoners.
- Deliver projects to help young people and adults progress in education, training and employment, and to support business growth.

## Providing insight into London's future

There is an estimated 8.6 million people living in the capital, surpassing the previous peak in 1939. By 2021 there will be 9.2 million Londoners. The characteristics of London's population are changing with this growth: in 2036 and compared with now, there will be 17 per cent more school-age Londoners and 89,000 more Londoners aged 90 or over. A greater proportion of people living in London will have been born outside the city.

The Intelligence Unit plays a vital role in helping London's public services evolve in step with these rapid changes to the size and shape of London's population.

This year and beyond, the unit will help:

- TfL plan for the capital's future transport needs;
- the London Plan team assess future housing and community infrastructure requirements;
- boroughs review the implications for service delivery and, in particular through the Schools Rolls Projection service, plan for the extra 90,000 school places the capital will need by 2016; and
- the LLDC create a new community on the site of the former Olympic Park.

The cornerstone of the unit's demographic analysis is the 2011 Census results. The Census Information Scheme provides a series of analytical products and tools that help London's public services understand how their local population is changing and how they should plan their services accordingly.

## Jobs and growth

At 6.2 per cent in the quarter to February 2015, unemployment in London is now lower than it was before the 2008 financial crisis, falling from a peak of 10.4 per cent in the quarter to August 2011. Nevertheless the capital's unemployment rate continues to be higher than that of the UK as a whole (5.7 per cent), especially for certain disadvantaged groups.

Youth unemployment is a particular concern in London. 121,000 young Londoners aged 16-24 were not in education, employment or training (NEET) in quarter three of 2014 and slightly less than one in five 18 to 24 year olds – about 101,000 individuals – was available for but not in work in the three months to November 2014. In addition, 4,765 young Londoners were unemployed and had been claiming Job Seekers Allowance for six months or more in December 2013 – this remains a concern even though it is back to pre-crisis levels.

Given these challenges and the Mayoral focus on jobs and growth, the unit works to analyse and advise on London's economy; for example, through the labour market projections and analyses the team prepares to support the LEP. The unit is also monitoring progress against the Mayor's target of creating 200,000 jobs over this mayoral term; and it will continue to review the level of the London Living Wage each year so that it continues to reflect the additional cost of living in the capital, while supporting London's growth. Finally, the unit is providing insight to help boroughs make the most of the Mayor's Regeneration Fund.

The unit also has a more direct role to play in supporting Londoners into jobs and supporting business growth through the work of the Delivery Team. The team is administering £38 million of Mayoral funding, commissioning and managing delivery partners to:

- Support 1,000 young people who have been excluded from school, have a history of offending, or have disabilities or learning difficulties into six months of sustained learning and employment by the latter part of 2015;
- Leverage investment of over £65m over the next three years through the London Co-Investment Fund in over 150 early-stage science, technology and digital focused high-growth start-up companies that are based and creating jobs in London.
- Contribute to the Mayor's Migrant and Refugee Integration Strategy by supporting more than 400 migrant and refugee mothers and more than 2,000 pupils with English Language Skills as well as improving teaching of English as a Second or Other Language (ESOL) in schools

The Delivery team also provides support for the Regeneration Unit's work in West Croydon and Tottenham, and Team London's Volunteering into Employment, Education or Training programme. Finally, the team manages grants programmes on behalf of the Economic and Business Policy Unit supporting new Business Improvement Districts (BIDs), the Employer-Led Apprenticeship Creation Programme and the LEP/CITB Construction Growth Project.

The Delivery team also informs employment and skills projects commissioning across London by publishing comparative information on the impact of projects through the Employability Performance

Rating, and is working alongside the European Programme Management Unit to adapt the Rating for use by the national 'Opt-In' organisations for the new 2014-20 ESF programme for London.

## Open data and an open dialogue with Londoners in a Smart City

The Smart London Plan explains how we will realise the Mayor's ambition for London to be recognised worldwide as a leading 'smart city'. The plan has Londoners very much at its core and points to the role of Talk London in engaging Londoners from all walks in the debate about their city's future.

A city that opens-up and provides easy access to rich data is far more likely to be a smart city. The unit re-launched London Datastore in 2014 to make the large tracts of data it contains as accessible as possible. The capital's home for city data is now attracting 20 per cent more visitors per month compared with a year ago. We are now working to enable the Datastore to handle live streams of city data.

The London Dashboard continues to give Londoners easy access to a range of headline city performance data. In future, this will include an Economic Dashboard containing key indicators for London and links to GLA Economics publications. New interfaces and visualisation tools will make it easier to find and interpret data. Those with an entrepreneurial streak who want to create products from the data held by public sector bodies will find it easier to do so. Transparency will be further enhanced. Building on successful initiatives like the London Schools Atlas, the unit will also continue to design its own data-driven products.

Londoners need to be confident that the data we publish is robust. The Intelligence Unit is the central point of advice for the GLA Code in the Proper Use of Statistics.

## Tracking delivery

The Intelligence Unit collates information and prepares reports for the KPI measuring progressing against the Mayor's commitment to create 200,000 jobs; and through the Delivery Team, it oversees projects that contribute to the KPI recording support provided for and outcomes by young people and jobs created.

In addition the Intelligence Unit assembles the statistical evidence and supports the process for updating the Annual London Plan Monitoring Report, required by statute under Section 346 of the GLA Act 1999

### Talk London

Talk London is an online community of more than 9,500 Londoners that promotes positive debate about how to make London better. Its underlying ethos comes from the Mayor's desire to create a dedicated, open, online space where Londoners can discuss – with each other and with City Hall – how to improve their city and consequently our policies.

Recently, 3,675 community members took part in the Mayor's London Survey to deliver evidence on the attitudes and opinions of Londoners on a wide range of issues including jobs, transport, housing, and the environment; and many hundreds of Talk London members participated in debates and surveys to collect evidence for the London Health Inquiry.

Through Talk London and a programme of opinion research and consultation, the unit also helps the Mayor meet his statutory responsibility to consult on Mayoral strategies.

## Key milestones

What	By when
Providing insight into London's future	
Publish a full suite of demographic projections, including for total population, the school roll and ethnic groups.	Q1, 2015-16
Final evaluation of the GLA ESF Youth programme completed and published	Q3, 2015-16
Calculate London's Living Wage and publish annual report	Q3, 2015-16
Jobs and Growth	
Submit application for ESF 2014-20 programme funding.	Q1 2015-16
500 teachers trained to support English language and educational attainment of third-country pupils; and 400 non-EU mothers with English as an additional language supported through English: the Key to Integration in London.	Q2, 2015-16
Research to develop an understanding of London's energy demand and supply to 2050	Q2, 2015-16
Appraise bids for the High Street Fund	Q2, 2015-16
Evaluation of LEP Growth Deal plans for Digital Skills and FE Capital	Q3, 2015-16
Evaluation for the London School Excellence Fund, including Gold Schools, Careers Guidance at Academies and London Curriculum	Q3, 2015-16
Complete delivery of the Team London Volunteering into Jobs project: 70 sustained employment and training outcomes achieved and 200 volunteering opportunities filled.	Q3, 2015-16
Complete delivery of the GLA ESF Youth programme: 2,500 young people supported with 1,000 of these achieving 26 weeks of sustained education, training or employment.	Q3, 2015-16
Publish the 2014-15 Employability Performance Rating and update the Rating Calculator to meet all participating ESF 2014-20 'Opt-In' organisation requirements	Q3, 2015-16
Leverage investment into 60 early-stage science, technology and digital companies through the London Co-Investment Fund.	Q4, 2015-16
Support 350 unemployed and economically inactive Haringey residents into jobs through the Tottenham Employment and Skills programme.	Q4, 2016-17
Open data and an open dialogue with Londoners in a Smart City	
Launch of the Economic Dashboard within the London Datastore	Q1, 2015-16
Run a series of City Data Challenges which create value in relation to public service delivery and city infrastructure	Q3, 2015-16
Undertake the 2015 London Survey for the Mayor's Office	Q3, 2015-16

# External Affairs

External Affairs (EA) consists of the Mayor's Press Office, Public and Community Engagement (incorporating business support) and External Relations.

The directorate's principal role is to develop and manage the Mayor's relationship and engagement with London's communities, London businesses, Londoners as a whole and the media via a range of mediums, thereby ensuring Mayoral activities are effectively and efficiently promoted to and understood by Londoners, businesses and beyond.

EA also provides a two way communication gateway to Londoners, the UK and the world, highlighting London as one of the greatest cities on earth and ensuring the Mayor and the GLA are as open, accessible and transparent as possible.

The directorate's remit includes promoting London as a vibrant city and tourist destination through the Mayor's programme of events, maximising the economic benefits to London.

Finally, the directorate must at all times stand ready to react quickly and professionally in the face of a major incident affecting the capital.

## Budget 2015-16

	Net budget	Staff	
	£000	£000	FTE
External Relations	4,649	1,401	27
Directorate Support	164	159	4
Press Office	719	720	13
Public and Community Engagement	919	735	18
<b>Revenue</b>	<b>6,451</b>	<b>3,015</b>	
<b>Capital</b>	<b>0</b>		
<b>Total budget</b>	<b>6,451</b>	<b>3,015</b>	<b>62</b>

## Priorities

- Deliver an effective and efficient public information service to support the Mayor's and the GLA's communication with Londoners.
- Bring a new focus to cross-cutting issues that impact on all Londoners, regardless of their perceived differences, and ensure this bolsters other engagement initiatives.
- Deliver a programme of community engagements and activities to foster community cohesion and celebrate London's diversity and local achievements.

- Develop and deliver a major annual events programme to create on-going economic benefit to London and put the City's cultural diversity in the spotlight; and increase the value of sponsorship secured to support the programme.
- Oversee the upgrade to the GLA's website, improving the way we communicate and engage with Londoners.
- Deliver integrated marketing campaigns utilising both digital and traditional marketing assets, which allow the Authority to promote its work effectively and listen to Londoners' opinions and concerns.
- Maximise positive coverage and impact from the Mayor's international trips, and in so doing promote London as an attractive city in which to invest, live, work and to visit.
- Deliver an efficient 24/7 service to the media and ensure enquiries are dealt with promptly. Continue to build new contacts and relationships with a range of journalists.

## Engaging and exciting Londoners

The External Relations Unit's core function is to communicate the work of the Mayor to Londoners and businesses in clear, engaging and innovative ways. The unit consists of three teams: Marketing, Brand and Digital (comprising the marketing, creative and web teams); Events; and Commercial Partnerships.

Communication channels and avenues are evolving more quickly than ever before. To ensure the GLA's website can evolve in step and provide a best-in-class user experience, the Unit is overseeing an upgrade of london.gov.uk. The new website will increase and help realise opportunities to communicate with Londoners and businesses – while meeting their information requirements. The new website alongside the recently improved suite of social media and email channels will; improve the way in which the GLA engages with Londoners.

A well-run event brings economic and social benefits to London and raises the city's profile to a wider – often worldwide – audience. The GLA will continue to run or financially support almost 20 major events in the capital each year, as well providing advice and support to numerous other events managed by community groups and others. The unit is increasingly aligning these events to Mayoral priorities so as to promote related initiatives; for example, volunteering. This approach will continue to be refined over coming years. At the same time, the unit is increasing the value of the sponsorship it secures from third parties, allowing GLA resources to go further.

## Fostering strong community relations

The Mayor has a statutory responsibility to promote equality in London and to consult with London's communities. The Community Relations Unit is responsible for delivering a programme of engagement to promote equality and effectively communicate the Mayor's priorities, strategies, policies and activities. The programme focuses on connecting London's diverse communities while ensuring that they are aware and able to contribute to Mayoral policies and when possible work with communities to implement and deliver mayoral priorities, programme and projects.

Londoners share common issues and interests and the Mayor's Community Engagement programme is a combination of activities and events that both acknowledge and celebrate London's diversity and also create forums to discuss the common aspirations and challenges facing London communities.



## Communicating the Mayor's priorities and strategies

The Press Office communicates the Mayor's priorities and strategies via the media, in all its forms. The unit will continue to deliver an efficient 24/7 service to the media, build new media contacts, maximise the breadth of media interviews to target different communities, and deliver successful media events for the Mayor. In light of the Mayor's priorities in terms of investment, jobs and growth, the Press Office aims to maximise positive coverage of initiatives and policies to boost economic growth, jobs and housing in the capital – making sure aims and key messages are communicated effectively across a range of international and London-based media.

The Mayor is committed to running an open, responsive and transparent government and the Public Liaison Unit is responsible for responding to Londoners enquiries on behalf of the Mayor. Like other public sector organisation, the GLA has a statutory obligation to respond to enquiries timely and the Public Liaison Unit respond to Londoners enquiries efficiently and in-line with statutory requirement.

## Tracking delivery

### Key performance indicator

#### The return on investment made to secure outside sponsorship

Performance	Target
2014-15	2015-16
10.0 Target was 10	<b>10</b>

##### Commentary and notes

Performance for this KPI is reported on an annual basis. At the end of Q4 the value of sponsorship agreed for the year in contract documentation was £2.149m, raised at a cost of £250k. The project lifetime target for return on sponsorship was 7 for the full 2012-15 period (with gradual yearly increases, i.e. 3, 8, 10). Target for next year is set at the 10 multiplier which was achieved this year.

#### The percentage of correspondence responded to in full within 20 working days

Performance	Targets	
2014-15	2015-16	2016-17
84% Target was 90%	<b>90%</b>	<b>90%</b>

##### Commentary and notes

Performance is below target and the year-end target will not be achieved. The very high level of correspondence has been a significant contributory factor in missing the target. The Authority has continued to receive a significant number of complex enquiries such as Ebola, Scottish referendum, terrorism, etc. and these required high level liaison, scrutiny and contribution internally and externally. Processing these complex enquiries is the main factor behind the Authority missing its target but the implementation of a more robust escalation process has contributed to notable improvement in performance over Q4 with particular focus on Key Correspondence

## Key milestones

What	By when
Engaging and exciting Londoners	
Launch a beta version of the new GLA website to the public [shared with Technology Group]	Q2, 2015-16
New GLA website completed and goes live [shared with Technology Group]	Q3, 2015-16
Annual events programme delivered in full and to budget	Q4, 2015-16
Fostering strong community relations	
Deliver a programme of engagement to foster community cohesion and recognise champions of social action	Q4, 2015-16
Deliver a programme of cross community discussions to facilitate community contribution to policy making and implementation	Q4, 2015-16
Deliver a programme of engagement with older Londoners around Mayoral priorities	Q4, 2015-16
Deliver a programme of engagement with the faith communities, including celebrating faith festivals	Q4, 2015-16
Communicating the Mayor's priorities and strategies	
Continue work to expand the media monitoring shared service across the GLA family with the aim of achieving further savings across the Group	Q4, 2015-16

# Resources

The Resources Directorate provides a platform which allows other teams across the GLA to deliver the Mayor's priorities and to support effectively the work of the Assembly. Its corporate roles include financial planning and management, human resources and organisational development, information technology, facilities management and, through shared services arrangements, legal, procurement and internal audit.

In addition, the directorate prepares the GLA Group's consolidated and component budgets and is responsible for managing London's European Structural Funds programmes.

The overarching objectives of the directorate are to:

- deliver value for money and provide for effective corporate services;
- ensure the GLA has the resources and capacity – financial, human and capital – to implement the Mayor's and the Assembly's priorities;
- implement the Mayor's budgetary priorities; and
- help the organisation meet the government expectations and legal requirements placed on it corporately.

## Budget 2015-16

	Net budget	Staff	
	£000	£000	FTE
Executive Director	4,685	169	1.0
European Programmes Management Unit	596	1,089	21.0
Facilities Management	15,367	2,106	60.0
Financial Services	96,213	969	18.0
Group Finance	(821)	742	11.0
Human Resources and Organisational Development	2,043	1,460	30.6
Technology Group	3,230	1,407	26.5
<b>Revenue</b>	<b>121,313</b>	<b>7,942</b>	
<b>Capital</b>	<b>39,765</b>		
<b>Total budget</b>	<b>161,078</b>	<b>7,942</b>	<b>168.1</b>

# European Programmes Management

The European Programmes Management Unit (EPMU) is responsible for London's 2007-13 and 2014-20 European Structural Fund programmes; it acts as an 'Intermediate Body' on behalf of the government 'Managing Authority' for both. The 2014-20 programmes will launch in 2015; the 2007-13 programmes will close in 2016-17.

London's £300 million 2007-13 European Regional Development Fund (ERDF) programme is creating or safeguarding over 6,000 jobs, assisting 20,000 small businesses and increasing their GVA by £100m – and reducing CO<sub>2</sub> emissions. The £800 million 2007-13 European Social Fund (ESF) programme is getting over 40,000 Londoners into work and boosting the skills of another 50,000.

The GLA is working with London Councils, the London Voluntary Service Council and European Social Fund (ESF) co-financing organisations (DWP, Skills Funding Agency and Big Lottery Fund) to ensure that London's 2014-20 £1bn ESF and Youth Employment Initiative allocation is committed, primarily through contracts managed by the co-financing organisations and agreed by the London Enterprise Panel.

The 2014-20 £300m ERDF programme will be allocated through open bidding rounds and through structures providing repayable investments in small business and green infrastructure through the London Green Fund.

## Priorities

- Check and authorise remaining 2007-13 programme expenditure in respect of ERDF projects and ESF co-financing organisations.
- Manage 2007-13 ERDF allocation to the two investment funds (London Green Fund and MMC London Fund) and the GLA's relationship with the European Investment Bank, which manages the London Green Fund.
- Carry out monitoring and compliance visits to ERDF projects and ESF co-financing organisations. Close 2007-13 ERDF and ESF projects and continue programme closure preparations.
- Action Audit Authority reports on London projects and EPMU so they can be closed.
- Evaluate the London Green Fund and SME finance needs in accordance with European Commission requirements and agree 2014-20 investment strategies.
- Implement the LEP's 2014-20 European Structural and Investment Funds (ESIF) strategy.
- Agree areas for investment with significant 2014-20 ESF match-funders: the Skills Funding Agency, Department for Work and Pensions, Big Lottery Fund and National Offender Management Service.
- Devise and agree open competitive bidding processes for 2014-20 funds that accord with government guidance.
- Launch the 2014-20 ESIF programmes.
- Appraise and approve the first round of directly-funded ERDF and ESF projects.
- Make first 2014-20 programme payments.

## Administering European Union funding

A European Structural and Investment Funds strategy has been prepared on behalf of and approved by the LEP for the £1.3 billion 2014-20 programmes. It builds on the success of the 2007-13 programmes, putting forward activities and outcomes to create additional jobs and further boost the skills of Londoners.

The strategy was submitted to government in January 2014. Government expects to conclude negotiations with the European Commission on the content of national ERDF and ESF programmes, based on this and 38 other English strategies in 2015.

EPMU priorities over the next three years relate to two principal tasks. First, committing and paying remaining funds; and then closing the 2007-13 London ERDF and ESF programmes in a timely manner. This will be done in accordance with national and European Union (EU) regulations and the GLA's responsibilities as an Intermediate Body for EU funds.

The second main task is to prepare for, launch and manage 2014-20 ERDF and ESF programmes for London on behalf of the LEP. A new LEP ESIF Working Group has been set up, and will oversee the 2014-20 programmes.

## Tracking delivery

### Key milestones

What	By when
Administering European Union funding	
Launch the 2014-20 ERDF and ESF programmes	Q4, 2014-15
Make first 2014-20 ERDF and ESF payments	Q3, 2015-16
Achieve the first 2007-13 ERDF and ESF programme outputs and results targets	Q4, 2015-16
Make final 2007-13 ERDF and ESF payments	Q4, 2015-16

## Facilities Management

The unit provides an integrated Facilities Management (FM) service to ensure the GLA meets its statutory and contractual obligations at its City Hall, Trafalgar Square, Parliament Square Gardens and London's European Office sites.

## Priorities

- Deliver the venues strategy to support the 2016 London Mayoral and London Assembly Elections.

- Implement the long term procurement strategy for FM contracted services to deliver further efficiencies.
- Refurbishment of key City Hall Facilities in line with lease obligations.
- Improve the Display Energy Certificate rating by a further two per cent, reducing City Hall's environmental impact and saving money.
- Provide high quality and responsive FM services to staff and visitors at GLA sites.

## Accessible, sustainable and secure FM services

The main priority for the year ahead is to continue to manage FM services in a way that enhances accessibility, maintains sustainability and ensures security whilst reducing costs in real terms.

As a result of restructure and re-focussing of our contract strategy, substantial savings are being made without adverse impact on service delivery. The unit will continue to search for further opportunities to improve services for the wide range of FM's customers.

## Tracking delivery

### Key milestones

What	By when
Enhancing quality, improving sustainability and reducing costs	
Upgrade security measures	Q1, 2015-16
Achieve an improved Display Energy Certificate rating	Q2, 2015-16
Complete refurbishment projects	Q4, 2015-16
Implement the venues strategy for 2016 London elections	Q3, 2016-17

## Financial Services

The Financial Services Unit is focussed primarily on the GLA itself and its close working relationship with the LLDC. In 2015-16 it will also support the Old Oak and Park Royal Development Corporation.

The Financial Services Unit:

- Helps the Mayor deliver financially-balanced budget proposals for the GLA itself that meet his policy objectives and priorities.
- Promotes and advises on sound financial management across the GLA.
- Monitors the GLA's position against its budget, including preparing, with directorates, forecasts on the year-end position.
- Keeps under review the long-term objectives of the London Settlement.

- Ensures that information about the Authority's financial decisions and transactions is readily available to the public and for scrutiny by the London Assembly.
- Oversees the shared-service arrangements with functional bodies for transactional finance, procurement, compulsory purchase orders and payroll.

## Priorities

- Work with directorates to deliver GLA savings in 2015-16 and 2016-17 to support the Mayor's objectives and policies and contributing towards the Mayor's council tax reduction commitments.
- Ensure the GLA is at all times well-informed about its budget and broader financial position, including reporting to IPB on actual and forecast spend against key programmes.
- Work closely with Housing and Land, the LLDC and OPDC to implement the long-term objectives of the London Settlement.

## Meeting the long-term objectives of the London Settlement

Significant assets transferred to GLA Land & Property Ltd and the LLDC under the London Settlement, including the Greenwich Peninsula and Queen Elizabeth Olympic Park respectively. Future receipts from these assets are expected to enable the GLA to repay the borrowings incurred by the LDA for Olympic land assembly and to repay the Lottery's investment in the Olympic and Paralympic Games 2012. Long-term forecasts are kept under review in the light of prevailing market conditions and the developing plans for Queen Elizabeth Olympic Park.

In 2015-16 the GLA will also seed-fund and provide finance support for the new OPDC, which became a functional body of the GLA on 1 April 2015.

## Tracking delivery

### Key performance indicator

The percentage of invoices from small and medium sized enterprises paid within ten days

Performance	Targets	
2014-15	2015-16	2016-17
Performance: 94% Target: 90%	<b>90%</b>	<b>90%</b>

#### Commentary and notes

This target has consistently been achieved since 2013-14

## Key milestones

What	By when
Delivering value for money	
Deliver the GLA's share of efficiency savings that will enable the Mayor to continue to move resources to priority areas and reduce the council tax	Q4, 2016-17
Meeting the long-term objectives of the London Settlement	
Update forecasts against the long-term objectives of the London Settlement	Q2, 2015-16

## GLA Group Finance

The GLA Group Finance function:

- Helps the Mayor deliver financially-balanced GLA Group budget proposals that meet his policy objectives and priorities.
- Oversees the external funding arrangements for the GLA Group. That includes monitoring £3.2 billion of government grant, £0.8 billion of council tax precept income, and £1.4 billion in revenues from retained business rates under the new local government finance system introduced in April 2013.
- Provides treasury management services through a shared service arrangement for the GLA, LLDC, LFEPA, MOPAC and the London Pension Fund Authority; including managing the Group's cash balances and investments of £2 billion and the financing of its debt of £4 billion; the management of intra-Group loans and managing an investment portfolio of Housing Financial Transactions.
- Manages the £225 million of revenues received annually from the Business Rate Supplement, which is being used to finance and repay the £3.5 billion debt the GLA has raised to fund its contribution to Crossrail.
- Advises the LEP on all financial issues, including the £111 million GPF and the FE Capital Fund of £120 million.
- Advises on the financial issues arising from the work of the London Finance Commission (LFC) and the London Infrastructure Plan.
- Advises on innovative tax incremental financing mechanisms to help promote regeneration across London.

## Priorities

- Support the Mayor's commitments to reduce his share of the council tax by ten per cent during this mayoral term, including a cut every year, through the GLA Group budget setting process.
- Deliver savings across the GLA Group in accordance with the Mayor's target.
- Optimise the borrowing and lending decisions of the GLA Group and help to deliver the Northern Line extension (NLE) by securing the necessary borrowing.
- Develop innovative financing mechanisms to help promote regeneration schemes across London, such as at Brent Cross and Croydon.



## Reducing the council tax precept and moving money to the frontline

The Mayor is committed to reducing his council tax precept by ten per cent over the course of this mayoral term – and to reduce the precept each and every year. The precept has been reduced by 3.8 per cent over 2013-16. A detailed plan has been developed to deliver the balance of 6.2 per cent required in 2016-17.

The GLA Group Finance function plays the key role in helping the GLA Group meet this significant challenge. Annual budget guidance will continue to provide a framework for identifying savings and setting a financially balanced budget; and the function is developing the medium-term financial strategy to take account of the Mayor's commitment to reduce the precept.

Savings are also important to fulfil the Mayor's priority of continuing to move resources to the frontline. The Mayor's target is to deliver recurring annual savings of £600 million by May 2016 from general savings, shared services and collaborative procurement across the GLA Group. The 2013-14 budget included ongoing and recurring savings of £421 million. The 2014-15 budget agreed additional savings of £349 million, with an additional £446m planned for 2015-16.

## Borrowing and lending

The Treasury shared service established in 2013-14 seeks to optimise the borrowing and lending decisions of the GLA Group (note TfL has its own separate function). This service has already provided above benchmark performance on investment returns while reducing risk. A key priority for 2015-16 is to assist functional bodies further in their capital financing decisions.

The GLA will help deliver the Northern Line Extension by borrowing up to £1 billion. The borrowing has been secured by a guarantee from HM Treasury, and will be financed by income from an Enterprise Zone and contributions from the London boroughs of Lambeth and Wandsworth. A loan from the EIB for half the borrowing required has already been obtained and it is proposed that the bulk of the balance be secured by issuing an index-linked bond.

## Innovative financing mechanisms

In addition to the role in Crossrail and the NLE, Group Finance will lead in the development of innovative financing mechanisms to promote regeneration schemes across London, such as at Brent Cross, Croydon and other key areas. Further, the team will manage an investment portfolio of £400 million arising from the London Housing Bank and Housing Zones.

## Tracking delivery

### Key milestones

What	By when
Reducing the council tax precept and moving money to the frontline	
Council tax precept reduced by ten per cent – and cut every year	Q4, 2015-16
On-going GLA Group efficiency savings of £0.6 billion	Q4, 2015-16
Secure borrowing of up to £1 billion for the Northern Line Extension while safeguarding the GLA's financial position	Q4, 2015-16

## Human Resources and Organisational Development

As at February 2015, the GLA employed 767 staff with a full time equivalent headcount of 743.

The Human Resources and Organisational Development Unit (HR&OD) is responsible for ensuring the GLA's workforce is professional, flexible, effective and diverse – and that the organisational structure within which the workforce operates is fit for purpose. The unit develops, maintains and improves recruitment and other human resources processes and fosters the culture and capacity necessary to deliver Mayoral and Assembly priorities. The unit consists of the following functions:

### The HR Business Partner Teams, including HR systems and payroll

- Providing high quality and consistent human resources services, including advice on employee relations, policies and processes.
- Managing the payroll function and providing accurate and relevant workforce information to support managers.

### Resourcing

- Delivering an end-to-end recruitment service from 'approval to fill', through the application and interview process, to induction.

### Learning and organisational development

- Ensuring the organisation develops and progresses through improved staff performance management frameworks, behavioural standards, values and leadership.
- Delivering the Organisational Learning and Development Plan and providing advice on, and delivery of, development opportunities.

### Employee engagement

- Ensuring effective staff engagement to deliver Mayoral and Assembly priorities and appropriate internal communications.
- Coordinating the response to and delivering improvements from the staff survey.

## Project management

- Through a small core of expertise, providing additional capacity to major projects, including acting as a critical friend, thereby obviating the need to bring in external consultants.

## Priorities

### Developing the organisation

- Enhance the GLA's ability to recruit, retain and develop high quality staff, ensuring implementation of actions arising from the staff survey and revising the GLA's rewards and recognition offer.
- Improve change management processes and promote employee health and wellbeing.
- Increase the use of apprentices, internships and part time jobs within the GLA; and ensure the apprentices develop long-term work options.
- Ensure the workforce is representative of London's communities through the work of the equalities taskforce.
- Support the organisation through the deployment of specialist project resources into key corporate programmes.

### Developing the HR&OD function

- Review and improve the recruitment, learning and development functions, implementing online systems, developing the GLA's employer brand and web presence and improving induction processes.
- Make more and better use of exit data and feedback from applicants, new starters and internal customers.
- Provide effective shared HR services to MOPAC through quality employee relations advice and guidance supported by effective and timely human resources recruitment and administrative support.

## Developing the organisation

A high-performance culture and strong leadership are vital to achieving the GLA's ambitions. Having reviewed the GLA's competency framework, HR&OD has developed new performance management tools to accompany the already well embedded framework. Complementing the framework, a comprehensive career development programme is helping us get the most out of our existing talent and to retain our best staff. In October 2014 the team launched a new management and leadership development strategy.

Rewards and recognition are other important ingredients in attracting and retaining the highest calibre staff. HR&OD will review the current offer, including the approach to honoraria and acting up allowances; it will also continue to explore options for more flexible benefits. Additional benefits have already been introduced and during 2015-16 the GLA will launch a recognition and reward programme culminating in an all staff awards ceremony in summer 2015.

The 2013 staff survey showed that employee engagement had improved across a number of key indices. Over the coming year, HR&OD will continue to implement a corporate action plan, as well as

working with action planners from across the GLA's units to drive further improvements within their own teams.

The unit will continue to support the Head of Paid Service in implementing the GLA's wellbeing project. This aims to improve the health and happiness of GLA staff while also making them more resilient, using the Wellbeing Charter Mark to assess success. Having achieved the Excellent rating in 2014, work will continue to maintain the standards during 2015-16.

The GLA continues to support young Londoners into work: a new cohort of 15 apprentices commenced their apprenticeships with the GLA in January 2015. We will continue to focus on delivering the highest quality apprenticeship programme – with paid and openly advertised positions – and help apprentices secure roles in the GLA or elsewhere at the end of their time here. As well as benefiting the GLA, the programme serves both a best practice model for the Mayor's pan-London apprenticeship programme and encourages others to take on apprentices. In addition to the main apprenticeship programme, two new higher apprenticeships have been created for 2015-17. They aim to bridge the gap between the apprenticeship placement and entry level project roles at the GLA.

London's diversity is its biggest asset. It is important that the GLA's workforce reflects that diversity. So HR&OD will lead efforts to identify and address under-representation through its workforce equalities taskforce and action plan. Spot checks have already been carried out on the recruitment process to ensure it is fair; the Recruitment and Selection and Dignity at Work courses have been updated. Over the next two years, HR&OD will evaluate the success of existing programmes, roll out a new Inclusive Behaviours video, promote GLA jobs to under-represented groups and provide application support.

Over the business plan period, HR&OD will be increasingly involved in preparing for the 2016 GLA Elections: a major workstream for the Project Management Team. The work will build on the success of the GLA's flexible Games-time resourcing approach. London Elects will operate under a flexible corporate programme model, rather than being a discrete team. The unit will also develop and deliver training for polling and count centre staff.

## Developing the HR&OD function

A number of the initiatives identified above are geared to helping the GLA recruit and retain the highest quality staff – people who can adapt and flourish. Another way to support that ambition is by improving the recruitment process directly. This will allow the unit to make more productive use of staff time and help new staff adapt to life at the GLA.

An online recruitment system was introduced in April 2014, providing more robust data on the profile of the GLA's applicants and allowing recruitment panels access to performance data for their campaigns. The system has enhanced the applicant experience giving them the opportunity to apply online and making it easier to interact with HR&OD. In 2015-16 the team will look to deliver further enhancements to the recruitment and induction processes using the online system and will provide the authority with the opportunity to create 'talent pools' for specialist or hard to fill roles.

HR&OD also launched an integrated online HR system with manager and employee self-service and the system will be embedded during the early part of 2015-16. It will improve absence management, learning and development and performance management. The system will also allow individual skills, interests and aspirations to be captured and so help identify progression opportunities. That will in turn support the talent management and succession planning framework.

## Tracking delivery

### Key performance indicators

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

Performance	Targets	
2014-15	2015-16	2016-17
2.8 days Target was 5.9 days	<b>5.9 days</b>	<b>5.9 days</b>

#### Commentary and notes

Target consistently achieved

### Key milestones

What	By when
Developing the organisation	
Improve the quality of performance reviews and maintain return rates above 90 per cent	Q1, 2015-16
Deliver targeted training in support of the management and leadership development strategy	Q1-4, 2015-16
Implement the new reward and recognition policy and awards ceremony	Q2, 2015-16
Deliver the corporate staff survey action plan and support directorates in delivering local action plans	Q4, 2015-16
Develop and run the training programme for staff involved in the elections, including borough staff working on polling stations and the count [shared with London Elects]	Q4, 2015-16
Complete the delivery of the workforce equalities action plan, with a specific focus on improving the diversity of GLA staff	Q4, 2015-16
Deliver a range of programmes in the GLA (including apprenticeships, internships and work placements) to support the development of young people and help them secure long-term, sustainable employment	Q4, 2015-16
Developing the HR&OD function	
Roll out employee self-service and people manager functionality of the HR system to the organisation	Q1, 2015-16
Implement service improvements based on survey results and feedback provided by managers in HR&OD focus groups	Q1, 2015-16

# Technology Group

The purpose of the Technology Group is to deliver high quality information technology systems and a responsive IT support service to the GLA and a number of partner organisations (including MOPAC and the Mayor's Fund for London).

## Priorities

- To improve the flexibility of services – through supporting additional mobile devices, implementing a new mobile contract and a new mobile device management service
- To improve the resilience of services – through the greater use of our private cloud to host data and services in multiple places
- To deliver new services faster making greater use of cloud based services and 'Agile' delivery methods
- To reduce costs by consolidating contracts and continuing to replace existing propriety systems with open source and cloud-based alternatives
- To oversee the development and implementation of a new GLA website to include new digital services
- To maintain equipment and systems to industry standards and to ensure GLA staff have access to up to date technology
- To develop and integrate services for managing, monitoring and tracking the development of land and property in London

## Technology to support business priorities

The GLA has made great strides in recent years in building a robust yet flexible IT infrastructure. The focus has been on both service and technology. Technology Group has implemented a set of repeatable processes, built on industry standards and best practice. Alongside the use of new technologies such as the GLA's private cloud environment this has created a scalable, high performance service.

There is, however, still much to be done to ensure that the GLA maximises its investment in technology and supports the growing needs and aspirations of those that make use of it. Over the business plan period, Technology Group will:

- strengthen the network and improve business continuity arrangements, reducing the amount of down-time required to restore services;
- support the development and implementation of an improved web-site to improve communication with Londoners, partners and stakeholders;
- implement and integrate a number of digital services into the new web-site including a replacement to the City Hall TV Service which will deliver an enhanced web-casting service;
- analyse the requirements to replace some of the systems used to support the development of land and property by a service that ensures data does not require multiple entry, supported by a comprehensive reporting service;

- oversee the implementation and testing of systems to support the Mayoral and Assembly Elections;
- implement a number of new web-services for the LEP and MOPAC;
- provide a management system to support additional mobile devices and mobile services;
- and reduce costs by replacing proprietary systems with open source or cloud based alternatives.

## Tracking delivery

### Key milestones

What	By when
Technology to support business priorities	
Implement the new City Hall TV system	Q2, 2015-16
Issue final test strategy for e-counting system	Q2, 2015-16
Complete the move to an open source database infrastructure	Q2, 2015-16
Complete the integration of new systems into the new GLA website (including: digital asset management, search, mapping, webcasts, Mayor's Questions database)	Q3, 2015-16
Complete security, performance, resilience and business continuity testing for the new GLA website	Q3, 2015-16
Install a new resilient internet link to strengthen business continuity	Q3, 2015-16
Migrate email and directory services to the GLA secure private cloud	Q3, 2015-16
Complete user acceptance testing for e-counting system	Q3, 2015-16
New air quality monitoring system goes live	Q3, 2015-16
Consolidate infrastructure support contracts into new contracts	Q3, 2015-16
Upgrade LEP website with new functionality	Q3, 2015-16
Pilot next generation, cloud based office systems and producing recommendations	Q3, 2015-16
Implement a secure application for remotely accessing committee papers	Q4, 2015-16
Let contract to support of the London Elects Website and Election Management System	Q4, 2015-16
New housing project control system goes live	Q4, 2015-16
London development database upgraded	Q4, 2015-16
New planning application workflow system goes live	Q1, 2016-17
Upgrade core network switches to improve speed and capacity at City Hall	Q1, 2016-17
Upgraded Culture Diary system goes live	Q1, 2016-17
Review and upgrade of the GLA intranet service	Q2, 2016-17

# Other teams

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A number of teams are not formally within any one of the GLA's six directorates shown at Annex D. These are:

- The **Mayor's Office**, which provides policy and administrative support to the Mayor, Deputy Mayors and the wider Mayoral team and also incorporates the **Government and European Union Relations** and **International Relations** teams;
- The **Governance and Performance** team, which reports into the Head of Paid Service (who is also the GLA's Executive Director of Communities and Intelligence); and
- **London Elects**, a 'virtual team' drawing on resources from other GLA units which delivers the London Mayoral and Assembly elections;
- **Corporate Management Support**, which assists the GLA's executive directors.

This section focuses on Government and European Union Relations, International Relations, Governance and Performance, and London Elects.

## Government and European Union Relations

The unit has two areas of focus:

### Government Relations

- Giving the GLA a voice in national legislation affecting London and ensuring the Mayor's policies are properly taken into account in the making of laws and in Parliamentary debates and inquiries.
- Facilitating strategic and coordinated engagement with London borough leaders and chief executives, London Councils, local authorities and devolved governments.

### London's European Office

- Monitoring and influencing European Union (EU) policy and identifying opportunities for London to obtain EU funding.

## Priorities

- Put forward London's case across the legislative agenda set out in 2015 Queen's Speech and positively influence the 2015 Spending Review.
- Ensure the Mayor's policies and priorities are understood by the new government and coordinate a programme of engagement with new Ministers and new London Members of Parliament.
- Continue to deliver the 'City Centred' campaign – a joint campaign with the Mayor of London, London Councils and the Core Cities Group calling for decentralised fiscal and public service reform, including coordinating joint events at the party conferences.
- Deliver Congress of Leaders and the Mayor's meetings with London Councils and London's local authorities. Coordinate a programme of engagement with local authorities outside the GLA boundary.



- Maintain a programme of visits to Brussels to influence the EU agenda on transport, environment, energy economic development, financial services and policing.
- Help the GLA maximise its resources by identifying and securing opportunities for EU funding.

## Putting forward the case for London

The scale, economic clout, global reach and challenges faced by London differentiate it from the rest of the UK. It is crucial for London's success that these differences are recognised and accounted for in national policy and legislation. To this end, Government and EU Relations will continue to proactively lobby HM Government, Parliamentarians, Local Government and the EU.

It is crucial that following May's General Election, the Mayor and the GLA engage with the new government. The publication of the legislative programme will provide an opportunity to identify areas where our lobbying can have the greatest impact to deliver the Mayor's priorities of housing, jobs and economic growth.

The Government Relations team will continue to work closely with the Core Cities and London Councils through the 'City Centred' campaign for national government to deliver on the further fiscal reforms, and for the Treasury to undertake a technical review of the proposals.

London government must work collaboratively to address the city's challenges. The team will therefore continue to help the Mayor work closely with London's boroughs and the City of London Corporation. That includes through the Congress of Leaders, where the Mayor discusses key London issues with borough leaders. The team will also maintain good relations with other local authorities outside the GLA boundary to ensure they also understand the Mayor's policies.

London's European Office will ensure the GLA Group is aware of any funding opportunities, including in the areas of transport, environment and economic development. This will be backed up by a continuing programme of visits to Brussels to influence EU policy development.

## Tracking delivery

### Key milestones

What	By when
Putting forward the case for London	
Identify lobbying opportunities and imperatives arising from The Queen's Speech	Q1, 2015-16
Coordinate input and lobby for London's interest to be reflected in the Spending Review / Budget	Q3, 2015-16
Deliver two meeting of the London Congress Executive	Q3, 2015-16
Coordinate the City Centred campaign and host events at the main party conferences	Q3, 2015-16
Monitor and promote to the GLA Group funding opportunities for London arising from the EU	Q4, 2015-16

# International Relations

The unit's overarching responsibilities are to:

- Promote London as a great world city in which to invest, study, live and to visit.
- Maintain relationships with cities, countries and organisations from around the world and facilitate the exchange of best practice.
- Organise the Mayor's office international visits.

## Priorities

- Maintain an effective programme of high-level international visits and strong international relationships that support efforts to promote and bring investment to London.
- Promote investment in London's Opportunity Areas with targeted marketing, helping to realise their potential to support London's growth and resulting demands for more jobs and homes.

## Promoting London to a world-wide audience

In 2015-16 the Mayor will lead international visits to promote London as the pre-eminent business capital of the world, and help London-based companies win business in these high-growth markets. The Mayor and his senior team will also continue to attend and speak at key global forums in London and around the world –opportunities to reinforce the message that London is the world's best city to invest, visit, study and do business in.

The Mayor's senior team will, in addition, undertake visits aimed at maintaining and building on the relationships instigated by previous Mayoral visits to high-growth economies. In doing so, the team will work closely with the Mayor's Export Programme and other agencies promoting London's interests internationally, such as London & Partners, UK Trade & Investment, the Foreign Office, London First and London Universities International Partnerships.

A focus for both the international visits and in promoting London is the benefits of investing in London's Opportunity Areas, key business sectors, and housing and infrastructure opportunities.

## Tracking delivery

### Key milestones

What	By when
Putting forward the case for London	
Organise and deliver Mayoral trips to Japan and Israel	Q3, 2015-16
Maintain relationships with key international stakeholders through visits by Deputy Mayors and senior officers	Q4, 2015-16

# Governance and Performance

The team's governance work concerns corporate governance in its broadest sense and in particular:

- overseeing the framework within which the Mayor and senior officers take formal decisions and seeing that it is adhered to;
- contributing to initiatives to improve corporate governance, transparency and risk management, working with the GLA's internal Governance Steering Group (chaired by the Executive Director of Resource);
- ensuring there are effective arrangements for the governance and oversight of the GLA's investment projects, and in so doing supporting the work of IPB;
- leading for the Authority on corporate business planning and preparing reports on GLA performance and the Mayor's Annual Report; and
- helping the GLA comply with information rights legislation, including the Freedom of Information (FOI) Act, and to effectively manage its information and records.

The Governance team also manages the GLA's relationship with the LLDC to ensure that its programmes reflect the Mayor's priorities and policies; and leads the GLA Group's work with the six former Olympic Host Boroughs (now 'Growth Boroughs') to deliver a regeneration legacy from the 2012 Games in east London and support convergence – to ensure parity of the socio-economic chances of Growth Borough residents with the London average by 2030.

## Priorities

- Ensure adherence to the Mayoral Scheme of Delegation, and ensure more broadly that GLA staff are aware of corporate governance frameworks and procedures.
- Administer and inform the annual project prioritisation process and coordinate the GLA's annual business plan.
- Effectively support IPB to assess project proposals and monitor approved projects.
- Continue to develop, monitor and report on the GLA's suite of Key Performance Indicators.
- Prepare reports on progress against the Mayor's commitments and prepare the Mayor's Annual Report.
- Lead the Legislation and Rules Elections 2015 workstream, including the nominations process for prospective Mayoral and London-wide Assembly candidates.
- Help the organisation meet its obligations under the Freedom of Information Act and continue to embed and improve information governance practices, with a particular focus on data protection.
- Provide oversight of, and support the LLDC to, deliver legacy programmes to create a new heart for east London at Stratford, attract investment and growth, and provide opportunities for local people.
- Provide oversight, and support, of the OPDC and LFEPA.

## Governance and performance monitoring

The Mayoral Scheme of Delegation sets out and formalises the functions delegated by the Mayor to GLA staff. An updated scheme is coming into force on 1 June 2015 and one of the unit's tasks is to ensure it is adhered to across the organisation.

The unit will continue to keep the scheme under review, ensuring it and other key governance documents are mutually supporting. More widely the unit will continue to ensure staff across the organisation is aware of, and understand, governance processes – primarily through the Corporate Governance e-Learning Module – and also continue to support the Governance Steering Group.

The unit's role in supporting IPB's project appraisal and monitoring role, and reporting on the GLA's performance more broadly, is now well-established, as is the unit's role in coordinating the project prioritisation process taking place each autumn during the budget process. Given the demanding Mayoral agenda, and the pressures on the GLA's finances, this plays an important role in the GLA's financial stewardship. The unit will ensure the process is properly integrated with wider business-planning arrangements.

The unit's small Information Governance team will continue to dedicate the majority of its time to helping the organisation respond in a proper and timely fashion to FOI requests through training, guidance and advice, and by coordinating 'multi-directorate requests'.

The unit is also responsible for client management of the LLDC, ensuring that the GLA's role in its governance is fulfilled, and that the legacy Corporation's policies and programmes reflect Mayoral priorities, through acting as observer on LLDC's committees, and providing the secretariat for regular finance and policy liaison meetings between GLA and LLDC Senior officers. The unit will also lead GLA oversight of the OPDC, which on 1 April 2015, became a GLA Functional Body and the second Mayoral Development Corporation to be established under powers given to the Mayor under the Localism Act 2011.

#### Financial decision making thresholds from 1 June 2014

Reflecting first the increase in the GLA's responsibilities and concomitant spend resulting from the transfer of regeneration and housing roles, and second that thresholds had remained unchanged virtually since the GLA was established, decision making thresholds were revised in 2013-14. At present:

- the Mayor signs off all proposals for non-routine expenditure exceeding £150,000;
- directors sign off proposals of up to £150,000; except where they are
- not more than £50,000, in which case they are signed off by assistant directors or 'heads of'; and
- Not more than £10,000, in which case the decision is signed off by a manager.

The Mayor will continue to sign off all novel, contentious or repercussive proposals.

## Tracking delivery

### Key milestones

What	By when
Governance and performance monitoring	
Review and make updates to the Mayoral Scheme of Delegation	Q1, 2015-16
Submit the annual data protection notification to the Information Commissioner's Office and review key information governance documents	Q1, 2015-16

What	By when
Develop a process for GLA oversight of the OPDC	Q1, 2015-16
LLDC opening of the Olympic Stadium to host Rugby World Cup matches	Q2, 2015-16
Coordinate an effective project prioritisation process	Q3, 2015-16
Finalise GLRO directions giving guidance on the management of the elections and count, having consulted borough representatives on the draft [Shared with London Elects]	Q3, 2015-16
LLDC planning and design of the 2nd phase of housing on Queen Elizabeth Olympic Park at East Wick and Sweetwater neighbourhoods	Q4, 2015-16
Ensure LLDC's appointment of developers, masterplanners and contractors for the new cultural and higher education district (Olympicopolis) on the Park.	Q4, 2015-16
Begin the process of refreshing the GLA's business plan	Q4, 2015-16
Oversee the nominations process for the 2016 GLA elections [Shared with London Elects]	Q1, 2016-17

## London Elects

The work leading up to the elections in 2016 is being managed using a programme model under the London Elects banner, drawing on resources from across the GLA. It will effectively and efficiently prepare for and deliver:

- ordinary GLA elections (scheduled for May 2016);
- any earlier Mayoral or Constituency Member by-election; and
- any other election or referendum for which the Greater London Returning Officer becomes responsible.

## Priorities

- Monitor the procedures and practices put in place to deliver the 2016 elections, meeting the technical, operational and legal requirements and Electoral Commission performance standards.
- Manage the delivery of the elections programme within budget and through appropriate, timely contractual arrangements.

## Preparing for the 2016 elections

This business plan covers the key period for preparing for the Mayoral and Assembly elections in May 2016. Following a transition period and the establishment of the programme team, the main programme documentation has been set up. Workstream leads are developing their particular areas of responsibility within the programme framework, including project plans, risk registers, procurement documentation and an integrated continuity plan.

The focus in 2015-16 will be on implementing these plans to ensure that the required preparations are made to allow the elections to be effectively executed.

Successful delivery will be underpinned by joined-up working, effective collaboration with the boroughs and close liaison with the Electoral Commission and Cabinet Office. An important element of this collaborative approach will be to maintain and communicate the implications of changes in legislation and electoral practice that may affect GLA elections.

## Tracking delivery

### Key milestones

What	By when
Preparing for the 2016 elections	
Consult boroughs on the draft and finalise funding formula for borough disbursements	Q2, 2015-16
Prepare a Media Engagement Plan	Q2, 2015-16
Ensure that the website is reviewed, contains up to date information and is live by September	Q2, 2015-16
Conclude the User Acceptance Testing (UAT) for the e-counting system	Q3, 2015-16
Finalise GLRO directions giving guidance on the management of the elections and count, having consulted borough representatives on the draft	Q3, 2015-16
Engage with boroughs at a series of training and briefing events in the lead up to the election	Q4, 2015-16
Develop a resourcing plan for the managing of the programme including the count and declaration venues	Q4, 2015-16
Develop and run the training programme for GLA staff involved in the elections, and oversee the training programme for borough staff working on polling stations and the count [shared with HR&OD]	Q4, 2015-16
Manage the 2016 Elections to a successful conclusion	Q1, 2016-17

# Assembly and Secretariat

The purpose of the London Assembly is to contribute to the effective government of London by holding the Mayor of London to account and investigating issues of importance to Londoners. The Assembly and its Members are supported by a Secretariat. The purpose of the Secretariat is to provide high quality support to the Assembly to enable it effectively to fulfil its statutory duties and strategic objectives.

Through the Committee Services Unit, the directorate also provides a range of secretariat support to LFEPA, the Board of TfL, LLDC and their committees. The Unit also supports the LEP and its working groups, the Thames Gateway Strategic Group, IPB, the Mayor's Housing Investment Group, the Mayor's Homes for London Board and the Shadow London European Structural & Investment Funds Committee.

The directorate is organised into three units:

- Committee Services ensures the smooth running and good governance of the Assembly and its committee meetings and meetings of other bodies across the GLA Group.
- Scrutiny leads on research, drafting reports, responses to consultations and communications support.
- Member Services supports Assembly Members in their representative role.

## Budget 2015-16

	Net budget	Staff	
	£000	£000	FTE
Assembly Members	1,765	1,750	25
Executive Director and Support	221	199	2
Committee Services	508	1,174	20.6
Scrutiny	1,536	1,385	27.1
Member Services	2,092	1,887	47.8
London TravelWatch	1,056	-	-
<b>Revenue</b>	<b>7,178</b>		
<b>Capital</b>	<b>-</b>		
<b>Total budget</b>	<b>7,178</b>	<b>6,395</b>	<b>122.5</b>

## Priorities

### Holding the Mayor to account

The Assembly holds the Mayor and GLA Group to account through full meetings of the Assembly, the investigations carried out by its committees and the work of individual Assembly Members.

During 2015-16 the Assembly will continue its programme of question time meetings with the Mayor, GLA Group and other London-wide bodies, enhancing their accountability and raising issues of concern on behalf of Londoners.

The Mayor must consult the Assembly in preparing his strategies and is required to have regard to the Assembly's responses to those consultations. The Assembly may reject a strategy if two-thirds of Assembly Members vote to do so. In addition, the Assembly conducts detailed investigations into issues relating to Mayoral strategies. Through this work, the Assembly aims to represent the views and concerns of Londoners, provide a platform for debating issues and potential solutions, and to contribute constructively to strategy development.

The Assembly will continue its work to scrutinise the budgets and performance of the GLA Group and will produce a pre-budget report in the autumn, incorporating an analysis of the key issues for the budget-setting process later in the year. When the Mayor presents his budget proposals in January and his final draft budget in February, the Assembly will publicly debate and vote on the draft budget and any proposed amendments.

Overall the Assembly and its Committees will have a renewed focus on securing impact for its investigations through a range of activities including media work, launches and a focused programme of stakeholder engagement.

## Investigating issues that matter to Londoners

The Assembly's committees will carry out a range of investigations covering important issues within the Mayor's remit and wider areas of significance to London. These investigations are aimed at providing a critical analysis of existing policies, budgets and performance, and generating effective findings and recommendations for action where necessary. The Assembly's work programme and that of its committees is subject to constant review and often changes at short notice in order to examine urgent issues. A list of investigations which are expected to take place in 2015-16 is captured in the section overleaf.

## Representing the views of Londoners

As well as their roles in full Assembly and its committees, individual Assembly Members carry out a vast range of activities during the year to represent and champion Londoners' views and concerns across the city. A list of Assembly Members is at Annex E and, with their contact details also, on the Assembly's website.

The Assembly will continue to increase the use of surveys and involve members of the public in meetings to ensure the Assembly's work is relevant to the issues that are of concern to Londoners.

## Contributing to the effective governance of the GLA

The Assembly will contribute to the effective governance of the GLA through Members' roles on the Audit Panel, the joint appointment and oversight with the Mayor of the Authority's statutory officers, and the Assembly's scrutiny of the budgets and performance of the GLA. The Assembly will continue to engage with central government, Parliament, London Councils and the core cities to take forward the proposals developed by the London Finance Commission (LFC).



## Sponsoring London TravelWatch

The London Assembly funds and oversees London TravelWatch, the statutory passenger watchdog for London. The priorities in respect of London TravelWatch remain:

- developing greater synergy between the work programmes of the Assembly and London TravelWatch; and
- Improving the efficiency in service to the travelling public at a time of budget reductions.

## Key investigations

The full work programmes and key milestones for each Assembly Committee will be finalised following the London Assembly's annual general meeting in May 2015. In the meantime, Committees have agreed their main forthcoming investigations as follows.

**The Regeneration Committee** is planning an investigation to explore the Mayor's investment through TfL in transport infrastructure as a lever for regeneration. It is also intending to look the role of Business Improvement Districts (BIDs) in delivering local regeneration, including how and where BIDS add value in regeneration schemes, and ways that the Mayor and boroughs can maximise the contribution BIDs make to regeneration.

**The Planning Committee** will continue to review Supplementary Planning Guidance (SPG) and Opportunity Area Planning Framework Guidance as they are published for consultation by the Mayor. Two consultations are expected up to the summer of 2015: Housing Supplementary Planning Guidance (May 2015) and Central Activities Zone Supplementary Planning Guidance (July 2015). Following the Planning Inspector's Report into the Further Alterations to the London Plan, the Committee will review how the Mayor should engage local planning authorities beyond the GLA's boundaries in discussions regarding accommodating sufficient numbers of new homes.

**The Police and Crime Committee** will continue its mix of plenary-style question and answer sessions, with the Deputy Mayor for Policing and Crime and senior Metropolitan Police officers, and thematic sessions. The latter are likely to include work on the implementation of the Prevent Strategy in London, and a review of the Met's approach to tackling modern slavery. The Committee will continue to examine police performance and the progress against targets set out in the Mayor's Police and Crime Plan.

**The Budget and Performance Committee** is expected to examine the Met's plans to outsource some of its back-office functions as part of its efforts to make financial savings. The Committee will also follow up its recent major investigations into the Met's technology programme and TfL's sponsored transport schemes. Later in the year, the Committee will scrutinise the Mayor's draft budget for 2016-17, the last of his mayoral term.

**The Environment Committee** is considering potential work including: solar energy or other carbon-reduction work; the urban environment, potentially focusing on the pressures of development as London's population grows; and a potential specific topic on reducing traffic pollution, such as electric vehicle infrastructure or implementing clean taxi rules.

**The Health Committee** will consider access to good quality care at two key points in life – at the beginning (maternity services) and the end (end-of-life care). It will also examine communicable

diseases in London, focussing on tuberculosis. The Committee will review the Mayor's updated Health Inequalities Strategy once it is published.

**The Transport Committee** will look at new strategies for managing London's congested roads and railways, including the case for devolving suburban rail services and the impact of commercial and freight traffic on the road network. The Committee will also look at off-peak travel in London, road safety, and accessibility issues.

**The Economy Committee** will continue to examine the Mayor and LEP's programme to support London's economy. The Committee is likely to review the role of the third sector in London's economy, the issue of fairness and flexibility in London's labour market and factors affecting London's economy in the future. The Committee will also continue to examine food poverty in the capital and conclude its work on the economic impact of climate change.

**The Housing Committee** will continue to monitor the Mayor's housing commitments including those involving affordable home ownership. The Committee is likely to review the volume and quality of student accommodation built in the capital. A review of how negotiations are carried out to assess financial viability of new developments will also be undertaken. Further follow-up work on the Committee's previous work on the Private Rented Sector and letting agencies is also expected to be completed this year.

**The Education Panel** is expected to review evidence on the Mayor's programmes to support schools trying to close the gap between the most and least able students. The Panel is also expected to review the drop-out rates at the post-16 stage and to hear from the Regional Commissioners.

# Annexes

## Annex A: GLA budget

### Budget summary

	2015-16	2016-17
	£000	£000
Staff	42,543	43,752
Programme	79,492	73,178
Non-Programme	109,490	39,191
<b>Revenue</b>	<b>231,525</b>	<b>156,121</b>
<b>Capital</b>	<b>797,703</b>	<b>789,398</b>
<b>Total Budget</b>	<b>1,029,228</b>	<b>945,519</b>

### Programme budgets: Revenue

	2015-16	2016-17
	£000	£000
Communities and Intelligence	19,439	23,709
Development, Enterprise and Environment	19,519	13,327
External Affairs	3,120	2,845
Housing and Land	10,210	9,200
Resources	27,204	24,097
<b>Total Budget</b>	<b>79,492</b>	<b>73,178</b>

### Capital Spending Plan

	2015-16	2016-17
	£000	£000
Communities and Intelligence	1,300	946
Development and Enterprise	170,470	77,428
Housing and Land	586,168	696,633
Resources	39,765	14,391
<b>Total Budget</b>	<b>797,703</b>	<b>789,398</b>

## Objective analysis

	2015-16	2016-17
	£000	£000
<b>Directorate Expenditure</b>		
Development, Enterprise and Environment	18,544	10,111
Housing and Land	21,350	21,048
Communities and Intelligence	18,349	22,419
External Affairs	6,451	6,154
Resources	14,751	25,401
Corporate Management Team	1,084	1,084
Elections	6,500	10,485
Mayor's Office	4,170	4,220
Assembly and Secretariat	7,178	7,178
<b>Total Directorate Expenditure</b>	<b>98,377</b>	<b>108,100</b>
Olympic Funding Agreement	61,000	28,347
Museum of London	7,600	7,600
London and Partners	12,026	10,954
London Legacy Development Corporation	23,300	20,700
Old Oak and Park Royal Development Corporation	3,404	3,397
Contingency	4,310	3,765
Savings To Be Found	0	(2,896)
<b>Net Service Expenditure</b>	<b>210,017</b>	<b>179,967</b>
Financing Costs	135,291	132,770
Business Rates Retention Tariff	355,700	364,000
Business Rates Retention Levy	9,006	13,825
<b>Total Net Expenditure</b>	<b>710,014</b>	<b>690,562</b>
<b>Income</b>		
Crossrail Business Rate Supplement	(118,100)	(115,300)
Business Rates income to fund Tariff	(355,700)	(364,000)
Interest Receivable	(10,400)	(12,000)
<b>Net Cost of Services</b>	<b>225,814</b>	<b>199,262</b>
<b>Contributions to Reserves</b>	<b>66,926</b>	<b>5,170</b>
<b>Contributions from Reserves</b>	<b>(61,215)</b>	<b>(48,311)</b>
<b>Financing requirement</b>	<b>231,525</b>	<b>156,121</b>

## Annex B: Detailed Budget tables

### Staff Costs 2015-16

	£000	FTE
Communities and Intelligence	6,277	110.5
Development, Enterprise and Environment	8,296	149
External Affairs	3,015	62
Housing and Land	5,726	90
Resources	7,942	168.1
Corporate Management Team	929	15
Mayor's Office	3,963	51.6
Assembly and Secretariat	6,395	122.5
<b>Total Budget</b>	<b>42,543</b>	<b>769</b>

## GLA revenue budgets

Directorate/Unit	Programme Area	2015-16 Expenditure £000	2015-16 Income £000	2015-16 Budget £000	2016-17 Expenditure £000	2016-17 Income £000	2016-17 Budget £000
<b>Development, Enterprise and Environment</b>							
EBPU	London and Partners	12,026	0	12,026	10,954	0	10,954
EBPU	Food Programme	900	(300)	600	300	0	300
EBPU	London Hydrogen Partnership	40	0	40	40	0	40
EBPU	Infrastructure Delivery Board & 2050 Plan	170	0	170	220	0	220
EBPU	Expo 2025	150	0	150	0	0	0
EBPU	Digital Skills	900	(900)	0	2,100	(2,100)	0
Regeneration	Outer London Fund	710	0	710	0	0	0
Regeneration	Mayor's Regeneration Fund	778	0	778	0	0	0
Regeneration	London Enterprise Fund	147	0	147	0	0	0
Regeneration	Growing Places Fund	1,116	0	1,116	0	0	0
Regeneration	New Homes Bonus	37,800	(37,800)	0	0	0	0
Regeneration	Further Education	1,500	0	1,500	0	0	0
Environment	Environment statutory programme	390	0	390	390	0	390
Environment	Environment non-statutory programme	363	0	363	326	0	326
Environment	Smart London Demonstrators	1,000	(1,000)	0	291	(291)	0
Environment	Capital Clean up	40	0	40	40	0	40
Environment	Drain London	534	(534)	0	0	0	0
Transport	Noise Project	12	0	12	7	0	7
Planning	London Plan	350	0	350	350	0	350
Planning	Tottenham planning	75	0	75	0	0	0
Planning	Croydon planning	52	0	52	0	0	0
Planning	Call-in / takeover applications	200	0	200	200	0	200
Directorate	Minor Programmes	800	0	800	500	0	500
<b>Total</b>		<b>60,053</b>	<b>(40,534)</b>	<b>19,519</b>	<b>15,718</b>	<b>(2,391)</b>	<b>13,327</b>
<b>Housing and Land</b>							
PPS	Rough Sleeping	8,450	0	8,450	8,450	0	8,450
PPS	Care and support housing	40	(40)	0	40	(40)	0
PPS	RE:FIT	1,000	(500)	500	1,000	(500)	500
PPS	RE:NEW	1,260	0	1,260	250	0	250
PPS	Seaside & Country Homes	175	(175)	0	175	(175)	0

Total		10,925	(715)	10,210	9,915	(715)	9,200
<b>Communities and Intelligence</b>							
Health & Communities	2017 IPC World Championship	233	(529)	(296)	3,433	(2,711)	722
Health & Communities	Major Events Sports Programme	305	0	305	345	0	345
Health & Communities	2017 IAAF World Championship	0	0	0	8,915	0	8,915
Health & Communities	Sports Legacy programme	2,225	0	2,225	950	0	950
Health & Communities	Museum of London	7,600	0	7,600	7,600	0	7,600
Health & Communities	Film London	1,300	0	1,300	1,300	0	1,300
Health & Communities	British Fashion Council	649	0	649	649	0	649
Health & Communities	4th Plinth Programme	254	0	254	254	0	254
Health & Communities	Design	250	0	250	250	0	250
Health & Communities	GIGS	131	0	131	125	0	125
Health & Communities	Big Dance	68	0	68	178	0	178
Health & Communities	Busk in London	120	0	120	0	0	0
Health & Communities	London Cultural Strategy Group	121	0	121	121	0	121
Health & Communities	Sustainable Development	50	0	50	50	0	50
Health & Communities	Youth ESF Projects	1,498	(749)	749	250	(125)	125
	Supplementary Programmes for Schools						
Health & Communities	(Leadership clubs)	218	0	218	218	0	218
Health & Communities	Gold Club	105	0	105	105	0	105
Health & Communities	Peer Outreach team	40	0	40	40	0	40
Health & Communities	New Schools for London	85	0	85	0	0	0
Health & Communities	London Schools Excellence Fund	2,530	0	2,530	280	0	280
Health & Communities	English the key to Integration in London	288	(200)	88	0	0	0
Health & Communities	You Matter	20	0	20	10	0	10
Health & Communities	Academies	148	0	148	120	0	120
Health & Communities	Mayor's Mentoring Programme	100	0	100	50	0	50
Health & Communities	Oracle	300	(175)	125	50	(50)	0
Health & Communities	The London Curriculum	100	0	100	100	0	100
Health & Communities	Healthy Schools	290	0	290	150	0	150
Health & Communities	Health Commission	0	0	0	0	0	0
Health & Communities	London Health Board Secretariat	50	0	50	50	0	50

Health & Communities	2017 Athletics ceremonies	100	(100)	0	300	(300)	0
Health & Communities	Paralympic Legacy	30	(30)	0	30	(30)	0
Health & Communities	Disabled visitor experience survey	25	(25)	0	0	0	0
Health & Communities	Lumiere	500	(500)	0	0	0	0
Health & Communities	Illuminated Bridges	250	(250)	0	0	0	0
Health & Communities	Euro 2020	0	0	0	0	0	0
Health & Communities	Concert Hall /Museum of London	700	0	700	0	0	0
Team London	Team London	1,589	(1,577)	12	0	0	0
Team London	Volunteering into Work	220	0	220	220	0	220
Team London	Volunteering in Younger People	62	0	62	62	0	62
Team London	Visitor Welcome	740	(520)	220	220	0	220
Directorate	Minor Programmes	800	0	800	500	0	500
<b>Total</b>		<b>24,094</b>	<b>(4,655)</b>	<b>19,439</b>	<b>26,925</b>	<b>(3,216)</b>	<b>23,709</b>
<b>External Affairs</b>							
External Relations	Events for London (including New Year's Eve)	3,250	(355)	2,895	3,200	(355)	2,845
External Relations	Website Marketing	225	0	225	0	0	0
<b>Total</b>		<b>3,475</b>	<b>(355)</b>	<b>3,120</b>	<b>3,200</b>	<b>(355)</b>	<b>2,845</b>
<b>Resources</b>							
Corporate	Website	500	0	500	0	0	0
<b>Total</b>		<b>500</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue Programme (excl. MDCs)</b>		<b>99,047</b>	<b>(46,259)</b>	<b>52,788</b>	<b>55,758</b>	<b>(6,677)</b>	<b>49,081</b>
Corporate	LLDC Sponsorship	23,300	0	23,300	20,700	0	20,700
Corporate	OPDC Grant Funding	3,619	(215)	3,404	3,612	(215)	3,397
<b>Total Revenue Programme</b>		<b>125,966</b>	<b>(46,474)</b>	<b>79,492</b>	<b>80,070</b>	<b>(6,892)</b>	<b>73,178</b>



## GLA Capital budgets

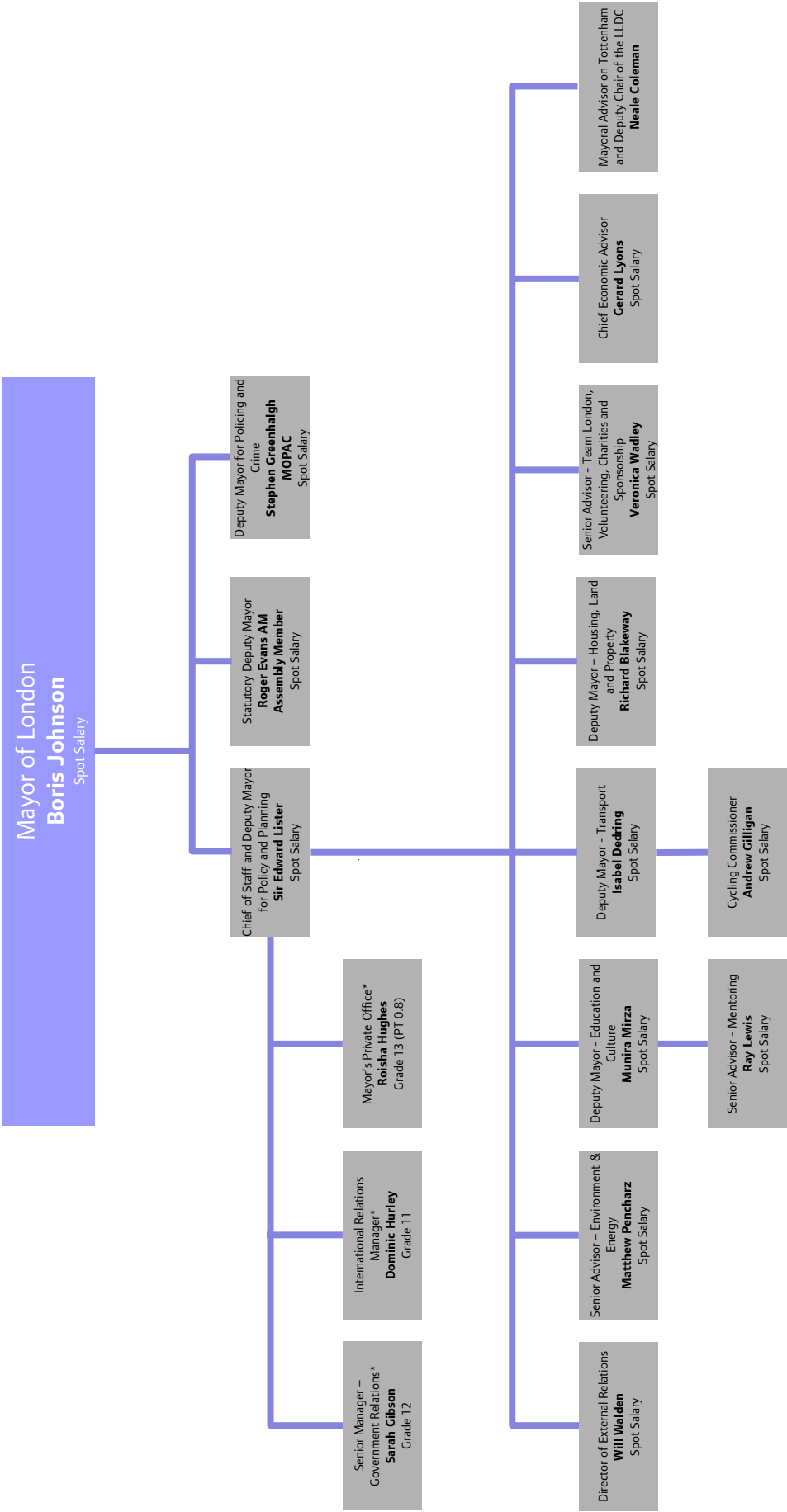
Directorate/Unit	Programme Area	2015-16 Budget £000	2016-17 Budget £000
<b>Communities and Intelligence</b>			
Health & Communities	Sports Legacy programme	1,300	946
<b>Total</b>		<b>1,300</b>	<b>946</b>
<b>Development, Enterprise and Environment</b>			
Regeneration	Outer London Fund and High Streets	845	0
Regeneration	Mayor's Regeneration Fund	29,202	0
Regeneration	London Enterprise Fund	4,684	1,200
Regeneration	London Enterprise Panel	47,019	19,408
Regeneration	Crystal Palace Regeneration	920	920
Regeneration	Super-Connected Cities	12,000	0
Regeneration	Further Education Capital	28,500	55,000
Regeneration	New Homes Bonus	32,200	0
Regeneration	High Streets	7,800	0
Regeneration	Woolwich	5,000	0
EBPU	Digital Skills	1,100	900
EBPU	London and Partners	200	0
Environment	London Great Outdoors: Parks and Trees	1,000	0
<b>Total</b>		<b>170,470</b>	<b>77,428</b>
<b>Housing and Land</b>			
Programme, Policy and Services	Mayor's Housing Covenant	240,148	390,999
Programme, Policy and Services	Care & Support Programme	10,475	10,199
Programme, Policy and Services	Decent Homes Programme	145,000	0
Programme, Policy and Services	Custom Build	4,200	0
Programme, Policy and Services	Homelessness Change / Platform for Life	15,500	15,000
Programme, Policy and Services	London Housing Bank	100,000	100,000
Programme, Policy and Services	Housing Zones	40,000	180,000
Strategic Projects & Property	Kidbrooke Regeneration	226	0
Strategic Projects & Property	Greenwich	1,740	0
Strategic Projects & Property	LSIP	2,839	435
Strategic Projects & Property	Millenium Mills	6,000	0
Strategic Projects & Property	Land Acquisitions	20,000	0
Strategic Projects & Property	Land and property - General	40	0
<b>Total</b>		<b>586,168</b>	<b>696,633</b>
<b>Total Capital programme budget</b>		<b>757,938</b>	<b>775,007</b>
<b>Non Programme capital budgets</b>			

CPOS	30,230	13,856
CrossRail	9,000	-
City Hall	175	175
Technology Group	360	360
<b>Total Capital (programme and non-prog.)</b>	<b>797,703</b>	<b>789,398</b>

Annexes C & D:

Mayoral Team and Senior Management Team

# Mayoral Team

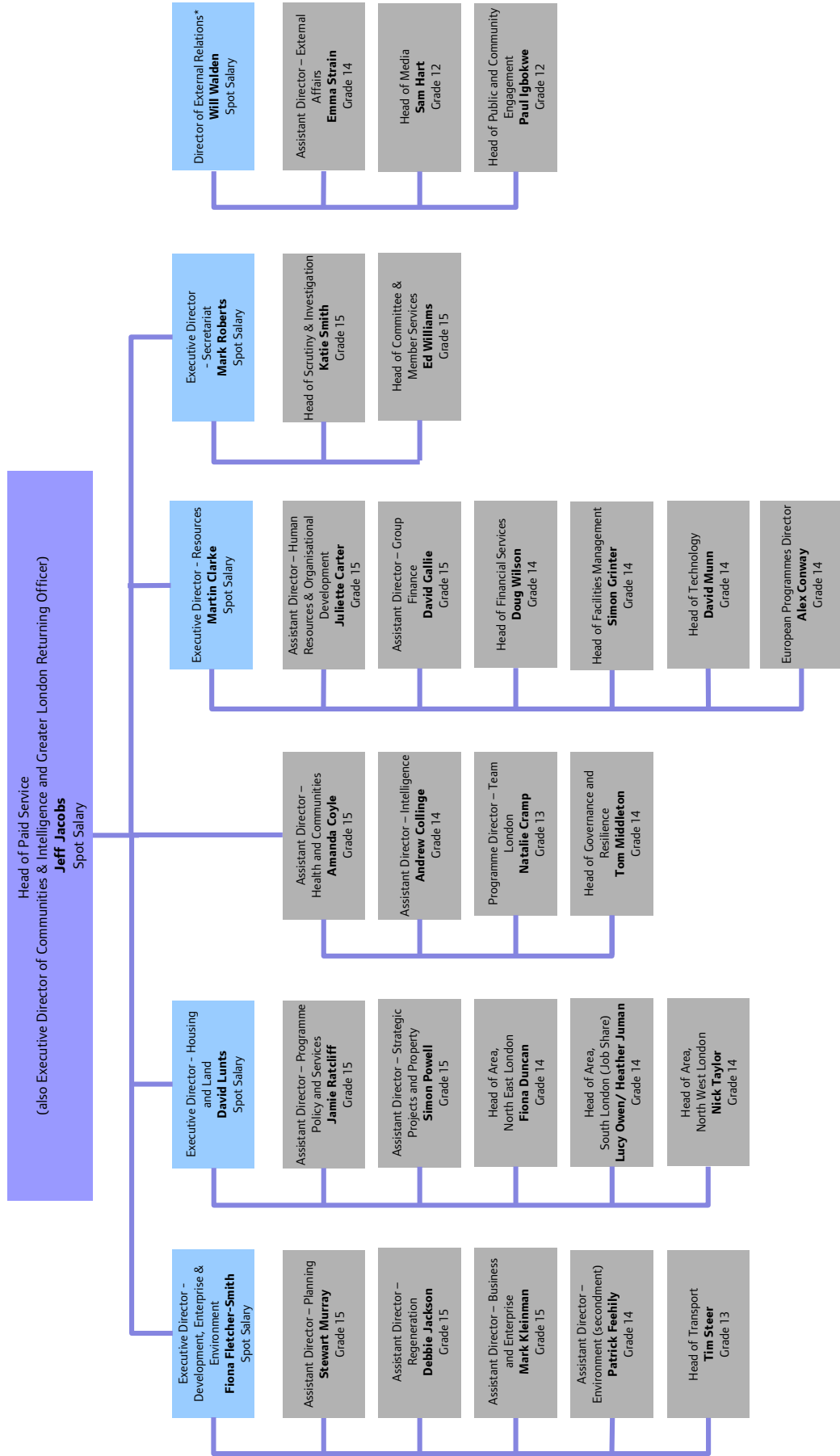


\*Denotes a permanent member of GLA staff. All other officers are Mayoral Appointees with employment in the Mayoral Team terminating by operation of law at the end of the Mayoral term unless terminated earlier by the Mayor or the individual.

GLA officers can be contacted on 020 7983 4100

Salary information for the Mayoral team can be found online: <https://www.london.gov.uk/mayor-assembly/mayor/mayoral-team>

# SENIOR MANAGEMENT TEAM



All officers are permanent members of GLA staff. Salary scales for graded staff can be found online using the link below :

<https://www.london.gov.uk/sites/default/files/GLA%20Grades%20and%20spine%20points%201%20January%202015%20to%2031%20March%202016.pdf>

Officers can be contacted on 020 7983 4100

\*Will Walden is a Mayoral appointee and reports to the Chief of Staff, Sir Edward Lister

## Annex E: Assembly Members

Assembly member	Constituency	Party
Tony Arbour	South West (Hounslow, Kingston-upon-Thames, Richmond-upon-Thames)	Conservative
Jennette Arnold	North East (Hackney, Islington, Waltham Forest)	Labour
Gareth Bacon	Londonwide	Conservative
John Biggs	City and East (Barking and Dagenham, City of London, Newham, Tower Hamlets)	Labour
Andrew Boff	Londonwide	Conservative
Victoria Borwick	Londonwide	Conservative
James Cleverly	Bexley and Bromley	Conservative
Tom Copley	Londonwide	Labour
Andrew Dismore	Barnet and Camden	Labour
Len Duvall	Greenwich and Lewisham	Labour
Roger Evans	Havering and Redbridge	Conservative
Nicky Gavron	Londonwide	Labour
Darren Johnson	Londonwide	Green
Jenny Jones	Londonwide	Green
Stephen Knight	Londonwide	Liberal Democrat
Kit Malthouse	West Central (Hammersmith & Fulham, Kensington and Chelsea, Westminster)	Conservative
Joanne McCartney	Enfield and Haringey	Labour
Steve O'Connell	Croydon and Sutton	Conservative
Caroline Pidgeon	Londonwide	Liberal Democrat
Murad Qureshi	Londonwide	Labour
Dr Onkar Sahota	Ealing and Hillingdon	Labour
Navin Shah	Brent and Harrow	Labour
Valerie Shawcross	Lambeth and Southwark	Labour
Richard Tracey	Merton and Wandsworth	Conservative
Fiona Twycross	Londonwide	Labour

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Greater London Authority

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